

Overview and Scrutiny Committee **Monday, 4th June, 2018**

Place: Council Chamber, Civic Offices, High Street, Epping

Room: Council Chamber

Time: 7.30 pm

Democratic Services Officer: A. Hendry Tel: (01992) 564243
Email: democraticservices@eppingforestdc.gov.uk

Members:

As appointed at the Annual Council Meeting on 24 May 2018.

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

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

To report the appointment of any substitute members for the meeting.

4. MINUTES (Pages 7 - 20)

To confirm the minutes of the meeting of the Committee held on 17 April 2018.

5. DECLARATIONS OF INTEREST

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. ESSEX COUNTY COUNCIL - PASSENGER TRANSPORT - SCRUTINY OF EXTERNAL ORGANISATIONS (Pages 21 - 32)

To consider the attached report and undertake appropriate external scrutiny on the support and provision of local bus services.

7. WEST ESSEX & EASTERN HERTFORDSHIRE DIGITAL INNOVATION ZONE

To receive a presentation from the Council's Economic Development Officer (Michael Warr), highlighting the background, ambitions and workstreams of the West Essex and Eastern Hertfordshire Digital Innovation Zone. The presentation will also include an update on the Superfast Essex broadband rollout programme, covering both completed and planned projects.

With Michael Warr will be Cllr Lion and John Huston.

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

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.

9. EXECUTIVE DECISIONS - CALL-IN

To consider any matter referred to the Committee for decision in relation to a call-in.

10. FORWARD PLAN OF KEY DECISIONS - REVIEW (Pages 33 - 48)

The Cabinet’s forward plan of key decisions is reviewed by the Committee at each meeting, to provide an opportunity for the scrutiny of specific decisions to be taken over the period of the plan. Wherever possible, Portfolio Holders will attend the Committee to present forthcoming key decisions, to answer questions on the forward plan and to indicate where appropriate work could be carried out by overview and scrutiny on behalf of the Cabinet.

11. SELECT COMMITTEES - TERMS OF REFERENCE & WORK PROGRAMME 2018/19 (Pages 49 - 74)

To consider the attached report.

12. OVERVIEW AND SCRUTINY SELECT COMMITTEES - MEMBERSHIP 2018/19 (Pages 75 - 78)

Decision Required:

(1) To appoint members to the following Select Committees in accordance with pro-rata in the proportions (**Report and full name list to follow**):

Select Committee:
Governance Select Committee
Communities Select Committee
Neighbourhoods Select Committee
Resources Select Committee

(2) To consider requests for appointments to Select Committees by non affiliated members; and

(3) To appoint a Chairman and a Vice Chairman to the following Select Committees:

Select Committee	Appointments Required:
Governance	Chairman: Vice Chairman:
Communities	Chairman: Vive Chairman:
Neighbourhoods	Chairman: Vice Chairman:
Resources	Chairman:

	Vice Chairman:
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Select Committees

1. The Council has agreed that pro rata apply to Overview and Scrutiny Select Committees only. The Overview and Scrutiny rules provide that the memberships must reflect pro rata requirements and the lowest number of members required to achieve cross-party representation whilst allowing the inclusion of members who are not members of a political group or are not members of the Overview and Scrutiny Committee.
2. The Committee are asked to make appointments to Select Committees in accordance with the Overview and Scrutiny Procedure rules.
3. Nominations to Chairman and Vice Chairman of these Select Committees are excluded from the calculation required under the Council's protocol regarding allocation of Chairman and Vice-Chairman positions between the political groups.
4. Nominations to the Select Committees, which may be submitted up until the day of the meeting, were sought through officer liaison with the Group Leaders and via the Appointments Panel. A list of nominations will be tabled at the meeting.

Task and Finish Panels

No Task and Finish Panels have been proposed at this time.

13. OVERVIEW AND SCRUTINY ANNUAL REPORT 2017/18 (Pages 79 - 128)

To consider the attached report.

14. CORPORATE PLAN KEY ACTION PLAN 2017/18 - QUARTER 4 OUTTURN (Pages 129 - 150)

To consider the attached report.

15. TRANSFORMATION PROJECT - PROJECT CLOSURES (Pages 151 - 160)

To consider the attached report.

16. TRANSFORMATION PROGRAMME - PROJECT DOSSIER (Pages 161 - 170)

To consider the attached report.

17. OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMMES 2018/19 - REVIEW (Pages 171 - 176)

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 programme is attached.

(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. A PICK form is attached.

18. SCRUTINY OF EXTERNAL ORGANISATIONS - REVIEW (Pages 177 - 178)

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.

19. 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.

EPHING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

Committee:	Overview and Scrutiny Committee	Date:	Tuesday, 17 April 2018
Place:	Council Chamber, Civic Offices, High Street, Epping	Time:	7.30 - 9.52 pm
Members Present:	Councillors M Sartin (Chairman) R Brookes (Vice-Chairman) N Avey, R Baldwin, N Bedford, J Lea, A Mitchell, S Murray, S Neville, A Patel and D Wixley		
Other Councillors:	Councillors W Breare-Hall, A Grigg, S Kane, A Lion and C Whitbread		
Apologies:	Councillors Y Knight, D Stallan and H Whitbread		
Officers Present:	D Macnab (Acting Chief Executive), D Bailey (Head of Transformation), A Hendry (Senior Democratic Services Officer), S Mitchell (PR Website Editor) and G J Woodhall (Senior Democratic Services Officer)		
By Invitation:	A Whitehead (East of England Ambulance Service)		

65. 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.

66. SUBSTITUTE MEMBERS

It was noted that there were no substitute Members for the meeting.

67. MINUTES

RESOLVED:

That the minutes of the last Committee meeting held on 27 February 2018 be signed by the Chairman as a correct record.

68. DECLARATIONS OF INTEREST

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

69. EAST OF ENGLAND AMBULANCE SERVICE - SCRUTINY OF EXTERNAL ORGANISATIONS

The Chairman introduced Alan Whitehead the Sector Head of Service Development, Engagement and Improvement from the East of England Ambulance Service NHS Trust. He was there to facilitate the scrutiny of the East of England Ambulance Service NHS Trust in regard to local ambulance services provided across the Epping Forest District, following the publication of a Care Quality Commission (CQC) report

in August 2016 and its judgement that the quality of the service provided by the Trust required improvement.

Members had submitted some advanced questions that were sent to him beforehand to enable him to prepare answers for the meeting.

Mr Whitehead thanked the Committee for inviting him to the meeting and noted the 13 questions he was sent in advance. He took the first three questions first. They were:

- the plans of the Trust to address a report of the Care Quality Commission (CQC) (August 2016) on its judgement that the quality of the services provided by the Trust 'requires improvement';
- the current position of the Trust in addressing the concerns raised by the CQC in August 2016;
- the arrangements of the Trust for stakeholder and public reporting of its progress in addressing the concerns raised by the CQC;

He noted that the trust worked to an action plan in response to the CQC report. As a result of this many improvements have been put in place especially in medicine management, health and safety and feedback to staff. They reviewed their policy and procedures on medicine management to ensure they were consistent across the region. The Trust covered six counties and had to harmonise their procedures. Their action plan was also published on the website to be reviewed and commented on. Their aim was to be the best provider of care and used the CQC report to support this improvement.

The last CQC visit was just over 18 months ago. They concentrated on "core services" and on how "well led" they were. Feedback so far on the improvements has been broadly positive, with some areas to improve on. They will now feed this back to the CQC with their action plans. The trust was not advised to make any immediate changes during the inspection. Once they have the outcome of the report later this year they would share it, as would the CQC.

The next two questions were:

- the geographic area for which ambulance services are provided by the Trust and its current response and attendance performance in relation to emergency calls across its operational area;
- the current response and attendance performance of the Trust in relation to emergency calls received across the Epping Forest District;

The trust covered six counties, with a population of nearly six million people and provides a range of services. Best know for the 999 emergency services, where they provide a 24/7 service. In 2017 to 2018 they received 1.1million calls across the region. As for performance, since October 2017 they had introduced the Ambulance Response Programme (ARP) in line with other ambulance trusts in the country. The aim was to maintain the operational efficiency of the ambulance service while focusing on the clinical needs of the patient, which was their real key as an organisation. They had three main objectives, prioritising the sickness patients to ensure the fastest response; delivering appropriate operational behaviours so that the patient got the appropriate response the first time and in an appropriate time frame; and by putting an end to unacceptable long waits.

They were now also for the first time measuring the mean rather than the average response times. Also a time standard would apply to every patient to whom a vehicle was sent; previously this was not always the case. They were now reviewing how they dispatched ambulances or their fast response cars. Also their new model would be for more double staffed ambulances and slightly less fast response vehicles. Their priority was to transport patients (to hospital) and therefore it made sense to have ambulances. A new set of quality indicators would measure the time between receiving a 999 call and receiving life saving treatment for heart attacks, strokes and cardiac arrests. This was all designed to ensure that the sickest patients received the fastest response, get the response they needed the first time and in a time frame that was appropriate to their need. Also people living in rural areas should receive a more equitable response as they spread resources more equally amongst patients.

They have had to rewrite all of their reporting programmes over the last few months, but this had meant that they were not reporting performance against new targets because of this transitional period. But, they will be able to start reporting performance by the end of this month; so they can supply figures to any future meeting if required.

The next question was about the resources and capacity of the Trust to respond to emergency calls received across the Epping Forest District.

The West Essex area contains Harlow, Epping and Loughton. They currently had 167 staff and 16 vacancies which did not affect their ability to meet their contractual obligations. This was supported by some purchased private resources and if required by the surrounding area Trusts. They have recently had an Independent Service Review looking at the gap between demand and resources. They have done some modelling and researched target and have now had a report back from external consultants; the result would indicate an increase in resources over the next two years.

He was asked about the Trust's call handling arrangements for emergency situations arising across the Epping Forest District. Their call handling procedure was the same across the region. They operated three emergency control rooms, one at Norwich, one at Bedford and one at Chelmsford. Any calls will be triaged by the call takers to enable them send the right resource to any call received. They now have 90 seconds to triage a call, before that it was only 30 seconds; this would enable them to allocate the most appropriate resource to that. There was two ways to deal this this from then on, it could go to the ambulance dispatch desk where the nearest resource could be dispatched to the patient, or it could go to their emergence advice and triage desk where they have a number of clinicians, specialist in various areas, where they can assess their need, offer advice, and sometimes maybe send an ambulance or send a paramedic out to do a face to face assessment or any other appropriate advice.

Calls are now categorised into four different categories, referred to C1, C2, C3 and C4. A C1 call was an immediate life threatening call; this has recently been broadened out to catch more people and circumstances under this category.

He was also asked about the Trust's complaint handling arrangements for emergency calls received across the District. As a Trust they welcome complaints (as well as compliments). They can be made in a number of ways and will be passed to the 'Patients Experience' department in Bedford where they were monitored. Their policy was to complete all complaint investigations within 25 working days, however if it took longer they would go back to the complainant and explain why. The Trust will follow up and analyse any serious incidents that had occurred.

They also have a patient experience survey to monitor the patient feedback and recently noted that in September 2017, 100% of the people surveyed in Essex would be extremely likely to recommend the emergency services again.

The next question asked was to do with the operation of public forums by the Trust for feedback on its local ambulance services and the consideration of relevant service performance issues. They have a Community Engagement Group whose members are made up from the general public from across the region. It should be noted that in January and February they received the highest number of compliments in recent times.

He was also asked about the provision of cross-border ambulance services by the Trust, to other NHS Trust areas and also on the operational procedures of the Trust, specifically with regard to the initial attendance of paramedic or ambulance services in response to emergency calls received across the District. Like other trusts they did not have internal boundaries. For each 999 call they receive, the nearest response vehicle would be dispatched. At times the ambulance could convey patients to facilities outside this operating area, such as to a specialist hospital to better support a patient with major trauma. They also transfer patients to other areas of specialist care, such as to London when considered necessary. Lesser priority patients may also be diverted to other hospitals if the main ones were experiencing high workloads or major incidents. Nationally they have cross border arrangements, which mean that a nearer resource could be sent, say from London if they were closer and available. Also in times of major incidents they can assist London, such as the Grenfell Tower fire. What that meant was that we covered for the London ambulances that were sent there.

The next question asked was about the current provision of non-emergency Patient Transport Services (PTS) by the Trust. Their patient transport team make about half a million journeys a year taking patients onto other specialist hospitals, or to and from appointments to other facilities etc. this was a high quality service for patients, safe and flexible. Last year they were asked to take over the PTS contract for Hertfordshire and Bedfordshire when a private company went into liquidation. They had to take this over at very short notice and had to put in arrangements over a weekend; which they successfully managed to do, taking on staff on a temporary basis from that contract.

The last question was on current areas of 'stress' within the provision of ambulance services by the Trust, including any issues of specific relevance to the Epping Forest District. As with most public sector authorities they had a number of issues, finance being the obvious one. Another one was about ambulance arrival to handover times, it should be 15 minutes; the majority of delays occurred from arrival to handover and they were looking to improve that process, having monthly meetings with the team looking for improvements. Princes Alexandra has made remarkable improvements over the last six months on this. They have also seen an increase in demand for their services; over the last ten years they have seen an annual increase of approximately 1 to 2%. They appreciate that they cannot keep throwing money at the system and were now looking at how they worked with CCGs and other health partners and redesigning some of their services to make the most efficient use of their systems. Another problem was that their workforce was in demand; the paramedics have now a large skill set and other parts of the health service were recognising these skills and now paramedics were being enticed to work in GP surgeries and emergency departments etc. They were looking at this. It may be that instead of sending a patient straight to hospital, a paramedic could do a face to face assessment and refer them elsewhere in the system to a place of most appropriate need. They were trialling putting in emergency practitioners into GP practices, which are also

stretched, and using them for home visits, helping to keep patients at home rather than a wasted journey to the local A&E department. They were also looking at other schemes one being around mental health street triage.

The meeting was then opened up to questions from members.

Councillor Neville asked about the high vacancy rate of 14% in the emergency care department, has that now come down, and given that, what was staff morale like? Mr Whitehead said it was the emergency control centres that he was referring to. He did not have the exact figures but was aware that they had increased although they were still struggling to find staff; so they still had some vacancies. Morale was always difficult to measure, unsocial working hours, large workloads and the breaks were always key to this and management was keen to address these issues. They were also consulting the staff to come to a working arrangement.

Councillor Mitchell asked if there was a child not breathing properly and they were only 10 minutes from hospital, what would be your response. Mr Whitehead said he would expect to send an ambulance to take them to hospital. If you are referring to a specific case please contact me after the meeting.

Councillor Patel said he spoke about mental health triage; he would also like the trust to look at support for social isolation in the community. The ambulance staff may well identify such people when they are called to attend them. Did they have something in place to escalate this to say, social services. Mr Whitehead said that was a good point as they often were the point of first contact and the eyes and ears of social services. Safeguarding was very important and their staff were well educated in this regard. They have a single point of contact that the staff can call and make a referral to the safeguarding scheme. More work was being done on this but it has not been publicised as much.

Councillor Patel then asked who monitored the safeguarding areas and how were they investigated and what were the outcomes. He was told that it was their duty to report any concerns they found and this was monitored. They also now get feedback on the cases reported. A lot of this safeguarding data was on their website.

Councillor Lea praised the excellent service she had received recently during a family crisis. However, she noted that there may be a lot of people who were taken to hospital who maybe did not need to go there, where the paramedics had to stay with the patients until the hospital took over. This was a waste of their time. Can a paramedic ask for a GP to come out instead of taking them to hospital, how would this work? Mr Whitehead replied that they can refer a patient to a GP and request them to attend. As for taking patients to A&E, there has been a lot of scrutiny over this recently. Of the calls that they receive and respond to, 65% were not conveyed to a hospital. They triage their patients and have other options other than taking them to hospital.

Councillor Wixley asked if there were doctors on some ambulances as there were now more ambulances and fewer paramedics now sent out. Were paramedics more skilled than ambulance staff and in which circumstances would you use an ambulance or a rapid response vehicle? He was told that a paramedic on an ambulance was the same as a paramedic in a response car and they often rotated between the two. There were some 'critical care' paramedics in ambulances and in rapid response vehicles. They were not looking to reduce resources as such; there will be more responding resources within the system and not less. The response cars were very much focused around achieving a target, but they now had more critically ill patients in this target so it was better having an ambulance to transport them.

Councillor Murray noted that in February the Chief Executive of the Service said that they needed 160 new vehicles over the next two years. Would this target be met? Mr Whitehead said he was referring to the Independent Service Review commissioned by the CCGs, and this was what was recommended. An outcome of this was that the CCG has agreed to fund this and we should get these vehicles over the next 2 or 3 years. But they will also be looking to us to deliver our side of the improvements required.

Councillor Sartin asked if they would also get the officers needed to man those vehicles. She was told that they were working with various universities to attract students to work with them and we can support them over their course. Plans were being put in place.

Councillor Bedford asked Mr Whitehead where he saw the ambulance service going to in the next ten years, would there be greater use of technology, would there be paramedics on motorbikes and was the Trust making better use of first responders in the communities. He was told that they had an active first responders programme and they were now equipping them with radios which also enabled them to track their positions. For each area they had a first responder manager. As for motorcycles they were a quick response but they were moving more to a transferable system for patients and would need more than motorcycles for this. Also there was a certain risk in using motorcycles, the riders needed specialist training and it could cost more than a quick response car, so they had decided that they were not viable for use. As for technology, they were always looking at this, but the main barrier was money. His area had a technology sub-group and they were looking to go paperless by 2020 and to equip staff with tablets to use. However the cost of rolling out new technology over the various CCGs in the region was very large.

Councillor Baldwin asked about the front line responders, did they have access to patient's medical records. He was told that no, they did not, but there were some instances where they could be accessed; if their GP surgery had signed up to the appropriate system. They were working on this for the future.

The Chairman thanked Mr Whitehead for coming and giving such complete answers to the questions. She noted that the caring nature of the staff came through in the report in dealing with people in often difficult circumstances. Mr Whitehead replied that he would be happy to arrange a visit to a local station if asked.

70. ESSEX COUNTY COUNCIL (PASSENGER TRANSPORT) - SCRUTINY OF EXTERNAL ORGANISATIONS

The Committee noted that an invitation had been extended to County Councillor R Gooding to attend the next meeting in June 2018 to respond to members concerns of local bus service support.

The Committee came up with the following points that they would like to raise with him:

- (1) The total budget of Essex County Council for the support of local bus services across Essex and the amount currently allocated to the support of services operating within the Epping Forest District or serving its residents;
- (2) The level of contracted local bus service provision by the County Council, currently operating within the Epping Forest District or serving its residents (and details of such routes);

- (3) The level of otherwise financially supported local bus service provision by Essex County Council, currently operating within the Epping Forest District or serving its residents (and details of such routes);
- (4) The amount of the total budget of the County Council for the support of local bus services across Essex, that is spent on concessionary travel and, bus passes etc.;
- (5) The cost to the County Council of a single older persons bus pass;
- (6) The arrangements of the County Council for the modelling of need for the provision of local bus services across the County;
- (7) The value for money derived from local bus services that are contracted or financially supported by Essex County Council;
- (8) The arrangements of the County Council for the promotion of local bus services as a more sustainable alternative to other forms of vehicular transport;
- (9) The general standards expected by the County Council of contracted or financially supported local bus services, in terms of the reliability, roadworthiness and cleanliness of operational vehicles;
- (10) The requirements of the County Council for the provision of seat belts on contracted local school transport services;
- (11) The arrangements of the County Council for the identification of new bus service routes (i.e. does the County Council determine where a service is needed and go out to tender or do operators propose routes to the County Council);
- (12) The effectiveness of the County Council's Bus Strategy and associated Priority Policy;
- (13) The criteria applied by the County Council for the grant of a licence to an operator for the operation of a specific bus service and route; and
- (14) The criteria applied by the County Council for the withdrawal of financial support for the operation of a specific bus service and route.

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

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

72. EXECUTIVE DECISIONS - CALL-IN

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

73. EPPING FOREST YOUTH COUNCIL

The Committee considered the report from the Communities Select Committee recommending that the Youth Council be allocated a DDF sum of £8,000; £3,000 of which would be specifically for the 'MiLife' project during 2018/19. They also

recommended that the Youth Council make an annual presentation to the Overview and Scrutiny Committee so that it could also be webcast.

Councillor Murray said that he was happy with the recommendations and that it was reasonable for them to have this funding. He had received very good feedback from schools on the 'MiLife' project. Councillor Neville also supported the recommendations.

Councillor Patel noted that it had come full circle – as the Task and Finish Panel recommended these two years ago. The Youth Council did some very positive work and he would like to see how it had developed. He would like to see the 'MiLife' project developed further and perhaps it could go up to colleges and into the wider community. Raising awareness of this could be one of the projects they could look at in the future. He would also like it noted that the officers support given to the Youth Council was brilliant and that they did a fantastic job. The Chairman agreed wholeheartedly with his comments on the job the officers did with the Youth Council.

RESOLVED:

- 1) That the Overview and Scrutiny Committee supported the allocation of a DDF sum of £5,000 to the Youth Council for projects during 2018/19.
- 2) That the Overview and Scrutiny Committee supported the allocation a DDF sum of £3,000 to the Youth Council for the MiLife project during 2018/19.
- 3) That the Youth Council makes an annual presentation to the Overview and Scrutiny Committee.

74. TRANSFORMATION PROGRAMME REPORT

The Head of Transformation, Mr Bailey introduced the report on the Transformation Programme. He noted that research consistently showed that 70% of all change fails to deliver on the goals set, largely due to employee resistance and lack of management support.

He went on to give the background to the programme and the position of the current projects. 53% of projects had either come in on time or were delivered early; 47% of the current closed projects had been identified as needing to have tighter timescales or improved estimation of project timescales. 69% of the projects were on cost.

Councillor Patel asked where they were now with the definition of 'prioritisation' and also in appendix 3 the benefits had not been listed. Would officers then go back and look at the projects and do some analysis on them. Mr Bailey said that they would go back and visit the projects when they were done, but they would need more staff to do this and they would be getting two extra staff in the new municipal year. The Transformation Board do prioritise the projects when they first come up. At present we did not need to prioritise as such because we are a well managed council financially, and could do the work brought forward without needing to make difficult decisions.

Councillor Patel asked of the 17 projects listed in the report, were they all the completed projects to date. Recommendation 11 that says that the projects would be reviewed in 12 months. Would they be reviewed on a yearly basis or continue to be on a quarterly basis. Mr Bailey replied that other projects had closed since this report had been written and they will be reviewed annually. Also this Overview and Scrutiny

Committee had asked for an annual report on the projects so they would be done at the same time. Councillor Patel thought that a year was a long time to wait. Immediate analysis would be better. Councillor Sartin asked if these projects would also be reported to the various Select Committees on a more regular basis. Mr Bailey said that just because they were reviewed formally annually, did not mean that they were not reviewed as they went along. Also reports would go to the Select Committees as they were closed.

RESOLVED:

- (1) That the Committee noted the findings of the summative evaluation of project closures and the recommendations agreed by the Transformation Programme Board;
- (2) That the Committee noted the report on the findings from the twelve-month implementation review to the Overview and Scrutiny Committee in April 2019; and
- (3) That the Committee agreed the potential areas for future scrutiny as listed in paragraphs 54, 55, 56 and 57 of the report.

75. TRANSFORMATION PROGRAMME - PROJECT DOSSIER

The Head of Transformation, Mr Bailey noted that this Committee had requested the progress of projects and programmes within the Transformation Programme, known as the Project Dossier, be reported to them for review.

Councillor Patel asked if members could have a notion of the anticipated progress when the reports were generated. Mr Bailey noted that this would have to be put in manually by officers. Councillor Patel noted that with due dates etc. it was difficult to establish where a project should be at that time. Mr Bailey said that they would have a commentary column on the reports to help answer these points.

Councillor Neville noted that in work stream 3 the due date was March 2018 and progress was only at 22%. Why? Mr Bailey agreed that there should be some explanation as to why this was and better commentary on the reports would help this.

Councillor Wixley noted 'Workstream 1' had a 'Discovery Stage' and also had something called 'Behavioural Insight'. What were they? Mr Bailey said that they referred to the 'nudge theory'; by making small changes to nudge people into behaving differently to the advantage of the Council. Councillor Wixley asked if he knew this worked. He was told that an Assistant Director had been asked to look into this and report back on progress made and how it worked.

Councillor Avey said that they needed information to scrutinise, such as the St Johns Road development said that it was 90% complete with 10% left. What was this 10%? That was the kind of issue that members struggled with. Mr Bailey replied that they should focus on the reports that went to the Select Committee. This was the whole list of projects. At the Select Committees members can ask officers to report in detail.

Councillor Sartin asked what the term 'Hold' indicates when put under the column 'stage' in the workstreams table. Mr Bailey said that it just indicated that the project was on hold or maybe yet to start. The comments accompanying it should provide an explanation.

RESOLVED:

That the updated Project Dossier for the Transformation Programme was reviewed and noted by the Committee.

76. TRANSFORMATION PROGRAMME - PROJECT CLOSURES

The Committee received the project closure report from Mr Bailey. The project closure report was generated on 14 February 2018, reference P003 entitled "Establish Programme and Project Management" and was to utilise modern technology to "enable Council officers and members to work more effectively in order to provide enhanced services to customers and make Council services and information easier to access." This project was set up to establish the project management framework.

No questions were forthcoming from the Committee members.

RESOLVED:

That the Project Closure report from the Transformation Programme was noted.

77. TRANSFORMATION SERVICE AREA BUSINESS PLAN

The Leader of the Council, Councillor Chris Whitbread introduced and took the Committee through the Transformation Business Plan.

He noted that the business plan splits into two areas, Transformation and Customer Services. Both contained the major change programme in the council and the 'business as usual' elements. The three key actions for transformation covered three areas:

- 1) to co-ordinate, manage and support change programmes and projects (including the technology strategy, the people strategy and the customer services programme);
- 2) to implement year 2 of service accommodation programme (the Civic Centre and Oakwood Hill refurbishments); and
- 3) to establish integrated performance reporting of the benefits of the programme.

The Customer Service key actions include phase 2 of the corporate customer team, getting them to work better together and to make the customer experience more seamless. Also it included the redesign of the customer self-service facilities and a website redesign.

Also included would be the integration of customer transactions into one customer relations management (CRM) system and also the main reception refurbishment but due to the listing of the building this has been somewhat slowed down, but still needed to happen to enhance our customers experience. And underlining this was our first customer satisfaction survey, enabling us to receive feedback on systems now and in the future.

As for the resource implications there was the £20k of revenue growth for the customer satisfaction survey. For transformation there was the £135k DDF growth for fixed term work on process reengineering and project management.

RESOLVED:

That the Transformation Business Plan for 2018-2019 be noted.

78. CORPORATE PLAN 2018-2023 PROGRESS REPORTING & PERFORMANCE INDICATOR SET

The Head of Transformation, Mr Bailey introduced the Corporate Plan for 2018-2023. He noted that this was the authority's key strategic planning document setting out the journey the Council would take to transform the organisation to be 'ready for the future'.

A Corporate Specification for each year (previously called the Key Action Plan) detailed how the Corporate Plan was being delivered through operational objectives, with these in turn linked to annual Service business plans.

The content of the Plan – including drivers, objectives and benefits – were the subject of consultation with customers, businesses, partners and staff. The views of Councillors were also sought through the Communities, Governance, Neighbourhoods and Resources Select Committees as well as the Overview and Scrutiny Committee. The views of the Cabinet were gained through a report to the Finance and Performance Management Cabinet Committee. Feedback from local councils was taken through a report to the Local Councils' Liaison Committee.

These consultations showed that the structure and strategic approach of the new Corporate Plan were welcomed by all stakeholders, alongside an endorsement of the consultation itself. Beyond this, a large amount of detailed commentary on specific drivers, aims, objectives and performance measures was received.

An annual Corporate Specification detailed how the Corporate Plan would be delivered through a set of operational objectives for that year. The Council had a number of Key Action Plans, so to avoid confusion the yearly action plan for the Corporate Plan will in future be referred to as the Corporate Specification. This name denotes that it specifies the operational objectives for a given year, which in turn are responded to through annual Service business plans.

Mr Bailey went on to explain how the new 'benefit maps' would work and how they should be read. He also showed how these had been simplified over time and made more customer friendly in consultation with members.

Councillor Bedford asked about the data profiles, could they be put in in the bulletin so that members could see them. Mr Bailey replied that they would give members access to the Pentana system which contained all this information.

Councillor Wixley asked about the Customer satisfaction survey. He was told that it was an annual survey, first carried out last year. It will be on the council's website to get live feedback and may become a quarterly report.

Councillor Patel commented that external transformation was not prominent enough and needed to be filled in. it would be useful for the community to see this. He was told that the Transformation Board was considering this issue and should include it in the future

Councillor Bedford asked for full names and not just the acronyms.

The Chairman observed that any more feedback should be sent directly to Mr Bailey.

RESOLVED:

- (1) That the Committee reviewed and commented on the proposed benefits and performance indicator set for 2018-2023; and
- (2) That the Committee reviewed and commented on the Council's proposed format for reporting the performance of the indicator set and the progress of the Corporate Plan 2018-2023.

79. OVERVIEW AND SCRUTINY FRAMEWORK - REVIEW

The Committee noted the report on the overview and scrutiny framework of four select committees that had been established in 2015/16 following a review undertaken by a Task and Finish panel. The select committees broadly reflected the management structure of the council, save for a stand alone Housing Select Committee. This changed in 2016/17 to the current select committee framework aligned to the management structure of the council.

At a recent joint meeting of scrutiny chairmen a proposal was made for the possible combination of the Governance and Resources Select Committees with effect from the new municipal year. However, the Committee noted the current ongoing review of the Council's senior management structure and that this may necessitate a re-alignment of the Overview and Scrutiny Framework over the coming year.

The Committee therefore decided defer any decision on the possible merging of the select committees until a later date.

RESOLVED:

That a decision on the combination of the Governance and Resources Select Committees be postponed until a future date.

80. FORWARD PLAN OF KEY DECISIONS - REVIEW

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

Councillor Brookes said that she would like more information about the District Electoral Review. Mr Macnab said something could be put into the Council Bulletin.

Councillor Bedford asked about problems on plastic recycling; have we tried to find a company in either Norway or Sweden where recycle in house and produce plastic chips that were mixed with asphalt and used to fix pot holes. Could we work with Essex County Council to provide the plastic so they can fill in the pot holes in our area? Councillor Breare-Hall said that this was an interesting suggestion, but at present plastic was not a big issue with us. Mr Macnab agreed and noted that some of the dirty glass that was collected was ground and mixed with stone and went into road repair material.

Councillor Bedford also commented about the quality of water at Loughton and Ongar swimming pools there was a need to look at the detritus that was in the water. Mr Macnab said that he would take this back to the appropriate officers.

81. OVERVIEW AND SCRUTINY DRAFT ANNUAL REPORT

The Committee noted the draft overview and scrutiny annual report and that any comments should be submitted to Democratic Services by Wednesday, 9 May.

82. OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMMES 2017/18 - REVIEW**Overview and Scrutiny Committee**

The committee noted that their work programme had now been completed and that item 5, Princess Alexandra Hospital NHS Trust will be moved to the next years work programme. Also item 11, Essex County Council Passenger will be going to the June 2018 meeting along with Superfast Essex.

Councillor Bedford asked if officers from Stanstead Airport could be invited to attend a future meeting of the Overview and Scrutiny Committee to speak especially after the recent fire at the airport. This was agreed by the Committee.

Reserve Programme

Item 3, the Essex Police/Essex Fire & Rescue Service, members would like it to go to the July 2018 meeting.

Communities Select Committee – nothing further to report.

Governance Select Committee – nothing further to report.

Neighbourhoods Select Committee – nothing further to report.

Resources Select Committee – Councillor Patel noted that the external transformation did not really fit into this select committee's remit. This came about after Councillor Lion gave a presentation on this to his Committee. A wider number of members should be made aware of this but he was not sure where this should be reported to. Mr Macnab said that he would have a word with Councillor Lion and see where it might fit.

83. SCRUTINY OF EXTERNAL ORGANISATIONS - REVIEW

The Committee noted their schedule of recent external scrutiny carried out over the past few years.

84. LAST MEETING OF THE YEAR

As this was the last meeting of the year the Chairman thanked all the members who participated in the meetings during the year. She also thanked all the officers who came to the meeting or wrote reports for the meetings during the year.

CHAIRMAN

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Report to Overview & Scrutiny Committee

Date of meeting: 4 June 2018



Subject: Essex County Council (Passenger Transport) - 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 Essex County Council, in response to the concerns of members with regard to the support of local bus services operating across the Epping Forest District.

1. (Director of Governance) As the Committee will recall, Members have expressed a desire to undertake external scrutiny of the support provided for local bus services operating across the Epping Forest District, by Essex County Council.
2. The following representatives of the County Council will therefore be attending the meeting in this regard:

Councillor R. Gooding (Cabinet Member for Education)
3. The following specific issues relating to the services provided by the County were identified by the Committee at its meeting on 17 April 2018, which have been notified to the County Council as the emphasis for such external scrutiny, in order to ensure that maximum value can be derived from this activity:
 - (a) the total budget of Essex County Council for the support of local bus services across Essex and the amount currently allocated to the support of services operating within the Epping Forest District or serving its residents;
 - (b) the level of contracted local bus service provision by the County Council, currently operating within the Epping Forest District or serving its residents (and details of such routes);
 - (c) the level of otherwise financially supported local bus service provision by Essex County Council, currently operating within the Epping Forest District or serving its residents (and details of such routes);
 - (d) the amount of the total budget of the County Council for the support of local bus services across Essex, that is spent on concessionary travel and, bus passes etc.;
 - (e) the plans of the County Council for future changes to local bus services that operate within the Epping Forest District or serve its residents;

- (f) the financial or other constraints faced by the County Council that affect its support of local bus service provision;
 - (g) the County Council's future funding arrangements for the support of local bus services that operate within the Epping Forest District or serve its residents;
 - (h) the cost to the County Council of a single older persons bus pass;
 - (i) the arrangements of the County Council for the modelling of need for the provision of local bus services across the County;
 - (j) the value for money derived from local bus services that are contracted or financially supported by Essex County Council;
 - (k) the arrangements of the County Council for the promotion of local bus services as a more sustainable alternative to other forms of vehicular transport;
 - (l) the general standards expected by the County Council of contracted or financially supported local bus services, in terms of the reliability, roadworthiness and cleanliness of operational vehicles;
 - (m) the requirements of the County Council for the provision of seat belts on contracted local school transport services;
 - (n) the arrangements of the County Council for the identification of new bus service routes (i.e. does the County Council determine where a service is needed and go out to tender or do operators propose routes to the County Council);
 - (o) the effectiveness of the County Council's Bus Strategy and associated Priority Policy;
 - (p) the criteria applied by the County Council for the grant of a licence to an operator for the operation of a specific bus service and route; and
 - (q) the criteria applied by the County Council for the withdrawal of financial support for the operation of a specific bus service and route.
4. The identification of additional lines of questioning to be raised with Essex County Council has also been sought from members through the Council Bulletin.
 5. Details of the County Council's supported bus services (March 2018) is attached as Appendix 1 to this agenda and local bus service route maps are attached as Appendix 2.

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 the support provided by Essex County Council for local bus services was identified by the Committee at its meeting on 17 April 2018.

Background Papers:

None.

Impact Assessments:

Risk Management

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

Equality:

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

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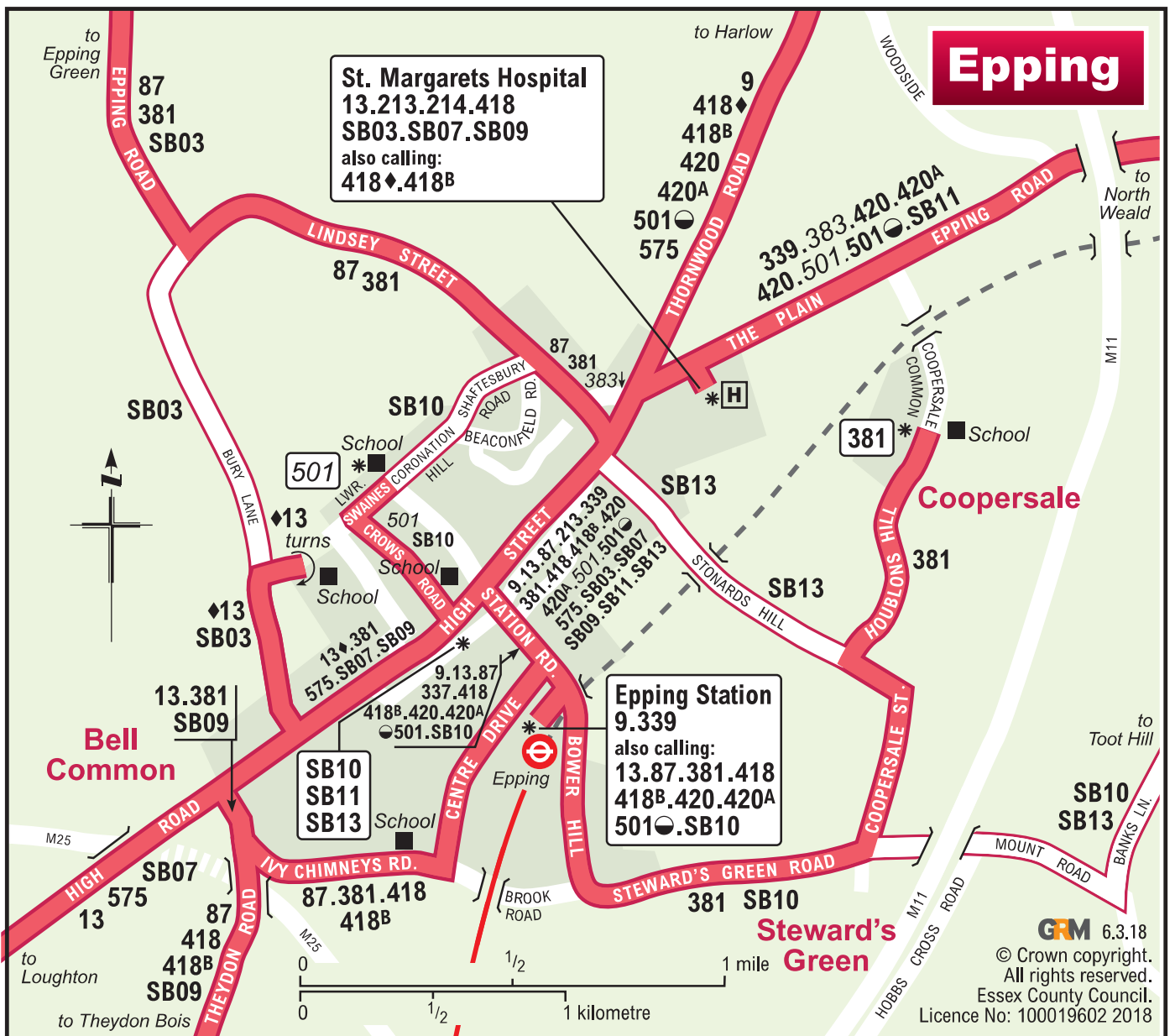
ECC supported services

Scholars Tickets accepted	Route Number	From	To	District	Times	Operator
No	1	Hadleigh	Rayleigh	Castle Point / Rochford	Sunday & Public Holiday	Arriva Kent & Thameside Ltd
No	1A	Ambrose Avenue	Greenstead	Colchester	Monday to Saturday evenings	First Essex Buses
No	1A	Ambrose Avenue	Greenstead	Colchester	Sunday & Public Holiday	First Essex Buses
No	1A	Pitsea	Basildon	Basildon	Saturday	NIBS Buses Ltd
No	2	Harwich	Harwich	Tendring	Monday to Saturday	Panther Travel
No	2	Clacton	Mistley	Tendring	Monday to Saturday	First Essex Buses
No	2A	Highwoods	Great Horkesley	Colchester	Sunday & Public Holiday	First Essex Buses
No	2A	Highwoods	Great Horkesley	Colchester	Monday to Saturday evenings	First Essex Buses
No	3	Southend	Chelmsford	Southend, Rochford, Chelmsford	Monday to Saturday	Essex & Suffolk DaRT
Yes	4	Hythe	Colchester	Colchester	Monday to Friday	Arriva Kent & Thameside
No	1,2,3,4,6,8,10	Harlow	Harlow	Harlow	Monday to Saturday evenings	Arriva Kent & Thameside
No	1,2,4,6,8,10	Harlow	Harlow	Harlow	Sunday & Public Holiday	Arriva Kent & Thameside
No	4A	Bournes Green	Shoeburyness	Rochford	Sunday & Public Holiday	First Essex Buses
No	5	Felmores	Basildon	Basildon	Monday to Saturday evenings	First Essex Buses
No	5	Felmores	Basildon	Basildon	Sunday & Public Holiday	First Essex Buses
No	5	Sumners Farm	Harlow	Harlow	Monday to Saturday	Galleon Travel
No	5	Bishops Stortford	Stansted Airport	Uttlesford	Monday to Saturday	Stephensons of Essex
No	6	Stansted Airport	Saffron Walden	Uttlesford	Monday to Saturday	Stephensons of Essex
No	7	Southend	Rayleigh	Rochford	Monday to Saturday	Arriva Kent & Thameside
yes	7/7A	Bishops Stortford	Stansted Airport	Uttlesford	Monday to Saturday	Galleon Travel 2009 Ltd
No	7/8	Rayleigh	Hockley	Rochford	Monday to Saturday evenings	Arriva Kent & Thameside
No	7/8	Rayleigh	Rochford	Rochford	Sunday & Public Holiday	Arriva Kent & Thameside
No	7/8	Clacton	Walton	Tendring	Monday to Saturday evenings	First Essex Buses
No	citi 7	Saffron Walden	Cambridge	Uttlesford	Monday to Saturday	Stagecoach
No	8A	Holland on Sea	Clacton	Tendring	Monday to Saturday evenings	First Essex Buses
No	8/8A	Pitsea	Laindon	Basildon	Monday to Saturday evenings	First Essex Buses
No	8/8A	Pitsea	Laindon	Basildon	Sunday & Public Holiday	First Essex Buses
No	9	Great Holland	Walton	Tendring	Monday to Friday	Stephensons of Essex
No	9/9A	Great Saling/Great Bardfield	Great Notley	Braintree	Monday to Friday	Stephensons of Essex
Yes	10	Shotgate/Wickford	Basildon	Basildon	Monday to Saturday	First Essex Buses
No	10 (previously 52)	Pleshey	Temple Grove	Chelmsford	Monday to Friday	Arrow Taxis Essex Ltd
No	10A	Jaywick	Great Clacton	Tendring	Monday to Saturday evenings	First Essex Buses
Yes	11	Hythe	Colchester	Colchester	Monday to Friday	Arriva Kent & Thameside
No	12	Wickford	Billericay	Basildon	Monday to Friday	Stephensons of Essex
No	13 (previously 213)	Waltham Cross	Epping, St Margarets	Epping Forest	Monday to Saturday	Swallows Coaches
Yes	13/13A/14	Chelmsford	Wickford	Basildon/Chelmsford	Monday to Saturday	First Essex Buses
Yes	14	Wickford	The Wick	Basildon	Monday to Saturday	NIBS Buses Ltd
No	14	Southend	Shoeburyness	Rochford	Monday to Saturday	Stephensons of Essex
Yes	(previously service 5)	Harlow	Pinnacles	Harlow	Monday to Saturday	Galleon Travel
Yes	15	Lexden	Colchester Station	Colchester	Monday to Friday	Hedingham & District Omnibuses
No	16	Chelmsford	Wethersfield	Braintree	Monday to Saturday	Stephensons of Essex
No	16	Old Heath	St Helena School	Colchester	Schooldays	Hedingham & District Omnibuses
No	16A	Canwick Grove	St Helena School	Colchester	Schooldays	Hedingham & District Omnibuses
No	17	West Bergholt	Stanway School	Colchester	Schooldays	First Essex Buses
No	17/18	Clacton	Point Clear	Tendring	Monday to Saturday evenings	First Essex Buses
No	17/18	Great Dunmow	Chelmsford	Uttlesford/Chelmsford	Tuesday, Thursday/Friday/Saturday	JW Lodge & Sons Ltd
Yes	19	Rowhedge	Monkwick	Colchester	Schooldays	Hedingham & District Omnibuses
No	21	Ongar	Brentwood	Brentwood/Epping Forest	Saturdays	Ensign Buses
No	21	North Benfleet	Basildon	Basildon	Saturday	First Essex Buses
No	21	North Benfleet	Basildon	Basildon	Monday to Friday	NIBS Buses LTD
No	21	Bocking	Black Notley	Braintree	Monday to Saturday	Stephensons of Essex
No	21	Bocking	Black Notley	Braintree	Sunday & Public Holiday	NIBS Buses LTD
No	21B	Southend	Canvey	Castle Point	Monday to Saturday (Evenings)	First Essex Buses
No	21C	Hadleigh	Canvey	Castle Point	Monday to Friday	NIBS Buses LTD
No	25	Basildon	Wickford	Basildon	Sunday & Public Holiday	First Essex Buses
No	30	Beckers Green	Marks Farm	Braintree	Monday to Saturday	Stephensons of Essex
No	31	Chelmsford	Burnham	Chelmsford / Maldon	Monday to Saturday evenings	First Essex Buses
No	31A	Chelmsford	Maldon	Chelmsford/Maldon	Monday to Friday	Arrows Taxis Essex Ltd
No	32	Chelmsford	Ongar	Chelmsford	Monday to Saturday	First Essex Buses
No	33	Southminster	Chelmsford	Chelmsford / Maldon	Sunday & Public Holiday	First Essex Buses
No	34	Saffron Walden	Town service	Uttlesford	Tuesdays & Thursdays	Stephensons of Essex

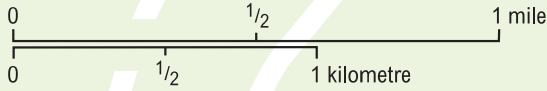
Scholars Tickets accepted	Route Number	From	To	District	Times	Operator
No	36	Chelmsford	South Woodham Ferrers	Chelmsford	Sunday & Public Holiday	First Essex Buses
No	36	Chelmsford	South Woodham Ferrers	Chelmsford	Monday to Saturday evenings	First Essex Buses
No	37	Bishops Hall Estate	Brentwood Station	Brentwood	Sunday & Public Holiday	First Essex Buses
No	39	Witham	Witham	Braintree	Monday to Saturday	Stephensons of Essex
No	40	Witham Town Service	Witham Town Service	Braintree	Monday Wednesday and Saturday	Community Link
No	41/51	Chelmsford	Galleywood	Chelmsford	Monday to Saturday evenings	First Essex Buses
No	41/51A	Chelmsford	Galleywood	Chelmsford	Sunday & Public Holiday	First Essex Buses
No	42	Great Waltham	Galleywood	Chelmsford	Monday to Saturday evenings	First Essex Buses
No	42A	Chelmsford	Stansted	Chelmsford/Uttlesford	Sunday & Public Holiday	First Essex Buses
No	45	Oxney Green	Moulsham Lodge	Chelmsford	Monday to Saturday Evenings	First Essex Buses
No	45A	Oxney Green	Chelmer Village	Chelmsford	Sunday & Public Holiday	First Essex Buses
No	51A	Chelmsford	Galleywood	Chelmsford	Sunday & Public Holiday	First Essex Buses
Yes	46	Oaklands Park, Chelmsford	Ongar	Chelmsford / Epping Forest	Monday to Saturday	First Essex Buses
Yes	47	Chelmsford	Broomfield Hospital	Chelmsford	Monday to Saturday	First Essex Buses
No	48A	Chelmsford	Boreham	Chelmsford	Sunday & Public Holiday	First Essex Buses
Yes	50/A/B	Colchester	Tollesbury	Colchester / Maldon	Monday to Saturday	Hedingham & District Omnibuses
No	54C/56	North Melbourne	Beaulieu Park	Chelmsford	Sunday & Public Holiday	First Essex Buses
No	59	Chelmsford	Harlow	Chelmsford / Uttlesford / Harlow	Sunday & Public Holiday	First Essex Buses
No	59	Haverhill	Saffron Walden/Newport	Uttlesford	Monday to Saturday	Stephensons of Essex
No	60	Haverhill	Saffron Walden/Newport	Uttlesford	Monday to Saturday	Stephensons of Essex
No	60/A	Paglesham	Southend	Rochford	Monday to Saturday	Stephensons of Essex
Yes	61	Blackmore	Brentwood	Brentwood	Monday to Saturday	Swallow Coaches
No	63	Rayleigh	Landwick/Great Wakering	Rochford	Wednesday and Friday	NIBS Buses Ltd
Yes	63/A	William Harris Way	Colchester	Colchester	Monday to Saturday	Hedingham & District Omnibuses
No	64/64A	St Michaels	Greenstead	Colchester	Monday to Saturday evenings	First Essex Buses
No	66	Rowhedge	Colchester	Rowhedge	Monday to Saturday evenings	First Essex Buses
No	66	Rowhedge	North Station	Colchester	Sunday & Public Holiday	First Essex Buses
No	66	West Bergholt	Colchester	Colchester	Sunday & Public Holiday	First Essex Buses
No	66a/b (previously 240/250)	Waltham Cross	Debden/Upshire	Epping Forest	Sunday & Public Holiday	Swallows Coaches
No	66B	Old Heath	West Bergholt	Colchester	Monday to Saturday evenings	First Essex Buses
No	67B	Colchester	West Mersea	Colchester	Sunday & Public Holiday	First Essex Buses
No	68	Highwood	West Mersea	Colchester	Monday to Saturday evenings	First Essex Buses
No	69/A	East Mersea	Colchester	Colchester	Tuesday	Hedingham & District Omnibuses
No	70	Colchester	Chelmsford	Colchester/Chelmsford	Sunday & Public Holiday	First Essex Buses
No	71A	Colchester	Chelmsford	Chelmsford / Braintree / Colchester	Monday to Saturday evenings	First Essex Buses
No	71C	Chelmsford	Colchester	Chelmsford/Colchester	Sunday & Public Holiday	First Essex Buses
No	71/72	Stondon Massey	Warley	Brentwood	Monday to Saturday	Stephensons of Essex
Yes	73/73A	Chelmsford	Maldon	Chelmsford / Maldon	Monday to Saturday	First Essex Buses
No	74B	Colchester, Mainline Station	Clacton	Colchester / Tendring	Monday to Saturday evenings	First Essex Buses
No	75	Maldon	Colchester	Maldon / Colchester	Sunday & Public Holiday	First Essex Buses
No	76	Clacton	Colchester	Colchester	Sunday & Public Holiday	First Essex Buses
Yes	77/77 A	St Osyth Beach	Colchester, Tufnell Way	Tendring / Colchester	Monday to Friday	Arriva Kent and Thameside
No	79	Colchester	Tiptree	Colchester	Friday	Hedingham & District Omnibuses
No	80A/80C	Brentwood	Hutton	Brentwood	Sunday & Public Holiday	First Essex Buses
Yes	80/80A/81/81A	Boxted/Dedham	Colchester	Colchester	Monday to Saturday	Panther Travel
Yes	82/A/B	Colne Engaine	Colchester	Braintree / Colchester	Monday to Saturday	Hedingham & District Omnibuses
Yes	83/83A	Colchester	Bures	Colchester	Monday to Saturday	Hedingham & District Omnibuses
No	83B	Colchester	Fordham	Colchester	Monday to Friday	Hedingham & District Omnibuses
No	84B	Colchester	Little Horkesley	Colchester	Thursday	Hedingham & District Omnibuses
No	85	Layer Breton	Colchester	Colchester	Wednesday	Hedingham & District Omnibuses
No	88a	Colchester	Halstead	Colchester/Braintree	Sunday & Public Holiday	First Essex Buses
No	88	Colchester	Halstead	Colchester/Braintree	Monday to Friday evenings	First Essex Buses
No	90	Witham	Maldon	Maldon/ Braintree	Monday to Saturday(part funded)	Stephensons of Essex
Yes	91	Tollesbury	Witham	Braintree	Monday to Saturday	Hedingham & District Omnibuses
Yes	92	Tollesbury	Colchester	Colchester / Maldon	Monday to Saturday	Hedingham & District Omnibuses
No	85/92	Colchester	Layer Breton	Colchester	Wednesdays	Hedingham & District Omnibuses
Yes	94/A/B	South Woodham Ferrers	Basildon	Chelmsford/Basildon	Monday to Saturday	First Essex Buses
No	94C	South Woodham Ferrers	Town service	Chelmsford	Sunday & Public Holiday	First Essex Buses
Yes	95/95a	Tollesbury	Maldon	Maldon	Monday to Saturday	Hedingham & District Omnibuses
No	100	Clacton	Thorpe Le Soken	Tendring	Sunday & Public Holiday	First Essex Buses
No	100	Clacton	Walton	Tendring	Monday to Saturday evenings	First Essex Buses

Scholars Tickets accepted	Route Number	From	To	District	Times	Operator
Yes	101	Point Clear	Brightlingsea	Tendring	Schooldays	Stephensons of Essex
No	102	Harwich	Colchester	Colchester / Tendring	Monday to Saturday evenings	First Essex Buses
No	102/106	Harwich	Colchester	Colchester/Tendring	Sunday & Public Holiday	First Essex Buses
No	104/106	Langdon Hills	Basildon	Basildon	Monday to Friday	NIBS Buses Ltd
Yes	105/107	Walton	Colchester	Colchester/Tendring	Monday to Saturday	Stephensons of Essex
Yes	115	Weeley	Thorpe	Tendring	Schooldays	Stephensons of Essex/Community Link
Yes	118	Harwich	Ramsey	Tendring	Schooldays	Panther Travel
No	132	Saffron Walden	Cambridge	Uttlesford	Sunday & Public Holiday	C Myall & Son
Yes	174/175	Colchester	Fingringhoe	Colchester	Monday to Saturday	First Essex Buses
No	211/212	Waltham Cross	Breach Barns/Roundhills	Epping Forest	Monday to Saturday	Community Link
No	251	Warley	Wickford	Rochford	Sunday & Public Holiday	First Essex Buses
No	256/257	Basildon/Ramsden Heath	Billericay	Basildon	Tuesday, Thursday, Saturday	NIBS Buses LTD
Yes	269	Blackmore	Grays	Brentwood	Monday to Saturday	NIBS Buses LTD
No	301	Bishops Stortford	Saffron Walden	Uttlesford	Monday to Saturday	Stephensons of Essex
Yes	306	Wicken Bonhunt	Bishops Stortford	Uttlesford	Schooldays	Galleon Travel 2009 Ltd
Yes	313/313A	Great Dunmow	Saffron Walden	Uttlesford	Monday to Saturday	Stephensons of Essex
No	322	Old Harlow	Saffron Walden	Uttlesford	Schooldays	Stephensons of Essex
No	345	Fuller Street	Braintree	Braintree	Wednesday	Heddinghams & District Omnibuses
No	351	Brentwood	Chelmsford	Brentwood / Chelmsford	Sunday & Public Holiday	First Essex Buses
No	352	Halstead	Chelmsford	Braintree / Chelmsford	Monday to Saturday evenings	First Essex Buses
No	352	Chelmsford	Halstead	Braintree / Chelmsford	Sunday & Public Holiday	First Essex Buses
No	381	Toot Hill	Harlow	Harlow/Epping Forest	Monday to Saturday	Community Link
No	418B	Loughton	Harlow	Epping Forest/Harlow	Monday to Saturday	Galleon Travel
No	418B	Loughton	Harlow	Epping Forest/Harlow	Sunday & Public Holiday	Arriva Kent & Thameside
No	501 (as from 28/03/18 this service will be withdrawn and from 30/03/18 Trustybus service 420 will be extended to Ongar.	Ongar	Harlow	Epping Forest/Harlow	Sunday & Public Holiday	NIBS Buses Ltd
No	505	Harlow	Chingford	Epping Forest/Harlow	Saturday	Galleon Travel
No	542/542A(as from 03/04/18 will be included in service 87)	Debden	Loughton	Epping Forest	Monday to Saturday	Swallows Coaches
No	552	Ramsden Heath	Billericay	Basildon	Monday to Friday	NIBS Buses LTD
No	565	Brentwood	Grays	Brentwood	Monday to Saturday	First Essex Buses
No	804	Debden	Chigwell	Epping Forest	Schooldays	London General Transport Services Ltd
Yes	D1	Bradwell	Maldon	Maldon	Monday to Saturday	Heddingham & District Omnibuses
Yes	D2	Southminster	Maldon	Maldon	Monday to Saturday	Heddingham & District Omnibuses
No	DaRT4 (previously D4)	Bradwell/St Lawrence	Burnham	Maldon	Monday to Saturday	Essex and Suffolk DaRT
No	Dart 5	Dengie Dart	Burnham-on-Sea/South Woodham Ferrers	Maldon	Monday to Saturday	Essex and Suffolk DaRT
No	SB10/SB11/SB13	Moreton/Matching Green/Stanford Rivers	Epping	Epping Forest	Monday and Thursday	Community Link
No	SB12	Toot Hill	Harlow	Epping Forest	Wednesday and Friday	Community Link
No	SB21	Fuller Street	Braintree	Braintree	Monday	Community Link
No	SB28	Stisted	Braintree	Braintree	Wednesday	Braintree Community Transport
No	DaRT 1	Uttlesford	Uttlesford	Uttlesford	Monday to Saturday	Essex & Suffolk DaRT
No	DaRT 2	Uttlesford/Braintree	Uttlesford/Braintree	Uttlesford/Braintree	Monday to Saturday	Essex & Suffolk DaRT
No	DaRT 3	Braintree	Braintree	Braintree	Monday to Saturday	Essex & Suffolk DaRT

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Loughton



Loughton Station
167.418.418B.549
also calling:
20.66.66A.87
397.677.804

Debden Station
20.397.677.804
also calling:
66A.133.418
418B.575

Buckhurst Hill
calling:
167.549
667.804

to Waltham Abbey
and Epping

to Theydon
Bois

to High Beach

EPPING NEW ROAD

SB07

20.66.66A
87.397.418.418B
677.804.SB07

SB07

SB09

Loughton
(See above for details)

Debden
(See below for details)

Junction 5

to Abridge

School

School

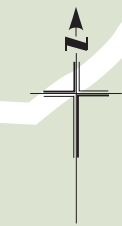
School

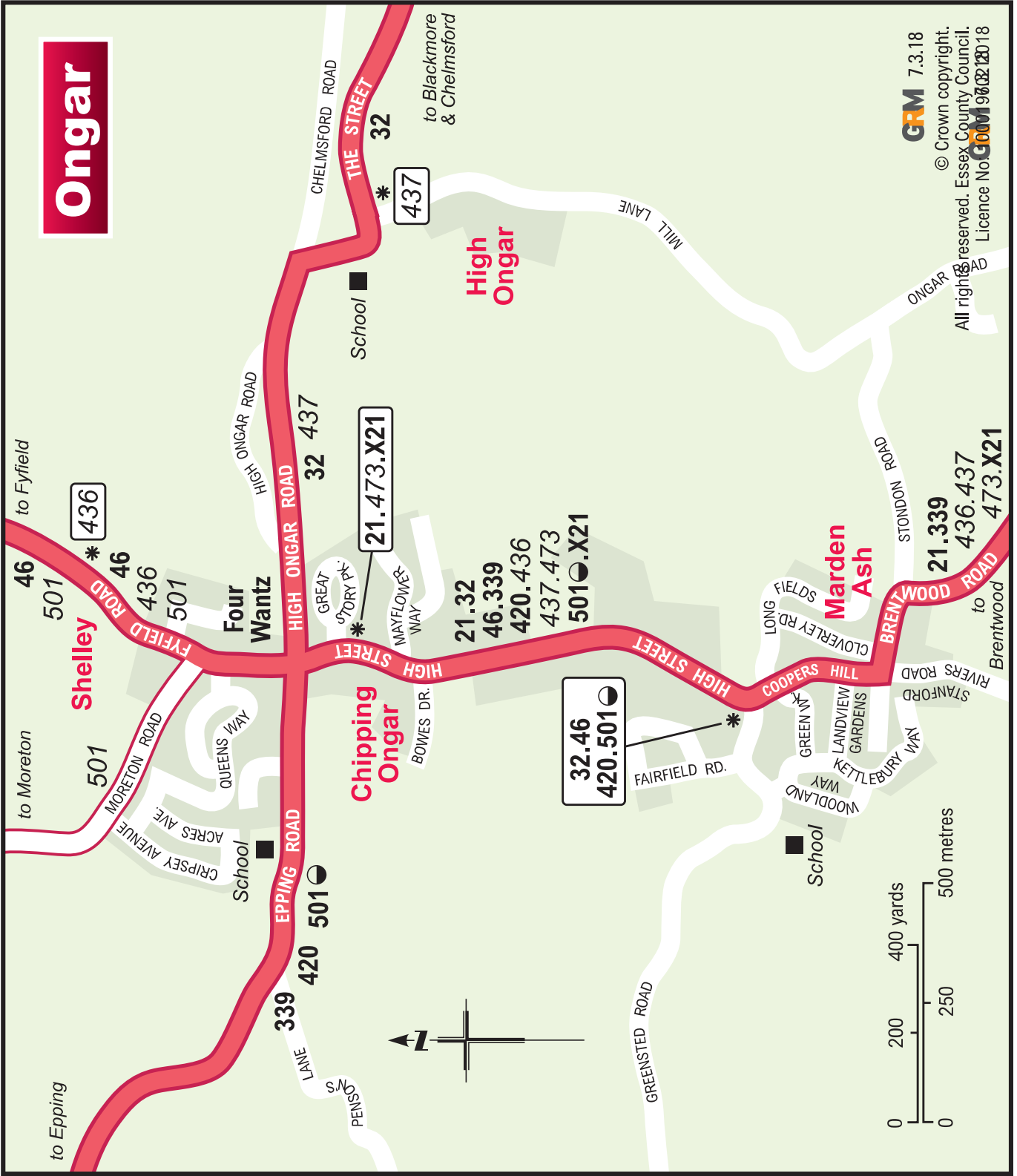
School

West Hatch
School

Grange
Hill

to Woodford
Green and
Chingford





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**Epping Forest
District Council**

THE KEY DECISION LIST

INCLUDING PROPOSED PRIVATE DECISIONS

(17 May 2018)

The Key Decision List including Proposed Private Decisions

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

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

Key Decisions

The Council's Constitution defines key decisions as:

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

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

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

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

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

Private Decisions

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

- Page 35
- (1) Information relating to any individual.
 - (2) Information which is likely to reveal the identity of an individual.
 - (3) Information relating to the financial or business affairs of any particular person (including the authority holding that information).
 - (4) Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
 - (5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
 - (6) Information which reveals that the authority proposes:
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
 - (7) Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Corporate Aims & Key Objectives 2017/18

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

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

Cabinet Membership 2018/19

Chris Whitbread	Leader of the Council
Syd Stavrou	Deputy Leader and Housing
TBA	Environment
Anne Grigg	Asset Management & Economic Development
Helen Kane	Leisure & Community Services
John Philip	Planning & Governance
Alan Lion	Technology & Support Services
Gagan Mohindra	Finance
Sam Kane	Safer, Greener & Transport

Contact Officer

Gary Woodhall
Senior Democratic Services Officer

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

WORK PROGRAMME - 16 MAY 2018 TO 17 SEPTEMBER 2018

PORTFOLIO - LEADER

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Transformation Programme 2018-19	To monitor the progress of the Transformation Programme.	Yes	14 June 2018	Cabinet		David Bailey 01992 564105	
People Strategy Common Operating Model	To establish the Council's new Common Operating Model as part of the People Strategy.	Yes	7 December 2017	Cabinet		Derek Macnab 01992 564050	PID P170 - People Strategy Common Operating Model - Management Structure
	To consider further details for the implementation of the Council's People Strategy.		10 April 2018	Cabinet			
			14 June 2018	Cabinet			
Corporate Plan 2018-2023 Progress Reporting & Performance Indicator Set	To consider the proposed performance indicator set for the new Corporate Plan and the proposed reporting format.	Yes	21 June 2018	Finance and Performance Management Cabinet Committee		David Bailey 01992 564105	
Service Accommodation Review	To consider the detailed feasibility and costings report for the preferred option, including the Customer Contact Centre..	Yes	14 June 2018	Cabinet	YES, paragraph (3)	David Bailey 01992 564105	Previous reports to Cabinet on Transformation
			6 September 2018	Cabinet			
			25 September 2018	Council			

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
District Electoral Review	Gain approval or an Electoral Review of the District Council.	Yes	7 March 2019	Cabinet		Simon Hill 01992 564249	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Local Council Tax Support Scheme 2019/20	To review the Scheme for 2019/20: 1...Consider amendments. 2...Finalise Scheme. 3...Approve Scheme.	Yes	6 September 2018 7 February 2019 28 February 2019	Cabinet Cabinet Council		Janet Twinn 01992 564215	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Waste Management Recycling	To consider options arising from the Chinese Government's decision to restrict imports from UK recycling processing plants.	Yes	14 June 2018	Cabinet		Kim Durrani 01992 564055	
Grounds Maintenance	Purchase of vehicle for front line maintenance operations.	No	27 April 2018	Environment Portfolio Holder		Phil Hawkins 01992 564267	
Waste Management Review	Review of the Waste and Recycling service and the costs of the dry recycling sacks.	Yes	14 June 2018	Cabinet		Kim Durrani 01992 564055	
Fleet Operations	Review of fees and charging structure.	Yes	14 June 2018	Cabinet		Kim Durrani 01992 564055	

WORK PROGRAMME - 16 MAY 2018 TO 17 SEPTEMBER 2018

PORTFOLIO - HOUSING

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Housing Assistance Policy	To review the Housing Assistance Policy.	Yes	22 May 2018	Housing Portfolio Holder		Paul Duguid 01992 564287	
Fire Safety Policy - Residential Properties	Adoption of the Policy.	Yes	25 June 2018	Housing Portfolio Holder		Paul Pledger 01992 564248	
Corporate Enforcement Strategy	To produce a new corporate strategy.	Yes	17 July 2018	Cabinet		Robin Ray 01992 564004	
Homelessness Strategy 2018	To approve a new Homelessness Strategy.	Yes	20 July 2018	Housing Portfolio Holder		Roger Wilson 01992 564419	
Private Sector Housing Enforcement Policy	To approve the Policy.	Yes	31 July 2018	Housing Portfolio Holder		Robin Ray 01992 564146	
Council Housebuilding Programme	To award the contracts for the Housebuilding works.	Yes	1 August 2018	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
Private Sector Housing	To consider the adoption of the Essex Amenity Standards for Houses in Multiple Occupation (HMO).	Yes	6 September 2018	Cabinet		Sally Devine 01992 564149	
Housing Strategy 2018	To approve a new Housing Strategy Acton Plan 2018/19.	Yes	11 October 2018	Cabinet		Alan Hall 01992 564004	
Review of the West Essex Tenancy Strategy and the Council's Tenancy Policy	To agree the revised West Essex Tenancy Strategy and the Council's Tenancy Policy when the Government's Statutory Guidance has been issued.	Yes	7 February 2019	Cabinet		Roger Wilson 01992 564419	
Sheltered	To receive the Communities	Yes	1 February 2018	Cabinet		Alan Hall	

Housing Assets	Select Committee's views on the initial scope of a project to review the Council's Sheltered Housing Assets. Consideration of development potential.		7 February 2019	Cabinet		01992 564004 01992 564004	
Council Housebuilding Programme Annual Report	To receive the annual report on the Council Housebuilding Programme.	Yes	11 April 2019	Cabinet		Paul Pledger 01992 564248	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Receipt of Petition - Future of Epping Sports Centre		No	14 June 2018	Cabinet		Derek Macnab 01992 564050	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Vere Road Car Park	To create new car parking provision in the Vere Road car park.	No	14 June 2018	Cabinet		Kim Durrani 01992 564055	
Car Parking Tariffs	To review options for the car parking tariff structure in Council car parks, especially the impact of the increase in LUL parking charges.	Yes	6 September 2018	Cabinet		Amanda Hoadley 01992 562252	
CCTV Strategy	Review of the Strategy.	Yes	11 October 2018	Cabinet		Caroline Wiggins 01992 564122	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Review of Estates and Valuation	Future structure of the Council's Asset Management resources.	Yes	10 April 2018	Cabinet		Derek Macnab 01992 564050	
Epping Forest Shopping Park	Update report on progress with the project.	Yes	5 July 2018	Asset Management and Economic Development Cabinet Committee	YES, paragraph (3)	Derek Macnab 01992 564050	Report by Colliers International Previous reports to the Cabinet

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Report to Overview & Scrutiny Committee

Date of meeting: 4 June 2018



Subject: Select Committees - Terms of Reference & Work Programmes 2018/19

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

Democratic Services Officer: A. Hendry (01992) 564246

Recommendations/Decisions Required:

- (1) That the re-establishment of the following select committees for the 2018/19 municipal year, be agreed:

**Communities Select Committee;
Governance Select Committee;
Neighbourhoods Select Committee; and
Resources Select Committee;**

- (2) That the proposed terms of reference and work programme for each of the select committees for 2018/19, be agreed;

- (3) That, notwithstanding the likely implementation of the Council's new senior management structure during 2018/19, no change be made to the current select committee framework before the commencement of the 2019/20 municipal year; and

- (4) That arrangements for the review of the current select committee framework to reflect the new senior management structure, be considered at the joint meeting of overview and scrutiny chairmen and vice-chairmen to be held on 3 September 2018.

1. As the Committee are aware, an Overview and Scrutiny framework based on a structure of four 'select committees', was established from 2015/16. Select committee status is generally restricted to activities of a recurring or cyclical character which require a longer term involvement by members. The select committees must also adhere to an annual work programme agreed by the Overview and Scrutiny Committee.
2. In accordance with Article 6 of the Council's Constitution, select committees may be established on an annual basis by the Overview and Scrutiny Committee. At its first meeting in each municipal year, the Committee is therefore required to consider whether existing select committees should continue for a further year and to determine the number and terms of reference of each committee.
3. When the composition of the select committee framework was last reviewed by the Committee in April 2016, the structure was revised so as to be directly aligned with the Council's current management structure. At that time, the Committee requested that the framework be reviewed after a year of operation.

4. Members will be aware that the implementation of the People Strategy and the concurrent ongoing review of the Council's senior management structure may have a bearing on the structure of the Cabinet over the coming year and might also necessitate a re-alignment of the Overview and Scrutiny framework going forward. In considering initial proposals for the possible combination of the Governance and Resources Select Committees for 2018/19 at its last meeting (17 April 2018), the Committee agreed that it would be prudent to defer any decision about the possible revision of the select committee framework until a later date.
5. In the meantime, it is suggested that no change be made to the current select committee framework, or the service functions currently the scrutiny responsibility of each select committee, before the commencement of the 2019/20 municipal year. Arrangements for the review of the current select committee framework to reflect the new senior management structure will be considered initially at the next joint meeting of the overview and scrutiny chairmen and vice-chairmen (3 September 2018).
6. It is therefore proposed that each of existing select committees be re-established for the 2018/19 municipal year. The Committee is also requested to agree the proposed terms of reference and draft work programmes for each of the select committees for 2018/19, as set out in the attached appendices to this report. The draft work programme for each select committee has been developed by the relevant lead officer, in consultation with the chairman of the committee for 2017/18.
7. The appointment of members to the select committees for 2018/19 will be handled as part of a separate item elsewhere on this agenda.

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.

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 matters subject of this report are included in the current work programme for the Committee.

Background Papers:

None

Impact Assessments:

Risk Management

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

Equality:

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

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COMMUNITIES SELECT COMMITTEE

TERMS OF REFERENCE 2018/19

Title: Communities Select Committee

Status: Select Committee

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of the services and functions of the Communities Directorate;
2. To develop a programme of work each year, informed by relevant service aims and member priorities, to ensure that the services and functions of the Communities Directorate are appropriate and responsive to the needs of residents, service users and others;
3. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee, the Cabinet or a relevant Portfolio Holder, and to report and make recommendations directly to the Committee, the Cabinet or such Portfolio Holder as appropriate;
4. To consider the effect of Government actions or initiatives on the services and functions of the Communities Directorate and any implications for the Council's residents, service users and others, and to respond to consultation activities as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers, insofar as they relate to the services and functions of the Communities Directorate, to help develop appropriate policy;
7. To undertake performance monitoring in relation to the services and functions of the Communities Directorate, against adopted key performance indicators and identified areas of concern;
8. To identify any matters within the services and functions of the Communities Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee; and
9. To recommend the establishment of task and finish panels to the Overview and Scrutiny Committee as necessary, in order to undertake any activity within these terms of reference.
10. To review relevant projects and associated closure and benefits reports arising from initiatives undertaken as part of the Council's Transformation Programme.

Chairman: To be appointed

Communities Select Committee (Chairman – TBA)

Work Programme 2018/19

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
Standard (Periodic) Items			12 th June 2018 4 th September 2018 13 th November 2018 15 th January 2019 12 th March 2019
(1) Performance against Housing Service Standards and Review <i>(Recommendations to Housing Portfolio Holder)</i>	June 2018 (Medium)	<i>(Housing Portfolio)</i>	
(2) Communities Key Performance Indicators (KPIs) – 2017/18 Out-Turn	June 2018 (Low)	<i>(Housing Portfolio)</i>	
(3) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – 2017/18 Out-Turn	June 2018 (Low)	<i>(All Portfolios)</i>	
(4) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	June 2018 (Low)	<i>(All Portfolios)</i>	
(5) 6-Month Progress Report on Annual Housing Strategy Key Action Plan 2017/18	June 2018 (Medium)	<i>(Housing Portfolio)</i>	
(6) Communities Key Performance Indicators (KPIs) – Quarter 1	September 2018 (Low)	<i>(All Portfolios)</i>	

(7) Attendance by Essex Police District Commander at next meeting - Discussion on issues to raise	September 2018 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
(8) Presentation from Essex Police's District Commander on current policing and crime issues in the District	November 2018 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
(9) Annual Report of the Community Safety Partnership	November 2018 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
(10) 6-Month Progress Report on Annual Housing Strategy Key Action Plan 2017/18	November 2018 (Medium)	<i>(Housing Portfolio)</i>
(11) New Housing Strategy Key Action Plan 2018/19	November 2018 (Medium)	<i>(Housing Portfolio)</i>
(12) Six-Month Review of the HRA Financial Plan 2018/19	January 2019 (High)	<i>(Housing Portfolio)</i>
(13) Communities Key Performance Indicators (KPIs) – Quarter 2	January 2019 (Low)	<i>(All Portfolios)</i>
(14) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	January 2019 (Low)	<i>(All Portfolios)</i>
(15) HRA Financial Plan 2019/20	March 2019 (High)	<i>(Housing Portfolio)</i>
(16) Communities Key Performance Indicators (KPIs) – Quarter 3	March 2019 (Low)	<i>(All Portfolios)</i>

(17) Communities Performance Indicator Set for 2019/20	March 2019 (High)	<i>(All Portfolios)</i>	
(18) Directorate Business Plan 2019/20	March 2019 (Low)	All relevant Portfolio Holders to present highlights of the priorities and service challenges from the business plan for their portfolio for the next year, to the final meeting of the select committee in each municipal year.	
Special (Planned) Items			
(19) Review of Homelessness Strategy <i>(Recommendations to Housing Portfolio Holder)</i>	June 2018 (High)	<i>(Housing Portfolio)</i>	
(20) Fire Safety Policy for Council-owned Properties <i>(Recommendations to Housing Portfolio Holder)</i>	June 2018 (High)	<i>(Housing Portfolio)</i>	
(21) Review of EFDC Tenancy Policy and West Essex Tenancy Strategy – in light of the introduction of 5-year fixed term tenancies by Government <i>(Recommendations to Cabinet)</i>	September 2018 (High)	<i>(Housing Portfolio)</i>	
(22) Six-month Progress Report on EFDC-funded police officers	January 2019 (Medium)	<i>(Safer Greener Transport Portfolio)</i>	
(23) Options Report for the installation of sprinklers in sheltered housing schemes and homelessness accommodation <i>(Recommendations to Cabinet)</i>	January 2019 (High)	<i>(Housing Portfolio)</i>	

(24) Review of the future use of sheltered/grouped housing scheme sites <i>(Recommendations to Cabinet / Housing Portfolio Holder)</i>	January 2019 (High)	<i>(Housing Portfolio)</i>	
Items added to Work Programme during the year			
Planned Special Items for Future Years			
6-month Progress Report on EFDC-funded police officers	June 2019 (Medium)	<i>(Safer Greener Transport Portfolio)</i>	
6-month Progress Report on EFDC-funded police officers	January 2010 (Medium)	<i>(Safer Greener Transport Portfolio)</i>	

GOVERNANCE SELECT COMMITTEE

TERMS OF REFERENCE 2018/19

Title: Governance Select Committee

Status: Select Committee

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of the services and functions of the Governance Directorate;
2. To develop a programme of work each year, informed by relevant service aims and member priorities, to ensure that the services and functions of the Governance Directorate are appropriate and responsive to the needs of residents, service users and others;
3. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee, the Cabinet or a relevant Portfolio Holder, and to report and make recommendations directly to the Committee, the Cabinet or such Portfolio Holder as appropriate;
4. To consider the effect of Government actions or initiatives on the services and functions of the Governance Directorate and any implications for the Council's residents, service users and others, and to respond to consultation activities as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers, insofar as they relate to the services and functions of the Governance Directorate, to help develop appropriate policy;
7. To undertake performance monitoring in relation to the services and functions of the Governance Directorate, against adopted key performance indicators and identified areas of concern;
8. To identify any matters within the services and functions of the Governance Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee;
9. To recommend the establishment of task and finish panels to the Overview and Scrutiny Committee as necessary, in order to undertake any activity within these terms of reference; and
10. To review relevant projects and associated closure and benefits reports arising from initiatives undertaken as part of the Council's Transformation Programme.

Chairman: To be appointed

Governance Select Committee (Chairman – Councillor TBA)

Work Programme 2018/19

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
(1) Key Performance Indicators (KPIs) 2017/18 - Outturn	03 July 2018	Governance indicators only	03 July 2018; 02 October; 27 November; 05 February 2019; and 26 th March.
(2) Key Performance Indicators (KPIs) 2017/18 - Quarterly Performance Monitoring	Q1 – 02 October 2018 Q2 – 27 November 2018 Q3 – 05 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	
(4) Equality Objectives 2016-2020 / (2018-2023) - 6 monthly reporting	Q1 - 02 October 2018 Q3 - 26 March 2019	6 monthly reporting 6 monthly reporting	
(5) Corporate Plan Key Action Plan 2016/17 - Outturn	03 July 2018	Governance actions only	
(6) Review of Public Consultations	03 July 2018	Annual Review	
(7) Corporate Plan Key Action Plan 2017/18- Quarterly	Q1 – 02 October 2018 Q2 – 27 November 2018		

Governance Select Committee (Chairman – Councillor TBA)

Work Programme 2018/19

reporting	Q3 – 05 February 2019	Governance actions only	
(8) Directorate Business Plan 2019/20	26 March 2019	All relevant Portfolio Holders to present highlights of the priorities and service challenges from the business plan for their portfolio for the next year, to the final meeting of the select committee in each municipal year.	
(9) Transformation Projects relevant to this Committee	26 March 2019	Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny	
(10) Transformation Projects closure and benefits reports	26 March 2019	That any Directorate appropriate project closure and benefits realisation reports to be submitted to the Governance SC for information	
(11) Review of Local Enforcement Plan	02 October 2018	J Godden / N Richardson to provide a report	
(12) Review of Local Elections in May 2018	02 October 2018	Review of the processes for the District Council and Parish Council Elections.	

NEIGHBOURHOODS SELECT COMMITTEE

TERMS OF REFERENCE 2018/19

Title: Neighbourhoods Select Committee

Status: Select Committee

Terms of Reference:

General

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of services and functions of the Neighbourhood Directorate;
2. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;
3. To keep under review:
 - (a) environmental enforcement activities;
 - (b) waste management activities;
 - (c) leisure Management; and
 - (d) the development of the Local Plan;
4. To consider the effect of Government actions or initiatives on the services and functions of the Neighbourhoods Directorate and any implications for the Council's residents, service users and others, and to respond to consultation activities as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers, insofar as they relate to the services and functions of the Governance Directorate, to help develop appropriate policy;
7. To identify any matters within the services and functions of the Governance Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee;
8. To recommend the establishment of task and finish panels to the Overview and Scrutiny Committee as necessary, in order to undertake any activity within these terms of reference;

Performance Monitoring

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

Environment

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

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

Leisure

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

Transformation Programme

13. To review relevant projects and associated closure and benefits reports arising from initiatives undertaken as part of the Council's Transformation Programme.

Chairman: To be appointed

Neighbourhoods Select Committee (Chairman – TBA) Work Programme 2018/19

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) KPIs 2017/18 – Outturn Review	First meeting of each municipal year	Outturn KPI performance report for 2017/18	26 June 2018 20 September 2018 20 November 2018 29 January 2019 19 March 2019
(2) KPIs 2018/19 - Quarterly Review	Quarterly	Review of quarterly performance: Q1 in September 2018 Q2 in November 2018 Q3 in January 2019 KPI targets for 2019/20 in March 2019 (report req'd)	
(3) Corporate Plan Key Action Plan 2017/18 – Outturn Review	First meeting of each municipal year	Outturn Key Action Plan 2017/18 performance.	
(4) Corporate Plan Key Action Plan 2018/19 – Quarterly Review	Quarterly	Review of quarterly performance: Q1 September 2018 Q2 November 2018 Q3 January 2019	
(5) Directorate Business Plan 2019/20	19 March 2019	All relevant Portfolio Holders to present highlights of the priorities and service challenges from the business plan for their portfolio for the next year, to the final meeting of the select committee in each municipal year.	
(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.	

Neighbourhoods Select Committee (Chairman – TBA) Work Programme 2018/19

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(8) Local Plan – to receive regular updates on the current position	Update to go to each meeting	Committee to keep a watch in brief on the position of the District's Local Plan.	
(9) Environmental Enforcement Activity	March 2019	(a) Annual report to Committee.	
(10) Green Corporate Working Party – to receive progress report	As appropriate: June 2019	(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 full progress report (<u>not</u> Minutes). Next <u>full</u> report due of 5 March 2018 meeting.	
(11) Environmental Charter – to receive an annual update	June 2018	At their meeting on 28 June 2016 the Committee agreed to receive an annual update of the Council's Environmental Charter	
(12) Licenced Taxi Drivers – review of arrangements	September 2018	Item from the O&S Co-ordinating Group	
(13) Off-Street Parking Service – yearly review	June 2018	To review on an annual basis the off-street parking service upto 31 March 2018. The contract with NSL started April 2017.	
(14) Leisure Management Contract	As appropriate: November 2018	To review the Council's leisure contract with Places for People Leisure (PfP). The contract started April 2017. Next meeting to be held on 27 September 2018.	

**Neighbourhoods Select Committee (Chairman – TBA)
Work Programme 2018/19**

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(15) Emergency planning – to report on the Council's emergency response systems and emergency housing arrangements	September 2018	(a) Following the Grenfell Tower Fire – to consider our procedures. (b) To receive a Fire Risk Assessment report for the Townmead Depot, Waltham Abbey. (c) To receive a report on the Council's emergency planning procedures	
(16) Air Quality Officer	June 2018	Invitation to attend.	
(17) Public Health Officer	June 2018	Invitation to attend – to report on: (a) How the team works and which departments come under Public Health; (b) How to raise the profile; (c) Trends; and (d) Identification of hazards.	
(18) Health and Safety Policies	September 2018	To review any aspect of the Council's Health and Safety Policies (if appropriate).	

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RESOURCES SELECT COMMITTEES

TERMS OF REFERENCE 2017/18

Title: Resources Select Committee

Status: Select Committee

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

Finance

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

Information and Communications Technology

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

Value For Money

10. To consider the Council's comparative value for money 'performance', and to recommend as required to the Finance and Performance Management Cabinet Committee, in respect of areas where further detailed investigation may be required;

Human Resources

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

Transformation Programme

12. To review relevant projects and associated closure and benefits reports arising from initiatives undertaken as part of the Council's Transformation Programme.

Chairman: To be appointed

Resources Select Committee 2018/19 (Councillor TBA)			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Key Performance Indicators 2017/18 – Outturn Review	Outturn KPI Performance considered at the first meeting of each municipal year.	Outturn KPI performance report for 2017/18 to July 2018 meeting	09 July 2018; 16 October; 04 December; 12 February 2019 and 02 April
(2) To review the specific quarterly KPI 2018/19	Quarterly	Review of quarterly performance: Q1 in October 2018; Q2 in December 2018; Q3 in February 2019.	
(3) Corporate Plan Key Action Plan 2017/18 – Outturn review	First meeting of each municipal year	Outturn Key Action Plan 2017/18 performance to July 2018 meeting	
(4) Corporate Plan Key Action Plan 2018/19 – quarterly review	Quarterly	Review of quarterly performance: Q1 October 2018; Q2 December 2018; Q3 February 2019.	
(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.	October 2018	

(7) Fees and Charges 2019/20	Proposed fees and charges for 2019/20 – for October 2018 meeting.	Proposed fees and charges considered on an annual basis each October	
(8) Provisional Capital Outturn 2017/18	Provisional outturn for 2017/18 for July meeting.	Provisional Capital Outturn considered on an annual basis at first meeting in each municipal year	
(9) Provisional Revenue Outturn 2017/18	Provisional Outturn for 2017/18 for July 2018 meeting.	Provisional Revenue Outturn considered on an annual basis at first meeting in each year.	
(10) Sickness Absence Outturn	July 2018	To review the Sickness Outturn report for 2017 /18	
(11) Sickness Absence	Half-yearly progress reports for 2018/19 to be considered at July and December meetings.	Detailed progress against achievement of sickness absence targets reviewed on a six-monthly basis	
(12) Medium Term Financial Strategy & Financial issues paper	October 2018	To receive the financial issues Paper and Medium term financial strategy including 4 year General Fund forecast.	
(13) Quarterly Financial Monitoring	Oct. 2018; Dec. 2018; & Feb. 2019	To receive quarterly financial monitoring Reports	
(14) Shared Services Working	If possible a verbal update to be given at December 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.	

(15) Invest to Save update	December 2018	To receive a report updating the Committee on the Council's Invest to Save scheme	
(16) General update on the General Fund CSB, DDF and ITS	December 2018	To receive an updating report on the CSB, DDF and ITS schemes.	
(17) Universal Credit	October 2018	Updating report on the Government's Universal Credit Scheme.	
(18) Directorate Business Plan 2019/20	2 April 2019	All relevant Portfolio Holders to present highlights of the priorities and service challenges from the business plan for their portfolio for the next year, to the final meeting of the select committee in each municipal year.	
(19) Transformation Projects relevant to this Committee	13 February 2019	Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.	
(20) 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.	

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SCRUTINY



Report to the Overview and Scrutiny Committee

Date of meeting: 4 June 2018

Subject: Overview & Scrutiny Select Committees – Membership 2017/18

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

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required

- (1) That the Committee make appointment to membership of the following select committees for the 2018/19 municipal year, in accordance with the Overview and Scrutiny rules of the Council's Constitution; and

**Communities Select Committee;
Governance Select Committee;
Neighbourhoods Select Committee; and
Resources Select Committee;**

- (2) That the Committee make appointment to the positions of chairman and vice-chairman of each of the select committees for 2018/19.

Report

Introduction

1. As the Committee are aware, an Overview and Scrutiny framework based on a structure of four 'select committees', was established from 2015/16. The responsibilities of each select committee reflect the current management structure of the Council.
2. The Overview and Scrutiny rules set out within Article 6 of the Council's Constitution require that the Committee determine the number of select committees and review whether they should continue in being, at its first meeting of each municipal year. Additionally, the membership of the select committees is to be appointed by the Overview and Scrutiny Committee at the first meeting each year, as such appointments are reserved to the Committee and not made by the Council at its annual meeting.
3. The Overview and Scrutiny rules of the Constitution provide that membership of the select committees must reflect pro rata requirements and the lowest number of members necessary to achieve cross-party representation, whilst also allowing for the inclusion of members who are not members of a political group or the Overview and Scrutiny Committee. The following options are available to achieve the pro rata membership requirements of the Constitution, for the select committees for 2017/18.

Select Committee Membership – Pro Rata

4. Membership of the select committees has traditionally been based pro rata on eleven members. Given the current political composition of the Council, this approach does not provide for select committee membership to include members of all political groups or councillors that are not currently members of a political group.

5. For 2017/18, the lowest number of members necessary to reflect pro rata requirements in the membership of the select committees, whilst also achieving the cross-party requirements of the Overview and Scrutiny rules of the Constitution, was fifteen members. Unfortunately, this pro rata approach also does not provide select committee membership for 2018/19, for councillors that are not currently members of a political group approach and would result in the following allocation of seats on each committee:

Conservative Group: 10

Green Party Group: 1

Liberal Democrat Group: 1

Loughton Residents Association Group: 3

Independent Members: 0

6. However, the extension of membership of the select committees to fifteen members for 2018/19 would provide additional seats on the select committees for the Conservative Group (three seats) and the Loughton Residents Association Group (one seat).
7. In order to accommodate independent member representation on the select committees for the next year (if required), the Conservative Group and the Loughton Residents Association Group might wish to relinquish one of the additional seats arising from the extension of membership, in order that this position may be filled by an independent member. Membership of the Committee is required to be appointed on a pro rata basis and such deviation requires no member of Council to vote against this arrangement.
8. The Committee is requested to consider the issues set out above and to make appointment to membership of the select committees for 2018/19, in accordance with the Overview and Scrutiny rules of the Council's Constitution.
9. Nominations to the select committees that have been submitted by Group Leaders are set out in the schedule attached as Appendix 1 to this report. Any further nominations will be reported at the meeting. If the number of nominations exceeds the available places, the Committee will be required to vote on these appointments.

Select Committees - Chairmen and Vice-Chairmen

10. Appointment to the positions of chairman and vice-chairman of each of the select committees are also reserved to the Overview and Scrutiny Committee. These appointments are excluded from the calculation arising from the existing protocol on the allocation of chairman and vice-chairman positions for other committees, sub-committees and panels.
11. The Committee is requested to make appointments to the position of chairman and vice-chairman of each select committee for 2017/18. Nominations for the respective chairman and vice-chairman submitted by Group Leaders are also set out in Appendix 1 and any further nominations will be reported at the meeting. Where more than one nomination is received for each position, the Committee will be required to vote on these appointments.

Resource Implications:

The recommendations of this report seek to enable membership of the select committees to achieve cross-party representation, whilst also allowing for the inclusion of members who are not members of a political group or the Overview and Scrutiny Committee.

Legal and Governance Implications:

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

responsibilities.

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:

None required.

Background Papers:

None

Impact Assessments:

Risk Management

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

Equality:

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

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Report to Overview and Scrutiny Committee

Date of meeting: 4 June 2018

Subject: Overview and Scrutiny Annual Report for 2017/18

**Officer contact for further information:
Stephen Tautz, Ext.4180**

Committee Secretary: A Hendry (ext 4246)



Recommendations/Decision Required:

That the attached Annual Overview and Scrutiny Report for 2017-18 reporting the work undertaken during the past municipal year be agreed and submitted to the Full Council at its meeting on 31 July 2018.

Report:

1. Further to the Overview and Scrutiny Committee meeting held on 17 April 2018 when they considered the draft of the annual report for 2017/18. The attached annual report has been amended incorporating the comments made by the committee at that meeting and comments received later. The meeting is now asked to agree the report so it can be referred to the full Council meeting on 31 July 2018.
2. This report is produced in accordance with Article 6, Overview and Scrutiny Rule 37 of the Constitution that requires an annual report to be submitted to the Council each year.
3. This is the thirteenth report under the new scrutiny regime instituted by the Council in April 2005, incorporating the four Select Committees and the Task and Finish Panel.

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Overview and Scrutiny

Annual Report for 2017-2018

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OVERVIEW AND SCRUTINY ANNUAL REPORT: MUNICIPAL YEAR 2017/2018

Introduction and Welcome from the Chairman

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

This was the third year of our new O&S set up using Select Committees to break down our work by Directorate. This year we re-established the four Select Committees aligned with the Directorate structure.

As always, the Overview and Scrutiny Committee and the Select Committees were charged with reviewing Cabinet decisions, the Corporate Strategy, the Council's financial performance and also scrutinising the performance of the public bodies active in the District by inviting reports and presentations from them. Also, for the first time this year we started looking at the Council's Transformation Programme, designed to take the Council into future years

At the beginning of the 2017/18 municipal year the Overview and Scrutiny Committee agreed to the setting up of one Task and Finish Panel to review how we were to scrutinise the Transformation Programme.

During the year we received presentations from outside bodies including the Princess Alexandra Hospital NHS Trust, Barts Health NHS Trust, Transport for London, Epping Forest College and the East of England Ambulance Service.

This past year we have looked at two of our neighbouring NHS hospitals quite closely even though strictly speaking the County Council has jurisdiction in the scrutinising of health services. This was because of the problems reported by the Care Quality Commission and the concerns raised by our residents. With the County's blessing we have had the two NHS Trusts in to update us on their problems and have found them to be working hard towards remedying their situations.

My thanks go to the Chairmen and members of the four Select Committees and the Task and Finish Panel; also, my special thanks go to my Vice-Chairman, Councillor R Brookes for all her help and support through the year.

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

Cllr Mary Sartin
Chairman, Overview and Scrutiny Committee

What is Scrutiny?

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

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

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

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

The Overview and Scrutiny Committee

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

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

Select Committees

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

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

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

Task and Finish Panels

The Task and Finish reviews are restricted to dealing with activities which are issue based, time limited, non-cyclical and with clearly defined objectives on which they would report, once completed, to the Overview and Scrutiny Committee.

One Task and Finish Panel was established to review the Council's Transformation Programme and to establish what Scrutiny would need to keep an eye on in the next few years.

OVERVIEW AND SCRUTINY COMMITTEE

The Overview and Scrutiny Committee consisted of the following members:

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

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

Terms of Reference

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

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

(a) Scrutinising and monitoring Cabinet work

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

(b) Call-ins

The Committee received one call-in this year. In September 2017 a valid call-in was received by the Chief Executive, 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.

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 the Council's Constitution.

As a result of this meeting the Housing Portfolio Holder 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.

(c) Select Committees work programme monitoring

The Committee received regular updates from the Chairmen of the four Select Committees reporting on the progress made on their current work programme. This allowed the

Committee to monitor their performance and if necessary adjust their work plans to take into account new proposals and urgent items.

(d) Items considered by the committee this year

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

Presentations:

(i) Princess Alexandra Hospital NHS Trust – In June 2017 the Committee welcomed three officers from the Princess Alexandra Hospital (PAH) Trust. They were there to respond to the concerns raised by the Committee regarding aspects of its inpatient, outpatient and medical emergency services and other areas which were highlighted by the Care Quality Commission (CQC).

They noted that the trust was rated as inadequate and focused on their improvement plan for the CQC where they recommended ‘must dos’ and ‘should dos’.

Another area of concern was staffing across the board; not just nurses. They were close to London where staff could earn more money and therefore recruitment and retention was difficult for the PAH.

They have also been working hard on staff engagement and were now having weekly briefings.

(See Case Study for full details)

(ii) Barts Health NHS Trust – in October 2017 the Chairman welcomed officers from Barts Health NHS Trust, who were attending to update Members on their improvement plan from their last visit 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 remained with surgery were due to the age of the buildings and the state of repair; the theatres were 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.

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;
- Recruiting more permanent staff;
- Improving the flow through the hospital so that patients do not have to wait too long for treatment and cancellations are kept to a minimum;
- Identifying and learning from incidents which occurred; and
- Ensuring all staff are aware of infection and control guidelines and policies.

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.

(iii) Transport for London (TfL) – in January 2018 the Committee welcomed Mark Hart, the Transport for London Community Partnership Specialist (West) who was there to speak to and answer questions from members on their concerns in regards to the operation of local bus services within the Epping Forest District run by TfL.

Mr Hart said that in 2016 bus routes 167, 397 and 549 had been reviewed in preparation for a new contract with a service provider, to be let in March 2017. They reviewed all their services looking at capacity, reliability and, increasingly, costs, as they were also a publically funded organisation. They were now in a tighter financial position as TfL had lost financial support from Essex County Council and their grant from Central Government, which was roughly about £700 million per year. They had to now look at how they did things and to do them smarter. It also meant that they had to look at reducing the services they provided.



There was also a demand for the 167 from school children so they created route 677, especially for school children.

The 167 route would be reviewed again when the contract was due for renewal. Contracts tended to run for 5 years with a further 2 years depending on the performance of the contractor.

Generally, because of the increase in bus journey times there had been a decline in passenger numbers. The current 5 year TfL business plan was looking at reductions in mileage run by the their bus service but then there would be an increase, largely because of increased new housing and a return to growth at the end of that 5 year period.

(iv) Epping Forest College – in February 2018 the Principal of Epping Forest College, Ms Famili, addressed the Committee on the recent unfavourable Ofsted reports and updated the Committee on the latest improvements made by the College.



A full Ofsted re-assessment had been carried out recently; but unfortunately she could not share the results of that with the Committee. However,

their self-assessment had shown they had noticeably improved since last year. They had moved one stage further up on their journey to excellence. They still have challenges and notices of improvement and these would not be removed until the Ofsted report was published and their judgement given.

As an overview she noted the results that they had received so far, which they were extremely pleased about. In July/August last year they had a 5.6% increase on their study programme that took them to just around the national benchmark, before that they were around 8% adrift of that national level. On level 2 they had increased to 12.8%, now 5% above the national benchmark; on level 3 that had increased by 3% to 88%. Significant improvements had been made on GCSE English; they were now 16% above the national benchmark. Over 93% of their learners expressed their enjoyment of studying at Epping Forest College, which was an increase of over 12% from the year before.

All these improvements had been achieved through hard work by members of staff at the college and also having a very supportive and challenging board of governors. They have tackled poor performance by giving support where it was needed and taking immediate action when needed.

(v) East of England Ambulance Service - In April 2018 the Committee received Alan Whitehead the Sector Head of Service Development, Engagement and Improvement from the East of England Ambulance Service NHS Trust. He was there to facilitate the scrutiny of the Ambulance Service Trust in regard to local ambulance services provided across the Epping Forest District. This following the publication of a Care Quality Commission (CQC) report in August 2016 and its judgement that the quality of the service provided by the Trust required improvement.



Members had submitted some advanced questions that were sent to him beforehand to enable him to prepare answers for the meeting.

Mr Whitehead thanked the Committee for inviting him to the meeting and noted the 13 questions he had been sent in advance. He proceeded to answer those questions in detail and then went on to answer questions from members at the meeting.

Other Topics Considered:

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



(ii) In June 2017 the Committee considered the Council's corporate priorities and programme of key decisions for 2017/18. The committee went through the plan page by page asking questions as appropriate.

(iii) The Leader of the Council, Councillor C Whitbread introduced the key action plan for 2017/18 that arose from the Council's current Corporate Plan. He noted that the report started with Council's finance. He observed that over the last decade the council has been

able to protect front line services, where other councils across the country have struggled to do so.

(iv) The Committee considered the outturn figures (quarter 4) for the corporate plan key objectives for 2016/17. Progress in relation to individual actions and deliverables was reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis.

(v) In July 2017 the meeting considered the new Corporate Plan for 2018 to 2023. This new Corporate Plan sought to lay out the journey the Council would take to transform the organisation to be 'ready for the future'. This plan strived to link the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.



The Corporate Plan was the Council's highest level strategic document. It set the strategic direction of the organisation for the lifetime of the plan, and as such informed all other plans

produced by the Council.

(vi) At their October 2017 meeting the Committee received the final report of the Transformation Task and Finish Panel they had set up in June. The Panel had three meetings to consider information relating to the programme and their report summarised the work carried out and the recommendations made as a result of the meetings. These recommendations were agreed subject to a couple of minor amendments.

(vii) During the year the Committee reviewed and commented on the Quarterly progress of the Corporate Plan Key Action Plan for 2017/18, receiving the quarter 1 progress report at their October meeting.

(viii) Also at each meeting the Committee reviewed the updated version of the Council's Forward Plan of Key Decisions asking questions of Cabinet members as appropriate on the current position of any of the items covered by the Forward Plan that they suspected were not achieving as they should.



(ix) In February 2018 the Head of Customer Services, Ms Shaw introduced the first the annual report on the Customer Service Programme.

The Customer Service Programme was redesigned to focus on 4 key projects:

- Civic Offices Reception,
- Corporate Contact Centre (CCC),
- Systems and Digital Development,
- Customer Satisfaction.

(x) Another monitoring report came to the February 2018 meeting. This reported the progress of projects and programmes within the Transformation Programme, known as the Project Dossier.

(xi) At their April 2018 meeting they agreed to have a yearly report and presentation from the Epping Forest Youth Council to this Committee on their past years activities and plans for the future.

(xii) The Committee also received a series of reports updating them on the ongoing Transformation Programme and on the closure of any projects that had taken place and had been completed during the year as well as the Transformation Business Plan and on the Corporate Plan for 2018-2023.

(e) Case Study: Princess Alexandra Hospital NHS Trust

At their first meeting of the year the Overview and Scrutiny Committee welcomed three officers from the Princess Alexandra Hospital (PAH) Trust. They were Lance McCarthy (Chief Executive), Stephanie Lawton (Chief Operating Officer) and Nancy Fontaine (Chief Nurse). They were there to respond to the concerns of the Committee in response to the concerns of Care Quality Commission (CQC) regarding aspects of its inpatient, outpatient and medical emergency services and other area of concern.



Mr McCarthy (Chief Executive) started off by referring to the strategic issues that affected the Hospital Trust. He noted that the trust was rated as inadequate and focused on their improvement plan for the CQC where they recommended 'must dos' and 'should dos'. In total they had 38 actions/issues raised. That formed the basis of their quality improvement plan; but they also had over 600 other items that they had to consider and to tackle any of

the underlying issues to prevent them happening again. They have a good framework on these actions and know everyone that would be leading on them. Reporting up to the executive team and then on to the Trust Board on a bi-monthly basis. Also, as part of being in special measures, they have a monthly governance oversight meeting with the CQC and NHS Support.

Ms Fontaine (Chief Nurse) noted that on receipt of the CQC findings they took an extremely serious view and took immediate action on the mortuary situation, where it was deemed to be substandard. The capital programme for the renovation of the mortuary was programmed as a "to do", but was delayed as the finance was needed for something else, but it was never not going to be done. The Human Tissue Authority, the authority responsible, inspected them in December and stated that they had met the required standards. The Trust was now working with partners around Hertfordshire and Essex as well as Community Trusts who commissioned services from them. They have also appointed a specialist consultant clinician for 'end of life'. The CQC had now commented on the compassionate care they now deliver. Although it was not always possible or in their gift to transfer patients to a hospice or preferred place of care that they wished to go to. And, according to their Sustainability and Transformation Partnerships (STP) partners they were state of the art in that they were leading with their commissioners and Community Trust to get one standard across Hertfordshire and Essex; not an easy thing to do.

The Critical Care Unit came as a shock; there were many areas where they were not performing as well as they should, such as the emergency department, but for Critical Care

they had always met their clinical outcomes and their mortality outcomes and expected deaths care was always rated as among some of the best in the country.

The CQC were concerned about outcomes and delays in getting the patients out of the Critical Care unit. The Critical Care leads were honest about not pushing forward opportunities to be innovative and were probably sitting on their laurels and were now determined that at the next inspection they would be rated as good. It was important to note that all their intensive care patients were safe and they had managed to keep safety at the forefront.



They saw about 109,000 patients a year through their emergency department, and for many of their patients they did not have any other out of hours facilities to go to. That was a long standing issue, outside of GP practices there were not many advanced practitioners working out of hours and at weekends, however they were working to create places for patients to go to throughout their sector.

The other area was around training, access to training and appraisals. They had put in a new system for statutory mandatory training and an appraisal system that was meaningful for all their staff.

Another area of concern was staffing across the board; not just nurses. They were close to London where possible recruits could earn more money and therefore recruitment and retention was difficult for PAH. They had put in lots of innovative approaches to recruiting and retaining staff, especially for nursing and doctors, both nationally and international recruitment. They have had a lot of successes and have received an 'outstanding' for their maternity and gynaecology units and had bucked the national trend and did not have a shortage of midwives having only 4.5 vacancies. For theatres across the hospital they had only one vacancy. These were areas that had been really successful in recruiting due to making sure that staff and patients felt safe.



Finally it was important to recognise that the CQC saw that there was a disconnect between the board and senior management around getting messages down to the staff. They had been working hard on staff engagement and now have weekly briefings. They were focusing on staff experience through listening events and focus groups, to let them know that they were listened to.

SELECT COMMITTEES

1. COMMUNITIES SELECT COMMITTEE

The Communities Select Committee consisted of the following members:

Councillor Y Knight (Chairman)

Councillor G Shiell (Vice Chairman)

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

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

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

Terms of Reference

The Communities Select Committee was tasked:

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of the services and functions of the Communities Directorate;
2. To develop a programme of work each year, informed by relevant service aims and member priorities, to ensure that the services and functions of the Communities Directorate are appropriate and responsive to the needs of residents, service users and others;
3. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee, the Cabinet or a relevant Portfolio Holder, and to report and make recommendations directly to the Committee, the Cabinet or such Portfolio Holder as appropriate;
4. To consider the effect of Government actions or initiatives on the services and functions of the Communities Directorate and any implications for the Council's residents, service users and others, and to respond to consultation activities as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers, insofar as they relate to the services and functions of the Communities Directorate, to help develop appropriate policy;
7. To undertake performance monitoring in relation to the services and functions of the Communities Directorate, against adopted key performance indicators and identified areas of concern;

8. To identify any matters within the services and functions of the Communities Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee; and
9. To recommend the establishment of task and finish panels to the Overview and Scrutiny Committee as necessary, in order to undertake any activity within these terms of reference.
10. Transformation Projects relevant to this Committee:
Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.
11. Transformation Projects closure and benefits reports:
That any Directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.

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

(i) Communities Directorate’s Business Plan 2017 – At the beginning of the year (June 2017) the Committee received the Communities Directorate’s Business Plan for 2017-2018.



This was a slimmed down version of the usual plans (the HRA Business Plan, Community Services and Safety Business Plan and Private Housing Business Plan), and more akin to an action plan for the directorate. The three relevant Portfolio Holders (Leisure and Community Services; Safer, Greener and Transport; and Housing Portfolios) attended the meeting to take the Committee through their sections of the plan.

(ii) Draft Housing Strategy 2017-2022 - Also at that meeting the Committee reviewed the Draft Housing Strategy for 2017-2022. They noted that a Housing Strategy was last produced in 2009 and although it was no longer a legal or policy requirement it was accepted good housing and local government practice. The new Housing Strategy has now been approved by the Cabinet to cover the period 2017-2022. Its production had been delayed as officers were waiting for the draft Local Plan to be produced as much of the Housing Strategy related to the provisions within the Local Plan

(iii) EFDC Safeguarding Work – The Committee received a report on the range of safeguarding work carried out by the Council over the last three years that the safeguarding team had been in place.

The team was established in May 2014, following initial DDF funding for a fixed period of 2 years and a subsequent Cabinet decision to make the posts permanent.

(See Case Study for full details)

(iv) HRA Financial Plan 2017/18 - The Committee considered the Housing Revenue Account (HRA) financial plan for 2017-18. The Financial Plan set out the forecast income and expenditure for the Council's HRA for the following 30 years, to enable early decisions to be made based on these long term forecasts. Each year, the Financial Plan takes account of the latest budget figures, Council policy, Government policy and Council decisions, and makes assumptions for a range of future income and costs.



It also took account of the Cabinet's decisions following the Stage 1 HRA Financial Options Review undertaken earlier in the year, when it was agreed that the Council should continue with its Council Housebuilding Programme for Phase 4-6 and revert to the Government's Decent Home Standard from the Council's own Modern Home Standard.

(v) Housing Service Standards – Performance Report 2016/17 and Review - Since 2007, the Council has had a range of Housing Service Standards, covering all of the Housing Service's main areas of activity, formulated in consultation with the Tenants and Leaseholders Federation.

Last year, when reviewing the Service Standards and the Performance Schedule, the Select Committee requested increased performance and activity information on a number of the Service Standards within the Performance Schedule, which had therefore been included in this year's Schedule.

There were 48 Housing Service Standards that include measurable and measured targets. Of these, 39 (81%) of the targets had been achieved in 2016/17.

(vi) Key Performance Indicators 2016/17 (Outturn) Performance – The Select Committee received reports throughout the previous year on the Key Performance Indicators for 2016/17.



Ten of the Key Performance Indicators fell within the Communities Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at the end of the year, which was considered in the early part of 2017/18 for these indicators was:

- (a) 8 (80%) indicators achieved target;
- (b) 1 (10%) indicators did not achieve target; and
- (c) 1 (10%) indicators performed within their tolerated amber margin.

(vii) Corporate Plan Key Action 2016/17 – Quarter 4 (Outturn) Position – The Select Committee received reports throughout the previous year on the Council's Corporate Plan Key Action Plan 2016/17.

15 actions fell within the areas of responsibility of the Communities Select Committee. They considered the end of the year position in the early part of 2017/18:

- 8 (53%) of these actions had been achieved at year end; and
- 3 (20%) of the deliverables or actions were not completed by year-end albeit significant progress had been made;
- 3 (20%) of these actions were expected to achieve target in the next 6 months;
- 1 (7%) action (i) (b) 5) became no longer required during Q2.

(viii) Review of Housing Allocations Scheme – In September 2017 the Committee noted that the Council was legally required to have a Housing Allocations Scheme for determining priorities and the procedure to be followed in selecting a person for accommodation, or nominating a person to be a tenant for accommodation held by another Registered Provider of Social Housing.

Under Government Guidance, authorities were given powers to decide locally how accommodation should be allocated based upon local priorities and were empowered to allocate their accommodation in any way they saw fit, provided schemes were both legal and rational.

The Committee was therefore asked to review the Scheme, in order to consider whether any further changes were required, and to submit a report to the Cabinet on the outcome of its review and any recommended changes. The subsequent recommendations of the Select Committee were approved.

(ix) Corporate Plan Key Action Plan 2017/18 - Quarterly Progress - The Committee reviewed the Corporate Plan actions relevant to their Select Committee on a quarterly basis.

(x) Key Performance Indicator 2017/18 – Quarterly Progress - The Committee reviewed the Key Performance Indicators relevant to their Select Committee on a quarterly basis.

(xi) Presentation from Essex Police’s District Commander – In November 2017 the Committee received a presentation from Essex’s Police District Commander, Chief Inspector Lewis Basford, on current policing and crime issues in the District.

The District Commander for the Brentwood and Epping Forest Community Policing Team outlined the current level of policing. This comprised ten police constables and seven support constables for the whole district, who covered community issues and were split into two shifts – early and late. There was a local policing team at Loughton that operated on a 24-hour basis, 7-day coverage and handled 999 emergency calls and 101 calls.



Domestic violence, which included violent crime, was responsible for 34 per cent of all crime, which was why there was a dedicated team that looked at this specific issue.

In light of the current trend of national threats by terrorism, there were on-going training exercises to tackle this hazard. The Police had listened to the public’s reports of ASB by individuals using motorcycles / mopeds and was researching tactics to combat this problem. The work of the Council’s Community Safety Team and their partnership with the Police had helped in the conviction of an individual for human trafficking offences, who was now serving six years in prison.

(xii) Annual Report of the Community Safety Partnership (CSP) – The Epping Forest CSP consisted of a mix of statutory and voluntary sector bodies, including Essex Police, Epping Forest District Council, Essex Fire and Rescue, the Community Rehabilitation Company (CRC), the National Probation Trust, Trading Standards and Voluntary Action Epping Forest. Other agencies were also invited to attend, including local Town and Parish

Councils, The Corporation of London (Epping Forest), Epping Forest College and representatives from Health.

In January 2017 police radio communications were installed in the Community Safety Team's office, which had increased the effectiveness of the Council's CCTV systems, to communicate directly with Essex Police Force Control Room. This action had achieved a very positive effect in respect of coordinated working and highly effective intelligence sharing between Essex Police and the CST.

(xiii) The Ageing Population Study Action Plan - The Committee noted that the Council had carried out a comprehensive study during 2015/16 of the ageing population in the District, which had generated over 40 recommendations for the Council and various statutory and voluntary sector partners to address. The resulting action plan was launched in October 2016 and this report provided an update on the progress of key areas of work. A consultation of 300 local people aged 55 – 95 from a range of demographics and areas of the District focussed on three main themes which were:



- Health and Wellbeing;
- Living in the Epping Forest District (EFD); and
- Communication and Engagement.

(xiv) Government's Prevent Strategy – The Committee were informed that the Government's Counter-Terrorism Strategy was developed in 2011 to combat terrorism and terrorist activity in the UK. This had consisted of four main elements of work under the 'Contest' heading, which included:

- *Pursue*: the investigation and disruption of terrorist attacks;
- *Prevent*: work to stop people becoming terrorists or supporting terrorism;
- *Protect*: improving our protective security to stop a terrorist attack; and
- *Prepare*: working to minimise the impact of an attack and to recover as quickly as possible.

'Contest' covered all forms of terrorism and aimed to reduce risk to the UK and its interests overseas from terrorism, so that people could go about their lives freely and with confidence. The current threat to Essex was assessed as low, and that did not mean that the Council would neglect 'Prevent', but would need to keep this under review as there was a balance that the CST and Essex Police had to monitor.



(xv) Fire Safety in Council owned Accommodation and Park Homes – In January 2018 the Committee received a report on the Council's fire safety procedures in Council owned accommodation. This was asked for subsequent to the tragic fire at Grenfell Tower in London. Officers were awaiting the outcome of the inquiry and the changes in law or regulations or advice that may affect our procedures.

After reviewing the report the Committee discussed the possibility of installing sprinkler systems into each of the Council's sheltered housing schemes and at Norway House, North Weald and Hemnall House and agreed that a feasibility study should be commissioned.

(xvi) Rationalisation of Sheltered Housing Assets – initial Scoping Report – The Committee received a report on the proposed rationalisation of the Council's sheltered housing assets. The Council had a number of sheltered and grouped housing schemes to



accommodate older people. In both cases, residents currently received a daily well-being check from their Scheme Manager, usually through a home visit, and were also monitored by the Council's Careline Service 24 hours a day.

In recent years, there had been a sharp decline in the popularity of sheltered housing (which was reflected across the country), with older people tending to prefer to remain in their own homes for much longer, until they needed to move directly into independent living, residential or nursing accommodation.

At the same time, the Council had increasing numbers of local people registered on its Housing Register in need of general needs housing who were having to wait long periods of time to be accommodated, usually years, and in the meantime living in deficient existing accommodation. Furthermore, demand for temporary accommodation for homeless households had increased too.

Officers believed that the number of low demand sheltered properties now needed to be reduced through decanting the existing residents at some sheltered housing schemes to other suitable accommodation and then developing the resultant vacant land or buildings to provide accommodation to help meet the housing needs of local people registered on the Housing Register, or homeless households, through the Council's Housebuilding Programme.

(xvii) Annual Review of Protected Characteristics – Home Seekers and Lettings - This annual report reviewed the protected characteristics of home seekers and lettings. The Committee noted that following the introduction of the Equality Act 2010, and the Public Sector Equality Duty in 2011, public bodies had to consider all individuals when carrying out their day-to-day work, shaping policy, and delivering services.

Generally the statistics confirmed that the Protected Characteristics of homeseekers housed in Council accommodation was similar to those on the Housing Register.

(xviii) HomeOptions Choice Based lettings Scheme – Progress Report – the Committee received the annual report on the “HomeOption” Choice Based Letting Scheme.

The Committee noted that the scheme was administered by the external Choice Based Lettings Agency ‘Locata Housing Services’ (LHS). Under the scheme, all vacant social rented properties were advertised to applicants on the website and a weekly ‘Property List’ giving details of location, type, rent, service charge, council tax band and landlord of the available accommodation. Applicants applied for a property by “expressing an interest” in up to a maximum of three properties for which they had an assessed need, either in person, by Internet, telephone, text, or email.

At the end of the weekly cycle, the Council analysed the “expressions of interests” received and allocates each property following a prioritisation and selection process in accordance with its own Housing Allocations Scheme.

(xix) HRA Financial Plan 2017/18 – Six Month Review – Also in January the Committee received the six month review report on the Housing Revenue Account (HRA) Financial Plan for 2017/18.

The HRA Financial Plan set out the anticipated HRA income and expenditure over the next 30 years.

The Cabinet had asked the Communities Select Committee to review updates to the HRA Financial Plan twice each year. In addition, senior Housing and Finance officers also formally review the Financial Plan in July and January each year too.

(xx) Youth Council Annual Report – at their last meeting of the year in March 2017, five members of the Youth Council gave an illustrated talk on the work and projects they carried out during the year and their request for £8,000 DDF. There was also a recommendation from officers that the Youth Council be allowed to reduce their twice yearly presentations to the Select Committee down to just one a year, which was agreed by the Committee, with a further recommendation that their presentation be given to the Overview and Scrutiny Committee direct.

The Youth Council thanked the Council for granting them the £5,000 project money for 2017/18 which enabled them to carry out a drugs project to raise the awareness of the dangers of using ‘gateway drugs’. They had also devised an online survey asking young people about their awareness of drug use in their area. To date the survey had been completed by 2884 young people.



In 2017 they held a Youth Conference at the Civic Offices with the aim of promoting Local Democracy Week. They had over 70 delegates representing ten secondary schools from around the District.

(xxi) MiLife (Adolescent Mental Health and Wellbeing) Report - Working with staff from the Council’s Community, Health & Wellbeing Team, Youth Councillors formulated and co-designed a project, which they named ‘MiLife’, to address the issue of mental health via a programme to be delivered in schools.

The objective of the MiLife project was to support children and young people to help them understand mental health, dispel stigma, and to equip them with tools to develop personal resilience. It would also help them find information to wider support services.

Since the roll out in 2016, over 6,000 Epping Forest young people had taken part in the Adolescent MiLife Programme to date.

(xxii) Communities Directorate Business Plan for 2018-19 – also at their last meeting of the year the Committee was taken through the proposed Business Plan for the coming year by the Director and Portfolio Holders.

Case Study: EFDC Safeguarding Work

In June 2017 the Committee received a report on the range of Safeguarding work carried out by the Council over the last three years that the safeguarding team had been in place.



The team was established in May 2014, following initial DDF funding for a fixed period of 2 years and a subsequent Cabinet decision to make the posts permanent.

Over the last three years there has been a gradual increase in the number of safeguarding concerns raised on behalf of children, families and adults with needs for care and support. Since 2014, the amount of referrals received in the safeguarding team had reached over 600 (involving a

total of 842 children and adults), ranging from neglect of children, to adults suffering from the effects of hoarding and poor mental health.

A training programme for staff had been provided across the Council and has enabled staff to become more proficient at identifying signs of abuse and neglect and more confident in referring cases. Hence, the Council had been able to be more proactive in addressing concerns and making effective referrals to our statutory and voluntary sector partners, in order to provide the support needed in each case.

Apart from the core training delivered to frontline staff and Elected Members, we have also devised specific models of training for delivery to the Council's trades people, as part of their 'Tool Box Talk' sessions and have assisted these staff in their ability to report concerns, by providing a report card, which they can use to tick key things that they have identified in households.

Poor mental health was prominent in many of the safeguarding cases dealt with on a regular basis by the Council and this could impact on children, neighbours and wider families. Neglect was another key concern across the district and forms part of most safeguarding cases referred. A significant amount of time was expended by Council staff in collating information to be forwarded to Social Care and proving local cases, as often referrals were met with resistance if care services have previously or are currently involved with, the family.

We now also have a Suicide Protocol and Procedures to help support staff in dealing with an increasing number of incidents, especially those working in Benefit's and Council Tax teams. This has also been circulated widely across the Council and special staff briefings have been provided.

Staff have also dealt with a number of cases dealing with such issues as Modern Slavery and Child Sexual Exploitation, which required swift and effective working with the Police.

Since the time the Council first established a dedicated safeguarding resource as part of the Community Safety Team, there has been approximately 80% more safeguarding cases identified each year, and this was due to the provision of training and awareness rising amongst staff across the Council.



2. GOVERNANCE SELECT COMMITTEE

The Governance Select Committee consisted of the following members:

Councillor N Avey (Chairman)

Councillor G Chambers (Vice Chairman)

Councillors N Bedford, R Bassett, L Hughes, S Jones, S Kane, H Kaufman, M McEwen, L Mead, B Rolfe, D Stallan, B Surtees and D Wixley

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

Terms of Reference

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of the services and functions of the Governance Directorate;
2. To develop a programme of work each year, informed by relevant service aims and member priorities, to ensure that the services and functions of the Governance Directorate are appropriate and responsive to the needs of residents, service users and others;
3. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee, the Cabinet or a relevant Portfolio Holder, and to report and make recommendations directly to the Committee, the Cabinet or such Portfolio Holder as appropriate;
4. To consider the effect of Government actions or initiatives on the services and functions of the Governance Directorate and any implications for the Council's residents, service users and others, and to respond to consultation activities as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers, insofar as they relate to the services and functions of the Governance Directorate, to help develop appropriate policy;
7. To undertake performance monitoring in relation to the services and functions of the Governance Directorate, against adopted key performance indicators and identified areas of concern;
8. To identify any matters within the services and functions of the Governance Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee; and
9. To recommend the establishment of task and finish panels to the Overview and Scrutiny Committee as necessary, in order to undertake any activity within these terms of reference.
10. Transformation Projects relevant to this Committee:

Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.

11. Transformation Projects closure and benefits reports:

That any Directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.

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

(i) Building Control Presentation – In July 2017 the Building Control Manager gave a presentation to Members regarding the Council's Building Control Services and how this differed from Planning Development Control.

The Committee noted that Building Control was a set of standards for the design, construction and alterations to buildings to ensure the health and safety of people in or about those buildings. It also applied to the conservation of fuel and minimising the carbon footprint of the building throughout its lifetime.



Building Control applies mainly to all new buildings, below is a list of some of the things this may cover:

- Extensions;
- Material alterations for example installation of heating or cooling system;
- Replacing a roof, windows or door replacement;
- Removal of loadbearing walls; and
- Rewiring or extending domestic electrical work.

(ii) Governance Directorate Business Plan 2017/18 - The Overview and Scrutiny Committee had requested that the relevant Portfolio Holders attend the first meeting of each Select Committee to present their Business Plans, which were developed on a Directorate basis. This would enable each Committee to undertake a more in-depth scrutiny role regarding the numerous services which made up each Select Committee.

The Business Plan covers a diverse range of services including Development Management, Governance, Legal Services, Audit and Corporate Fraud.

(iii) Consultation Register 2016/17 and 2017/18 - The Consultation Officer presented a report to the Committee which set out a list summarising the main consultation exercises carried out in 2016 to 2017 and some exercises planned for 2017 to the end of March 2018.



The Consultation Register was a list of the most recent exercises which were carried out on behalf of the Council or by the Council in the last financial year.

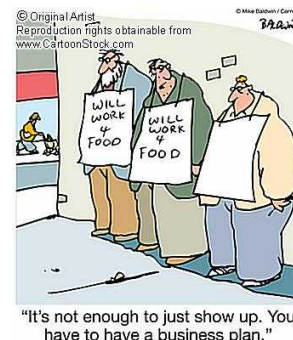
Some consultation was undertaken every year, such as the Local Council Tax Support Scheme which was a requirement of the legislation amending state benefits. Also the Travel Plan Survey which gauged the various methods of travelling to the workplace

to encourage more sustainable travel amongst the work force.

A great deal of smaller local consultation took place as a routine part of day to day business which was not in the report. Such consultation tended to be undertaken in-house and at a cost of postage and officer time only, such as Housing Estate Maintenance issues. Estate

maintenance surveys tend to be very small and targeted at small groups of tenants or residents.

(iv) Corporate Plan 2018 -2023 – The Select Committee were advised that The new Corporate Plan will run from 2018 to 2023, and seeks to lay out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan seeks to link the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.



The success of the new Corporate Plan would be assessed through the achievement of a set of benefits, focussed on what the Council achieves for customers. These benefits in turn were evidenced through a set of performance measures.

(v) Key Performance Indicators 2016/17 – Quarter 4 (Outturn) Performance – the Select Committee received a report on the Key Performance Indicators 2016/17, Quarter 4 (Outturn) Performance Report for the last year.

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

- (a) 3 (60%) indicators achieved target;
- (b) 2 (40%) indicators did not achieve target; and
- (c) 0 (0%) indicators performed within its tolerated amber margin.

(vi) Corporate Plan Key Action Plan 2016/17 – Quarter 4 (outturn) Position – The Select Committee received a report on the outturn position of the quarter 4 for the Corporate Plan Key Action Plan for 2016/17.

The Corporate Plan was the Council's key strategic planning document setting out its priorities over the five year period from 2015/16 to 2019/20. The priorities or Corporate Aims were supported by Key Objectives.

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.

Eight actions fell within the areas of responsibility of the Governance Select Committee. At the end of the year:

- (a) 7 (86%) of these actions have been achieved at year end;
- (b) 1 (14%) of these actions are expected to achieve target in the next 6 months; and
- (c) 0 (0%) of these actions are behind schedule.

(vii) Joint Meeting of the Development Management Chairmen and Vice-Chairmen – Through the year the Select Committee received regular reports on the joint meetings held by the Development Management Chairmen and Vice-Chairmen. These meetings brought together the Chairmen and Vice-Chairmen of the Council's various Planning Sub-Committees and the District Development Management Committee to discuss various aspects of their Committee's work, planning policy issues and any mutual problems they could work out.

(viii) Equality Objectives 2016-2020 – 6 Monthly Review and Annual Report – In October 2017 the Senior Project Improvement Officer introduced the report on the Equality Objectives 2016-2020 and 2018-2023 giving a six monthly review and a combined annual report.



The purpose of this report was to provide an update on the current action plan for the Equality Objectives 2016-20 and the approach to enable the Council to set some new Objectives for 2018-2023 alongside the corporate plan for 2018-23. The proposed actions were to be completed over the coming months and a new set of draft objectives presented back to Management Board for implementation in April 2018.

(ix) Review of the Local and Parliamentary Elections 2017 – Also in October the Select Committee received a report regarding the County Council and Parliamentary Elections held in May and June 2017 from the Returning Officer.

The year held no respite for the Elections Team in the amount of work they had to carry out, as whilst they were involved in the County Council Elections, an unexpected snap General Election was announced on the 18 April 2017 to be held on the 8 June 2017. This in turn created a very heavy workload for the Elections Team and the Council.

The Returning Officer stated with the two elections so close together duplication of on-line registration was high as the Governments publicity information created confusion.

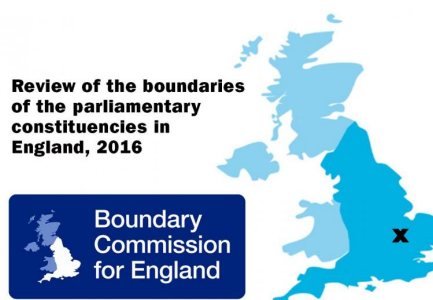
(See Case Study for full details)

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

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

(xii) Boundary Commission for England – 2018 Review Revised proposals for the Eastern Region – the Select Committee was informed that as part of the next stage of the 2018 Parliamentary Constituency Boundary Review the Boundary Commission for England (BCE) intended to publish their Revised proposals for new constituency boundaries on Tuesday 17 October 2017. They would consult on these proposals for eight weeks. This would be the last consultation during this review of constituencies, and the last chance to contribute views to the Commission on the best pattern of constituencies to recommend to Parliament.

When BCE consulted on initial proposals last year, they relied heavily on local authorities to assist in publicising the consultation, so BCE could engage with as many citizens as possible. BCE would be working with the Local Government Association and preparing a partner pack full of resources. Unlike last year's consultation, BCE would not be hosting public hearings across the country - there was no provision to allow this in governing



legislation. All the information people needed to see and to contribute to the review was on the BCE website.

(xiii) Parliamentary Boundary Review – At their December 2017 meeting the Select Committee received a report on the Parliamentary Boundary Review which was being carried out in England. They were advised that the Boundary Commission for England (BCE) had been tasked to carry out a review of constituencies and final reports were to be submitted to Parliament in September 2018. The brief from Parliament was to reduce the number of constituencies and therefore MPs in England from 650 to 600. Epping Forest District Council have been asked, as an independent and impartial body, to consider where the boundaries of the new constituencies in England should be, ensuring that every new constituency had approximately the same number of electors, with no fewer than 71,031 and no higher than 78,507.

(xiv) Submission to Decision on Planning Development Proposals – The Select Committee had been asked to look at the 8 week deadline for planning applications and if they had been asked to be withdrawn and then re-submitted a few weeks later so that the 8 week deadline would start again.

The Committee were advised that there were 1,714 planning application decisions issued over the last year and it was noted that 40 of these had been withdrawn by the applicant with no resubmission made, 24 had been refused planning permission and 32 had been withdrawn and then a revised/new planning application had been submitted which represented just over 1.4% of the total. Therefore the instances of applications getting near to the 8 week deadline, withdrawn and then resubmitted were very low.

(xv) Review of the Operation of the Council's Petition Scheme – In February 2018 the Committee reviewed the Council's Petition Scheme which had originally been adopted in 2010 in accordance with the requirements of Local Democracy, Economic Development and Construction Act 2009. However, the duty on local authorities to operate a petitions scheme was abolished by the introduction of the Localism Act 2011.



Members were advised via the Council Bulletin in December 2017 that a periodic review of the operation of the Council's Petition Scheme would be undertaken in the new year and were asked if they had any comments or observations that they would like to contribute to the review of the Scheme and to inform the Democratic Services Manager by 2 January 2018, unfortunately there were no comments from Members.

The Select Committee expressed concerns that they felt the Council's Petition scheme was not prominent enough on the website and that the instructions on how to submit a petition should be made clearer to members of the public.

Case Study: Local and Parliamentary Elections 2017 Review

In October 2017 the Governance Select Committee received a report regarding the County Council and Parliamentary Elections held in May and June 2017 from the Returning Officer.

Members were asked to consider a review of the management of those elections and to recommend to the Returning Officer any changes to the procedure for future elections.

The Returning Officer advised that in his opinion, the processes put into place for these two elections were the most effective they had been since he became the Returning Officer.

The year had given no respite for the Elections Team in the amount of work they had to carry out, as whilst they were involved in the County Council Elections, an unexpected snap General Election was announced on the 18 April 2017 to be held on the 8 June 2017. This in turn created a very heavy workload for the Elections Team and the Council. There were also three by-elections that year in Chigwell, Epping and Ongar and a further one arranged for the Lower Sheering ward in October 2017.



The Returning Officer expressed his personal thanks to everyone across the Council who got involved in the Elections to make it run as smoothly and efficiently as it did. He also gave his thanks to the Police and Chief Inspector Lewis Basford for a very visible police presence at the General Election polling stations and maintaining the security of the election process.

The Returning Officer stated that with the two elections so close together duplication of on-line registration was high as the Governments publicity information created confusion.



Postal voting had increased in popularity, there were 9,274 postal packs sent out for the County Council elections of which 5,300 packs were returned and counted. There were 8,305 postal packs sent out for the UKPGE which included 192 sent to overseas electors. A total of 123 postal applications were rejected, due to problems arising by the voter failing to enter their date of birth correctly and not due to fraudulent activity. This would be addressed by revisiting the layout of the form and making minor adjustments.

The Committee were advised that the regulations around votes being rejected had changed and the Council were now required to advise voters if their vote had been rejected and the reason why. The 123 voters had been written to and asked if they would like to refresh their postal vote application.

The Returning Officer advised that despite the assurances from the Royal Mail that a full postal sweep would be completed on the evening of the 8 June, there were only 3 packets returned by Royal Mail at the count, a further 45 late packets arrived at the Council's Civic Offices on the Friday and Monday after the election.

The Returning Officer stated that staffing levels for the polling stations, verification and counts were adequate. However staffing for the UKPGE in June was more problematic with many staff being on holiday. The Returning Officer decided to put some staff on standby which EFDC had to pay for as the Government would not.

The Returning Officer reported that some schools were reluctant to close and be used as polling stations. They were also asking for polling staff to have a Disclosure and Barring Service certificate. He advised that his powers as a Returning Officer could require that schools be opened to use as a polling station for any election.



Members expressed concerns over voters being able to vote more than once in different districts and asked if there were any checks implemented to stop this.

The Returning Officer advised that there were no checks available to control people voting multiple times and stated that this would be a very difficult procedure to put into place. Voters can just turn up at a polling station give their name and address and providing they were on the register and not already marked off they would be given a ballot paper.

The Returning Officer asked Members for their views on holding a Candidates and Agents meeting prior to an election. He advised that they were not very well attended and consequently one was not set up for the May County election. He asked Members if they thought a meeting should be held or the information sent by email.

Members recommended to the Returning Officer that there should be no Candidates/Agents meeting before the election in 2018 but that it could be reviewed after the election if so required.



3. RESOURCES SELECT COMMITTEE

The Resources Select Committee consisted of the following Members:

Councillor S Kane then A Patel (Chairman)*

Councillor A Patel then D Sunger (Vice Chairman)*

Councillors R Bassett, N Bedford, D Dorrell, R Gadsby, R Jennings, P Keska, J Lea, A Mitchell, C Roberts, D Roberts, P Stalker and J M Whitehouse

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

** With the appointment of Councillor S Kane to the Cabinet halfway through the year Councillor A Patel was appointed Chairman in his place and D Sunger as Vice-Chairman.*

Terms of Reference

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

Finance

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

Information and Communications Technology

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

Value For Money

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

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

Human Resources

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

Transformation Programme

12. Transformation Projects relevant to this Committee:
Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.
13. Transformation Projects closure and benefits reports:
That any Directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.

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

- (i) **Corporate Plan Key Action Plan 2016/17 – Quarter 4 (Outturn) Position** – At their first meeting of the year the Select Committee received a report on the Corporate Plan Key Action Plan for 2016/17 and the outturn position for quarter 4. They noted that The Corporate Plan 2015-2020 was 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 needed to focus on during that time and helps to prioritise resources to provide quality services and value for money. These key areas are known as the Corporate Aims and were 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 were in turn, delivered via an annual Key Action Plan.



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

- 10 (77%) of these actions had been achieved; and
- 3 (23%) of these actions had not been achieved.

- (ii) **Resources Business Plan for 2017/18** - The Overview and Scrutiny Committee had requested that the relevant Portfolio Holders attend the first meeting of each Select Committee to present their Business Plans, which were developed on a Directorate basis. This would enable each Committee to undertake a more in-depth scrutiny role regarding the numerous services which made up each Select Committee.

This was undertaken at the Committee's July 2017 meeting where the relevant Portfolio Holders gave an outline of the work they have planned for the year ahead.

- (iii) **Corporate Plan 2018 – 2023** – The Committee received a report on the proposed new Corporate Plan for 2018 – 2023. The new plan sought to lay out the journey the Council

would take to transform the organisation to be 'ready for the future'. This plan sought to link the key external drivers influencing the council's services with a set of corporate aims and objectives, grouped under three corporate ambitions. This was the first draft going to all the Select Committees and the main O&S Committee for feedback. Members were asked to consider and comment on the document.

(iv) Provisional Capital Outturn Report 2016/17 – The Principal Accountant introduced the report on the Council's Provisional Capital Outturn for 2016/17. The report set out the Council's capital programme for 2016/17, in terms of expenditure and financing, and compared the provisional outturn figures with the revised estimates. The revised estimates, which were based on the Capital Programme, represent those adopted by the Council on 21 February 2017.

The Committee noted that:

- The Council's total investment on capital schemes and capital funded schemes in 2016/17 was £36,957,000 compared to a revised estimate of £43,077,000, representing an underspend of 14%.
- It was noted that the construction of the new depot at Oakwood Hill was completed last summer and has been operational since September 2016. However, there had been a number of snagging disputes, as well as an ongoing issue in relation to the off-site monitoring of the alarm system.
- Within the Resources Directorate, the largest underspend was on the planned maintenance programme as many of the schemes planned at the civic offices had been delayed awaiting the outcome of the Accommodation Review.
- Under the Housing Revenue Account there was an underspend on the Council's house-building programme which had requested a carry forward.
- The second largest underspend of £769,000 was experienced on the heating, rewiring and water tank works on existing properties.

(v) Provisional Revenue Outturn 2016/17 – The Principal Accountant introduced the report on the Council's overall summary of the revenue outturn for the financial year 2016/17. The Committee noted that the General Fund saw £288,000 more than estimated being used from the opening balance. Total net expenditure on the General Fund was £14.039 million, some £787,000 higher than the original estimate and £71,000 higher than the revised estimate. Expenditure from the District Development Fund and Invest to Save Reserve was £1.643 million less than estimated.



The position on the Housing Revenue Account was £157,000 better than anticipated.

(vi) Risk Management Standards Assessment and Insurance Renewals - The Risk Management and Insurance Officer, introduced his report on the guidance provided by the Council's insurer, Zurich Municipal. The Committee noted that on the 8th February 2017 a Public Sector Risk Consultant from the Council's insurer visited to carry out a Risk Management Standards Assessment in three specified areas. The areas being assessed were, Property (General), Combined Liability and Motor.



The Property review looked at non-residential properties which included the Civic Offices, Oakwood Hill Depot, North Weald Airfield and other operational buildings; and the combined Liability element reviewed areas that could result in Employers' or Public

Liability insurance claims, such as inspections of estates, car parks, open spaces and staff training.

The Motor element looked at how the Council operates the fleet and also the grey fleet, which is an employee driving their own vehicle for Council business.

Since the review the council has instigated a Fire Risk Assessment at the Civic Offices. The report had just been received so officers had not been able to review the report.

(vii) Sick Absence Report Quarters 3 and 4 – The Committee received the report on the Council's absence figures for Quarter 3 and 4 for 2016/17. It included absence figures by Directorate, the number of employees who have met the trigger level, those who have more than 4 weeks absence and the reasons for absence. The Committee noted that the figures had improved for this last year and were on target for this year as well.



The Council's target for sickness absence for 2016/2017 was an average of 7.5 days per employee. The current outturn figure for the two quarters was an average of 3.73 days, which was below the target of 3.86 days. The overall outturn figure for the year was an average of 6.71 days, which was 0.79 days lower than the target.

The previous report to this committee flagged up mental health absences, officers had now put in processes to help and it was reducing. The Council was now part of a trust the "Mindful Employer" helping us to put in strategies to help staff.

Roughly two thirds of staff did not have any time off sick.

(viii) Key Performance Indicators 2016/17 – Outturn Quarter 4 Performance – The Committee noted the report for the quarter 4 outturn performance figures for the Key Performance Indicators for 2016/17.

The overall position for all 37 KPIs at the end of the year was as follows:

- (a) 28 (75%) indicators achieved target;
- (b) 9 (25%) indicators did not achieve target; although
- (c) 3 (8 %) of these KPIs performed within its tolerated amber margin.

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

- (a) 8 (89%) indicators achieved target;
- (b) 1 (11% indicators did not achieve target; and
- (c) 0 (0%) indicators performed within its tolerated amber margin.

(ix) Universal Credit – In October 2017 the Committee received an informative report on the Governments Universal Credit Scheme. This was to inform all members on the rollout of Universal Credit and the impact it would have on the work of the Council.

Universal Credit would replace the following benefits that people now received: Jobseekers Allowance, Employment and Support Allowance, Income Support, Working Tax Credit, Child

Tax Credit and Housing Benefit. A single payment would be made on a monthly basis to cover both living expenses and housing costs.

(See Case Study for full details)

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

(xi) Financial Issues Paper – this report provided a framework for the Budget 2018/19 and updated Members on a number of financial issues that would affect this Authority in the short to medium term.

In broad terms the following represented the greatest areas of current financial uncertainty and risk to the Authority

- Central Government Funding
- Business Rates Retention
- Welfare Reform
- New Homes Bonus
- Development Opportunities
- Transformation
- Waste and Leisure Contracts
- Miscellaneous, including recession and pay awards



The report went on to outline in general terms the state of the Council's finances and the problems (potential or otherwise) facing it. The report touched on the recent elections and what Brexit might mean for us. It outlined the state of the General Fund, detailing the CSB, and the DDF. It updated members on the Medium Term Financial Strategy, the current position on Central Government funding, and the existing position on business rate retention scheme. The report also noted that the reduction in New Homes Bonus for 2017/18 was far

greater than had been anticipated and outlined the upcoming development opportunities in the district.

(xii) Draft Technology Strategy 2018 – 2023 – The Committee received a presentation on the Council's draft Technology Strategy for 2018-2023.

They were preparing for April next year when Transformation starts and part of this was that they were losing their training room and would be using the Council Chamber instead. They were also preparing for a possible decamp from this building. The Condor building had spare capacity and could be used to house more staff although the Airfield and Hemnall Street may prove problematic.

To support this they would be asking the Cabinet to purchase 550 new laptops for everyone. They were also looking at the internet set up and working closely with BT.



It was reported that more intensive use would be made of the new building at the Civic Office complex. Outside of office accommodation, ICT were proposing the following changes to their accommodation requirements:

- Low cost Multipurpose refit of Council Chamber to allow easier use for Training, including ICT Training.
- Release of current ICT Training Room to provide capacity for other uses.
- Migration to cloud based servers to release server room accommodation.

(xiii) Corporate Plan Key Action Plan 2017/18 – Quarterly Progress – The Select Committee received quarterly updates on the Council's Corporate Action Plan pertaining to their area of responsibility.

(xiv) Key Performance Indicators 2017/18 Quarterly Performance - The Select Committee received quarterly updates on the Council's Corporate Action Plan pertaining to their area of responsibility.

(xv) Fees and Charges – In October 2017 the Committee received a report on fees and charges that Council levies and what scope, if any, there was to increase particular charges.

The meeting on consideration of the report agreed that they would not like to see the bulky household waste charges go up and would like to see the concession for pensioners reinstated.



(xvi) Sickness Absence – In December 2017 the Committee received the six monthly update of the Council's absence figures for quarters 1 and 2 for 2017/18. They noted that the current outturn figure for the two quarters was an average of 3.39 days which was slightly above the target of 3.22 days.

There had been a slight increase in the number of long term absence from Q4 of last year to Q1 of this. However, there had been a significant rise in long term cases in Q2, the highest it has been in this 5 year period. The rise has been mainly in mental health issues and cancer cases. For mental health issues we have the help of an occupational health service called 'Mindful Employer' that can be directly contacted by staff members. Line managers have also been trained to give help and support.

(xvii) Draft General Fund, CSB, DDF & ITS Lists and Savings Updates – This was the first draft of the Continuing Services Budget (CSB), the District Development Fund (DDF) and the Invest to Save (ITS) schedules for 2018/19.

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

(xviii) Resources Directorate Business Plan for 2018/19 – at their last meeting of the year the Committee received a presentation from the relevant Portfolio Holders on their Business Plans for 2018/19.

(xix) Transformation Programme – also at their last meeting for the year the Committee received several reports on the transformation programme projects, project closures and a list of high and medium complexity projects. They also received a report on the future of how the corporate specifications would be presented to the various Select Committees in the new year.

Case Study – Universal Credit

At their October 2017 meeting the Assistant Director Benefits introduced the informative report on the Governments Universal Credit Scheme. This was to inform all members on the rollout of Universal Credit and the impact it would have on the work of the Council.

Universal Credit would replace the following benefits that people now received: Jobseekers Allowance, Employment and Support Allowance, Income Support, Working Tax Credit, Child Tax Credit and Housing Benefit. A single payment would be made on a monthly basis to cover both living expenses and housing costs.



Universal Credit was not paid for the first week of the claim. The payment was made monthly in arrears and was designed to replicate the budgeting required by people who receive a monthly wage. The claimant was then responsible for paying their full rent to their landlord. This was a change for council tenants as Housing Benefit was paid directly to the rent account and not to the tenant.

Up until 20 September 2017, in Epping Forest District, Universal Credit had been restricted to new claims from single people who were job seekers. However, this was changing as 'full service' was rolled-out throughout the country from July 2017. In the future, couples, families with children and people with disabilities who were of working age, would also be directed to claim Universal Credit. This meant that they could no longer claim Housing Benefit and they can only get help with their rent through Universal Credit, although there were some exceptions.

The exceptions to the move to Universal Credit were as follows:

- People who have more than 2 children
- People who live in exempt and specified accommodation, i.e. accommodation where support is provided by the landlord to tenants who are vulnerable in some way, e.g. physical disabilities, mental health issues or drug/alcohol addictions.

People falling into these categories would still claim Housing Benefit.

The Council still remained responsible for Local Council Tax Support, and therefore people would have to claim Universal Credit from the DWP for help to pay their rent, and at the same time make an application to the Council for help to pay their council tax.

There were delays in getting claims out and there was a wait of 6 weeks or longer for payment which put the claimants in rent and Council Tax arrears. People on long term benefits usually had difficulties in budgeting on a monthly basis; the council provided support and help for them.

Because of the monthly payments going directly to the claimants, and their resulting difficulties in budgeting, there was an increase in rent and council tax arrears and it may be that the council would need to consider different ways to collect council tax.

It was also noted that Officers had communication problems with DWP staff and the Universal Credit Centres, they found it hard to find someone to speak to and resolve problems.

It was known that Landlords on the whole were not taking on persons on Universal Credit and this in turn was resulting in more homelessness and more people in Bed and Breakfast accommodation. It was hoped that the B&B costs would be moved out of Universal Credit, but there was no sign of this happening as yet.

The Committee thanked the Assistant Director Benefits for her informative report and for bringing the problems around Universal Credit to their attention.



4. NEIGHBOURHOODS SELECT COMMITTEE

The Neighbourhoods Select Committee consisted of the following members:

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

The Lead officer was Derek Macnab, Director of Neighbourhoods and Deputy (and currently Acting) Chief Executive.

Terms of Reference

General

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

Performance Monitoring

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

Environment

8. To monitor and keep under review the Council's progress towards the development and adoption of a corporate energy strategy / environmental policy and to receive progress reports from the Green Working Party.
9. To receive reports from the Waste Management Partnership Board in respect of the operation of and performance of the waste management contract;

Leisure

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

Transformation Project

11. Transformation Projects relevant to this Committee:
Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.
12. Transformation Projects closure and benefits reports:
That any Directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.

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

(i) Neighbourhoods Directorate Business Plan for 2017/18 – At their first meeting of the year, the Select Committee received the Neighbourhoods Business Plan. The relevant Portfolio Holders attended the first meeting of each Select Committee to present their Business Plans, which were developed on a Directorate basis. This enabled each Select Committee to undertake a more in-depth scrutiny role regarding the numerous services which made up each Select Committee.

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



(iii) Key Performance Indicators 2016/17 – Outturn Review – The Committee reviewed the outturn position of the Corporate Plan Key Action Plan for 2016/17.

Thirteen of the KPIs fell within the Neighbourhoods SC's areas of responsibility. The overall position with regard to the achievement of target performance at the end of the year for these indicators, was as follows:

- (a) 9 (70%) indicators achieved target;
- (b) 2 (15%) indicators did not achieve target; although
- (c) 2 (15%) indicator performed within its tolerated amber margin.

(iv) Corporate Plan Key Action Plan 2016/17 – Outturn Review - The Committee reviewed the outturn position of the Corporate Plan Key Action Plan for 2016/17 in relation to its areas of responsibility.

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

- 8 (57%) of these actions have been achieved at year end; and
- 1 (36%) of the deliverables or actions were not completed by year-end albeit significant progress has been made.
- 5 (7%) of these actions were expected to achieve target in the next 6 months

(v) **Environmental Charter** - The Corporate Green Working Party (CGWP) had been asked to develop an environmental charter and action plan to replace the Council's Climate Change Policy from 2009. The CGWP agreed that this should be modelled on the Climate Local methodology. This was a Local Government Association and Environment Agency initiative to support local authorities to look at climate change and take action.



The CGWP took the Climate Local Environmental Charter template and adapted it to EFDC's needs. The group also created a commitments and actions spreadsheet, modelled on the Climate Local system. The commitments and actions were broken down into three main areas (climate change, greenhouse gases and sustainability) with some overarching goals. This was to replace the group's Work Plan, which was very ad hoc.

(vi) **Key Performance Indicators 2017/18 – Quarterly Performance** – The Committee reviewed the Key Performance Indicators relevant to their Select Committee on a quarterly basis.

(vii) **Corporate Plan Key Action Plan 2017/18 – Quarterly Position** – The Select Committee received quarterly updates on the Council's corporate action plan pertaining to their area of responsibility.

(viii) **Corporate Plan 2018-2023** – At their September 2017 meeting the Committee noted that the Corporate Plan, the Council's highest level strategic document, which would cover the period 2018 to 2023, was being reviewed and updated. The draft had been shaped from input from the Management Board, Leadership Team and Cabinet. The draft was an attempt this time to be illustrated in a diagrammatic fashion.

(ix) **Leisure Management Contract** – the Committee noted that a Partnership Board had been established between Places for People and EFDC, with the first meetings being chaired by the Leisure and Community Services Portfolio Holder. The purpose of this partnership board was to act as a liaison between the two organisations.



(x) **Engineering, Drainage and Water Team** – at their January 2018 meeting the Committee received a presentation from the Council's drainage team on land drainage, land and water quality and general drainage issues.

(See Case Study for details)

(xi) **Neighbourhoods Directorate Business Plan for 2018-19** – at their last meeting of the year, in March 2018, the Committee was taken through the proposed Business plan for the coming year by the Director and the relevant Portfolio Holders.

(xii) **Transformation Programme** – also at their last meeting for the year the Committee received several reports on the transformation programme projects, project closures and a list of high and medium complexity projects. They also received a report on the future of how the corporate specifications would be presented to the various Select Committees in the new year.

(xiii) **Environment Enforcement Activity – Annual Report** - The Environment and Neighbourhoods Manager, presented the annual report for the period 2017/18, which

summarised enforcement activity that had been carried out by the Council's Environment and Neighbourhoods (EN) Team.



Fly-tipping incidents currently took up the majority of the Team's time and such incidents were on the increase. Much of the waste fly-tipped was commercial in origin, and there were areas across the District consistently being targeted, one of which was Stapleford Abbots.

Noise complaints were the second most frequent problems the Team would investigate. This was not an easy subject for officers to handle. The Council's role in resolving noise nuisance was difficult but could make a significant difference to the neighbour who was being subjected to unreasonable noise.



Unauthorised encampments (UE) generated much concern to residents nearby and when they were reported, the Team gave them priority. All UE that were on Council owned land were visited by the EN Team on the first day of their occupation. This enabled the process of eviction to be started as soon as possible. Officers normally took the paperwork down to the Courts themselves to get the proceedings started without delay.

Case Study: Engineering, Drainage and Water Team

Land Drainage

The Land Drainage Engineer made a presentation on the work of the Engineering, Drainage and Water Team (EDWT). The EDWT was on call 365 days a year to provide a discretionary emergency flood response service to deal with flooding emergencies across the District, mainly arising from the flood risk assets that are the Council's responsibility.



Officers would monitor and respond to incidents and worked closely with the Environment Agency (EA), who has responsibility to manage Main River flooding, Essex Fire and Rescue, Essex County Council (ECC) for highway assets and relevant water companies.

The team also monitored and maintained 50 storm grilles, which helped to protect key surface water pipes. The Council's contractor checks these on a regular basis.

The Team also oversee 2,500 kilometres of ordinary watercourses.

Since 1983 the Council has had its own Land Drainage Byelaws to help control development along water courses, and is the only district within Essex to have such Byelaws. The Council also had enforcement powers under this Act, which were used when necessary.

The EDWT worked within the National Planning Policy Framework to reduce flood risk when new developments were proposed. It had assessed over 1,200 planning applications last year for flood risk and drainage concerns. It had also worked with the Planning Policy Team

during the draft Local Plan process to ensure policies on the management of flood risk and drainage were robust and reflected both best practice and national Guidance.

Members were also apprised of different ways that the EDWT used to manage surface water flood risk as it was very proactive in the District. One way was through Surface Water Management Plans (SWMP). ECC had determined that Loughton was a 'Tier 1' location and in 2016 the Loughton, Buckhurst Hill and Theydon Bois SWMP was completed. This identified seven Critical Drainage Areas to help manage predicted flood risk. Waltham Abbey (Tier 2) would be the next area for a SWMP when funds were available from ECC. The Council uniquely had its own Flood Risk Assessment Zones (FRAZs) to help alleviate flood risk from incremental development. These were zones derived from the catchments of ordinary watercourses where there was a particular risk of flooding.



Land and Water Quality

The Land and Water Quality Officer reported that the Council had a duty to risk assess and sample water quality and had enforcement powers to ensure private water supplies were safe for human consumption and without risk to human health. This covered water extracted from boreholes, springs and wells. Of the 78 known private water suppliers, 38 had been inspected, and there are likely to be other unknown water supplies.



Problems could arise from contamination for instance where there are ineffective sewage systems or where systems were not properly maintained. There are many other factors that could impact on private water supplies. The Lee Valley sustained a large horticultural nursery industry so it was important that water used to irrigate crops and used for public consumption meet the required standards. Many nurseries did not have effective contamination reductions in place. Water towers also needed to be inspected. The Drinking Water Inspectorate considered that some of these sites were of the highest risk in the UK.

The Council was statutorily required to inspect and assess contaminated land under the Environmental Protection Act 1990. There were several thousand potentially contaminated land sites. These included former landfills, ex gas works, factories, brickworks and munitions stores. It also investigated the pollution of watercourses to maintain and improve water quality and deals with a range of pollution issues. .

General Drainage and other issues

The Engineering, Drainage and Water Team Manager spoke about general drainage issues and that her officers liaised with the water companies (Thames Water and Affinity Water), the EA and other organisations. The Council operated and maintained seventeen sewage treatment plants and pumping stations. The Council had a statutory requirement under the Building Act 1984 to ensure buildings had satisfactory drainage, duties under the Public Health Acts and various other statutory duties under a range of legislation.

In October 2011 most private sewers transferred to Thames Water. The Council was also responsible for all rural drainage systems, misconnections and other problems.

The Council had ongoing capital projects and managed its own assets. Bobbingworth Nature Reserve, a former landfill site, was one such successful project in operation.



TASK AND FINISH PANELS

Transformation Task and Finish Panel

Origin:

The scrutiny of the Council's Transformation Programme was proposed by the PICK form considered by the Overview and Scrutiny Committee at their meeting held on 28 February 2017. The O&S Committee agreed that the Resources Select Committee should be tasked with this scrutiny.

The Resources Select Committee met on 10 April 2017 to establish the baseline for the scrutiny of the Council's Transformation Programme.

That meeting agreed that they would like to scrutinise the Programme Management Board and the High Risks Projects that had been identified. They noted that the medium level ones went to the various Select Committees anyway.

They noted that there were two options, either to form a sub group, from a smaller pool of talent to choose from, that would have no formal structure making it more difficult to scrutinise the topic on hand; or to form a Task and Finish Panel. By the general feeling of the meeting it was agreed that it would be better to go to the next Overview and Scrutiny Committee and ask for a Task and Finish Panel to be set up, agreeing that a Task and Finish Panel would be more appropriate.

The Overview and Scrutiny Committee, at their 18 April 2017 meeting agreed to the establishing of an appropriate Task and Finish Panel.



Aims and Objectives:

- (a) To report findings to the Resources Select Committee and the Overview and Scrutiny Committee to submit a final report for consideration by the Committee by end of September 2017;
- (b) To gather evidence and information in relation to the review through the receipt of appropriate data, presentations and by participation in fact-finding visits to other authorities if necessary;
- (c) To have due regard to relevant legislation and the Council's procedures; and
- (d) To consult political groups and independent Councillors during the review process.

Term of Reference:

- (1) Fully evaluate and establish:
 - a) A clear statement as to the objectives of the programme;
 - b) A clear understanding as to the scope of the programme;
 - c) A clear understanding as to the budget and financial implications of the programme;
 - d) To document proposals for the ongoing scrutiny required to ensure that the programme continues to be:
 - 1) Meeting the programme objectives;
 - 2) Focused on the identified scope;
 - 3) On schedule; and
 - 4) Within budget
- (2) The Panel should also look at the high risk projects that required Council wide co-ordination and were overseen by the Transformation Programme Board; and should also be mindful of having a clear end date to complete their work on.
- (3) To consider any other matters that were deemed appropriate.

The Panel

The Overview and Scrutiny Committee appointed the following members to serve on the Panel:

Councillors A Patel (Chairman), S Kane (Vice Chairman), N Avey, R Baldwin, R Bassett, N Bedford, R Brookes, K Chana, D Dorrell, S Heap, L Hughes, M Sartin, B Surtees and H Whitbread

The Lead officer was P Maddock, Assistant Director Accountancy.

The Panel met three times in June, August and September 2017 before reporting to the main O&S Committee in October 2017.

At their first meeting in June 2017, the Panel considered the report that set out to answer the questions posed at the special Resources Select Committee meeting held on 10 April 2017.

There were five questions set out on the main agenda to consider:

1. How best to scrutinise the management of the Transformation Programme;
2. How to best monitor and assess performance of the management of the Transformation Programme;
3. How to identify projects and sub programmes not within the remit of specific Select Committees;
4. How to measure and assess performance of identified projects and sub- programmes not within the remit of specific Select Committees; and
5. Suitable forums for future scrutiny of Transformation Programme.

Mr Bailey the Head of Transformation took the Panel through the report, highlighting that transformation was about change management. It was best looked at as a way of managing

that change. It was noted that it was useful to note that transformation was charged with realising four key benefits, that of:

- Recognising what customers' value about our services and placing them at the heart of everything we do;
- Focussing on getting things right first time through joined up services;
- Reducing red tape to simplify how we work; and
- Delivery of resource savings and income generation, to keep Council Tax low

The four drivers for change were detailed in the Corporate Plan 2015/20. They were:

- Our customers and their needs are changing;
- Our customers expect modern, customer focussed services;
- Our customers demand well-managed, value for money services; and
- Our customers want us to reduce our costs and protect front line services.

They noted that the Transformation Programme used the Covalent System. Covalent was a cloud-based performance and project management software that provided real-time visibility and control of strategic and operational performance, project management and risk. The Council had purchased Covalent system licences for all staff, initially for a twelve-month period.

The Panel also closely looked at the costs and benefits of the Transformation programme. This was broken down by Transformation team structure and cost estimates; Benefits from management of the Transformation programme; individual project costs; and individual project benefits: financial and non-financial.

Outcome

Finally the Panel made the following recommendations to the Overview and Scrutiny Committee at their October 2017 meeting which were agreed.

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.
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

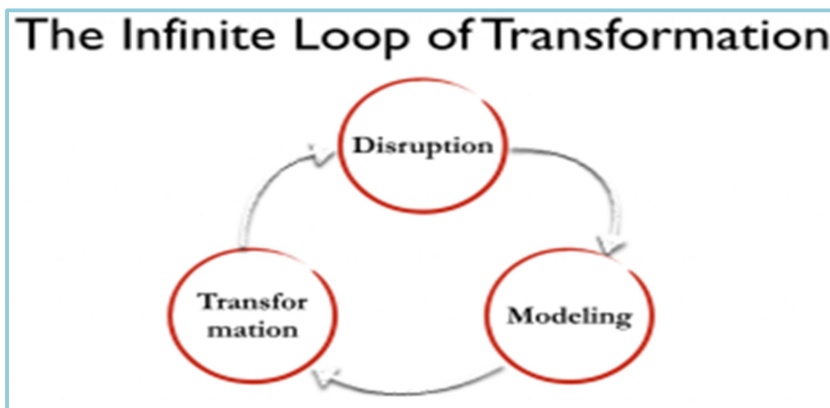
and Scrutiny Committee to receive training on transformation and the various elements of the project lifecycle.

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.



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Report to Overview and Scrutiny Committee

Date of meeting: 4 June 2018



Portfolio: Leader (Councillor C. Whitbread)

Subject: Corporate Plan Key Objectives 2017/18 – Outturn (Quarter 4) performance

Responsible Officer: M Chwiedz (01992 562076)

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

That the Committee reviews the end of year position in relation to the achievement of the Council's key objectives for 2017/18.

Executive Summary:

The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the four-year period from 2015/16 to 2019/20, with strategic themes reflecting those of the Community Strategy for the district. Updates to the Corporate Plan are published annually, to reflect the key objectives for each year of the plan period and progress against the achievement of objectives for previous years.

The annual identification of key objectives provides an opportunity for the Council to focus attention on how areas for improvement will be addressed, opportunities exploited and better outcomes delivered during the year. The key objectives are intended to provide a clear statement of the Council's overall intentions for each year, and are supported by a range of actions and deliverables designed to achieve specific outcomes.

A range of key objectives for 2017/18 was adopted by the Council, at its meeting in 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 year-end progress against the key objectives for 2017/18.

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 judgements made about its progress, 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 for 2015/16 to 2019/20 translates the vision for the district set out by the Community Strategy, into the Council's strategic direction, priorities and the most important outcomes that it wants to achieve. The Corporate Plan helps to prioritise resources to provide quality services and value for money.
2. The key objectives adopted for each year of the Corporate Plan represent the Council's high-level initiatives and over-arching goals for the year. The objectives are not intended to reflect everything that the Council does, but instead focus on national priorities set by the Government and local challenges arising from the social, economic and environmental context of the district.
3. The key objectives for 2017/18 were adopted by the Cabinet at its meeting in September 2016. The achievement of the objectives is supported by a range of individual deliverables and actions, with target dates spread throughout the year (and beyond in some instances). Some of the deliverables can only be achieved incrementally or are dependent upon the completion of other actions, and are intended to be fluid to reflect changes in priorities and other influencing factors.
4. Progress against the key objectives was an area of focus in former corporate inspection processes, in order to assess the Council's success in improving the services that it delivers, and to identify and reflect plans to secure improvement. Whilst such external assessment processes have generally ceased, it remains important to review progress against the key objectives, and to take appropriate corrective action where necessary in areas of slippage or under-performance. Progress towards the achievement of individual deliverables and actions is therefore reviewed on a quarterly basis, in order to ensure the timely identification and implementation of appropriate corrective action.
5. A schedule detailing outturn progress against the fifty (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 as appropriate for year-end position

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

Under Control (Amber) – expected to achieve target in the next 6 months;

Behind Schedule (Red) - specific deliverables or actions were not completed or achieved in accordance with in-year targets; or

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

6. At the end of the year:

• Achieved:	28 (56%)
• Under Control:	15 (30%)
• Behind Schedule:	6 (12%)
• Pending:	1 (2%)
Total	50 (100%)

7. The Overview and Scrutiny Committee is requested to review year-end progress against the key objectives for 2017/18. This report will also be considered by the Cabinet at its meeting on 14 June 2018.

Resource Implications:

Resource requirements for actions to achieve specific key objectives for 2017/18 will have been identified by the responsible service director/chief officer and reflected in the budget for the year.

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific key objectives for 2017/18 will have been identified by the responsible service director/chief officer.

Safer, Cleaner, Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific key objectives for 2017/18 will have been identified by the responsible service director/chief officer.

Consultation Undertaken:

Progress against actions to achieve specific key objectives for 2017/18 as set out in this report, has been submitted by each responsible service director/chief officer direct to the 'Pentana' performance management system. Current progress in respect of each of the key objectives for 2017/18 has been reviewed by Management Board (16 May 2018) and will be reviewed by the Cabinet (14 June 2018).

Background Papers:

Year end progress submissions for the key objectives for 2017/18 and relevant supporting documentation is held by responsible service directors/chief officers.

Impact Assessments:***Risk Management***

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific key objectives for 2017/18 will have been identified by the responsible service director/chief officer.

Equality:

There are no equality issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific key objectives for 2017/18 will have been identified by the responsible service director/chief officer.

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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 Pyles 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	●	Pending	Q4 - It is still not yet known if the Government will introduce this proposal. The latest information received is that no levy will be made for 2018/19.
					Q3 - It is still not yet known if the Government will introduce this proposal. The latest information received is that no levy will be made for 2018/19.
					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	✓	Achieved	Q4 - Savings still on track
					Q3 – Savings still on track
					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	✓	Achieved	Q4 - Initial phase of People Strategy agreed by Council which will deliver £360k savings per annum.
					Q3 – Not yet due, will be addressed in budget process for 2018/19
					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	Management Board	30-Sep-2017	✓	Achieved	Q4 - Invest to save budget now incorporated within Transformation Programme and will be used to deliver transformation strategy.




'Invest to Save' Fund, to address the need for net savings and income generation in subsequent years					Q3 – Invest to Save bids totalling £180k have been approved for a number of projects which will generate savings or additional income, e.g. replacement of LED lighting £70k, Lea Valley and Vere Road pay and display car parks £70k.
					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	Q2 - Phase 1 of the Council Housebuilding Programme has been complete.
					Q2 - Good progress continues to be made, with all development sites making up Phase 1 due to be completed by the end of October 2017.
					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:
					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.					
Official opening ceremony being planned for 6th October 2017 by the Housing Portfolio Holder, Chairman of Council and John Scott, former Chief Officer.					
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
10. Open the Epping Forest Shopping Park, to deliver local jobs and economic development	Neighbourhoods	30-Sep-2017		Achieved	<p>Q4 - One of the remaining three vacant units has now been let to outdoor equipment/clothing retailer Mountain Warehouse. The remaining two are at Heads of Terms negotiation. The 278 Highways Works are complete.</p> <p>Q3 – The three remaining units of the total of eleven are all subject to ongoing negotiation with prospective tenants. The stores that have already opened to include the anchor stores of Next and Aldi report good trading. The S278 Highway Works are 99% complete with only some minor surfacing, road marking and additional barrier installation outstanding.</p> <p>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</p> <p>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.</p>
11. Develop the St John's Road site, to deliver local jobs and economic development	Neighbourhoods	31-Mar-2018		Under Control	<p>Q4 - Agreement now reached with all parties, pending conclusion of consideration at specification for replacement Town Council Offices and Community Space. Final draft with lawyers. Completion anticipated by end of May 2018.</p> <p>Q3 – As per Q2 update. It is hoped to complete in early January 2018.</p> <p>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.</p> <p>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.</p>
12. Produce a plan to implement agreed recommendations from the Service Accommodation Review, to optimise the use of the Council premises	Transformation Programme Board	31-Mar-2018		Under Control	<p>Q4 - Progress report due for consideration of June Cabinet seeking approval for additional work to be commissioned by PWC/Blissett Adams to evaluate impact and alternative options as a result of English Heritage listing.</p> <p>Q3 - Cabinet report delayed due to involvement of Historic England (HE) and subsequent grade 2 listing. Discussions will be needed with HE to establish what changes to the buildings are still possible.</p> <p>Q2 - Work progressing well and on target to report to December Cabinet.</p> <p>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.</p>

13. Deliver the 2017/18 works from the Facilities Management Programme	Resources	31-Mar-2018		Under Control	<p>Q4 - Management Board have agreed further revisions to programme in light of the accommodation review.</p> <p>Q3 – October Cabinet approved revised programme which is on target.</p> <p>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>
2. Progress Phases 2 and 3 of the Council Housebuilding Programme, to provide 85 new affordable rented homes	Communities	31-Mar-2018		Under Control	<p>Q4 – Phase 2 continues to progress well. 5 properties have been completed under Phase 3 at Bluemans End, North Weald and London Road, Stapleford Abbots. Further completions are planned for Stewards Green Road, Springfield and Centre Avenue in Epping and at Parkfields, Coopersale in June 2018.</p> <p>Q3 - Phases 2 and 3 continue to progress well.</p> <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 the Council Housebuilding Programme, to provide new affordable rented homes	Communities	31-Mar-2018		Under Control	<p>Q4 – Following East Thames ending the Development Agency Contract with EFDC, the Council Housebuilding Cabinet Committee has agreed that future developments (from Phase 4 onwards) should be managed in-house, using internal staffing resources, supplemented by specialist design consultancies appointed directly by the Council. The Cabinet Committee has since appointed ECD Architects Ltd as the Council's Architects and Multi-disciplinary Design Team, and Airey Millar Ltd as the Council's Employers Agents.</p> <p>The Cabinet Committee has also appointed Neilcott Construction Ltd, Roof Ltd, TSG Building Services Ltd and Indecon Building Ltd as framework contractors, from whom second-stage tenders will be sought to construct future homes under the Programme</p> <p>Q3 - Procurement of Phases 4-6 has been delayed due to East Thames' decision not to extend their Development Agent contract with EFDC. A proposed approach to this procurement will be considered by the Council Housebuilding Cabinet Committee in January 2018.</p> <p>Q2 - With East Thames serving notice to end their Development Agent role with the Council, alternative procurement and delivery approach needs to be considered.</p>

					<p>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	✓	Achieved	<p>Q4 - Achieved</p> <p>Q3 - Due to some on-site delays, the properties were due to be handed over, slightly delayed, in January 2018. However, it has now been established by the private developer that a power cable needs to be diverted; a revised hand-over date has not been provided. The "long stop" date for hand-over is June 2018, but it is anticipated that handover will take place before then.</p> <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	🟡	Under Control	<p>Q4 – Planning permission (temporary for 10 years) has been granted and the Council's consultants are procuring a contractor through competitive tender. Completion is anticipated for November 2018.</p> <p>Q3 - Following discussions with planning officers, a revised location for the modular accommodation at Norway House has been identified. The planning application will be submitted imminently.</p> <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>Q4 – The second site assessment has been undertaken and the submission of a planning application for the required parking is imminent. The proposed consultants to project manage the works have submitted a fee quotation, that is currently under consideration.</p> <p>Q3 - The project has been delayed due to the calling-in of the Cabinet decision. Following discussion with the members who called-in the decision, a parking survey will be undertaken to ascertain the need for additional car parking, One site assessment was undertaken before Christmas and a second site assessment will be undertaken in January 2018. The results will then be considered by Management Board, to determine the number of additional parking spaces for which planning permission should be sought.</p> <p>Q2 - The Cabinet decision to relocate the Repairs Service was the subject of a call-</p>



					<p>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>
<p>PA 138</p> <p>Sell the Council-owned nursery site at Pyrles Lane, Loughton, to deliver a capital receipt</p>	Neighbourhoods	31-Dec-2017		Under Control	<p>Q4 - Original intention was to bring the site to market via auction by the end of January 2018. As the result of further advice from marketing agents, a private treaty open advert methodology is now being undertaken with the site being marketed in mid-May.</p>
					<p>Q3 – Marketing Agents have been appointed to bring the Pyrles Lane Nursery Site to the market by the end of January 2018. Consultants have been appointed to advise on the price that the District Council would pay to buy back the affordable housing element of the scheme. Work continues on relocation options for the nursery service at Townmead.</p>
					<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>
					<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.</p>
<p>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</p>	Communities	31-Mar-2018		Under Control	<p>Q4 – The Housing Service has provided all of the required information on the affordable housing requirements, including purchase prices and design requirements, for the Estates and Valuation Team to market the site.</p>
					<p>Content on the affordable housing requirements has been provided to Chief Estates Officer. The next stage is for the Chief Estates Officer to market the sale of the land.</p>
					<p>Cabinet has agreed to the land sale being on the basis of the Council purchasing completed affordable rented homes from the successful purchaser at prices pre-stated in the land marketing information</p> <p>A consultant has been appointed to advise on the purchase prices to be stated, based on the same approach as a housing association.</p>




					<p>The next stage is for the site to be marketed, which is planned for February 2018.</p> <p>Q3 - A consultant has been appointed to provide purchase prices for each type of affordable property, for inclusion in the Marketing information.</p> <p>Q2 - as per Q1.</p> <p>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.</p>
<p>9. Deliver an approach to North Weald Airfield with an agreed operating partner, to maximise the use of the facilities</p> <p>Page 139</p>	Neighbourhoods	31-Mar-2018		Achieved	<p>Q4 As per Q3, the Asset Management Cabinet Committee received an update on a number of new potential lettings and events at their meeting in April.</p> <p>Q3 – The Council agreed the Submission Version of the Local Plan in December 2017. Within the plan there is an allocation of 10ha of employment land and a requirement to prepare a Masterplan to be approved by the Local Planning Authority for the future of the Airfield. The Masterplan will dictate the scale and type of development most appropriate for the site and address considerations such as the feasibility of a new Leisure Centre at the Airfield. Asset Management Cabinet Committee to receive an initial scoping paper in January 2018.</p> <p>Q2 – Employment Land allocation due to be considered as part of Regulation 19 Submission at Full Council in December 2017.</p> <p>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.</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
1. Enter into a further long-term shared service agreement to manage Lowewood Museum on behalf of Broxbourne Borough Council, to generate income	Communities	30-Jun-2017		Achieved	<p>Q3 - Complete</p> <p>Q2 – A revised, 5 year SLA for Lowewood Museum has been produced and has now been signed by both Councils</p> <p>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</p> <p>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.</p>
2. Subject to the successful receipt	Communities	31-Mar-2018		Achieved	Q4 - A formal working partnership has been in place with Chelmsford City Council

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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					<p>since October 2016, as part of the Arts Council England funded Resilience project, which the partnership (EFDC/BBC & CCC) was successful in securing £272,000 for. The project enabled work to be developed across all three areas in; commercialisation, engagement of new audiences and establishment of two Trusts (EFDC/&BBC and CCC) to operate in parallel to the management of the museums & cultural services. The Trusts are currently awaiting Charitable status, but when in place, will enable the councils to seek and secure funding which is not accessible by local authorities. Funding could be for anything from exhibitions to building development works/refurbishments/storage etc ,therefore potentially saving on Councils budgets. The Resilience project is due to finish on March 31st 2018, but a Memorandum of Understanding is currently being drafted to enable the further partnership working between EFDC and CCC.</p> <p>Q3 - As Q2</p> <p>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.</p> <p>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</p>
3. Evaluate the potential to expand the provision of legal services provided to other authorities, to generate income	Governance	31-Dec-2017		Behind Schedule	<p>Q4 - No further progress has been achieved following recent staffing changes. The Legal Service remains engaged in delivering a full workload without taking on further work.</p> <p>Q3 - Setting up those meetings has proved difficult over Christmas break but meetings with 2 neighbouring authorities are planned for early in the New Year.</p> <p>Q2 - meeting with senior managers of neighbouring councils to discuss the potential for a fully integrated partnership working or sharing of resources</p> <p>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.</p>
4. Complete a new off-street parking contract to manage the Council's car	Neighbourhoods	02-Apr-2017		Achieved	Q4 Off Street Parking Contract now well established. Reviews of tariffs due to commence in new municipal year.


parks with an alternative provider to increase efficiency and reduce costs					<p>Q3 – NSL still successfully delivering new off-street parking arrangements. As reported at the initial meeting of the Off-Street Parking Partnership, NSL are willing to enter into discussion around any extension of public realm/street scene enforcement that the Council may require in future.</p> <p>Q2 – NSL still successfully delivering new off-street parking arrangements.</p> <p>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.</p>
<p>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</p>	Resources	31-Mar-2018		Behind Schedule	<p>Q4 - Date changed to 1 April 2019 - Initial proposals will be submitted to the Governance Board in Sept 2018. Agreement and implementation will happen from Sept 18 to 1 April 19.</p> <p>From 1 April 2018 EFDC contributes to a shared payroll post who will propose a shared service structure for consideration by the Authority leads in Sept 2018. Likely shared service to start May 2019 (following end of year processes).</p> <p>Q3 – Good progress continues to be made on the implementation. There is a Governance Board meeting with the other authorities in January which will discuss shared service opportunities.</p> <p>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.</p> <p>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.</p>
6. Implement the recommendations of the Reprographics Service Review, to make savings and improvements to print services	Resources	31-Mar-2018		Under Control	<p>Q4 - Only 1 item outstanding which has not been achieved due to ICT capacity. Further report to be submitted to TPB recommending project closure and for a new project to begin.</p> <p>Likely that this project will close and a new project established to determine future of service.</p> <p>Q3 – Potential partner authorities have been slow to respond but progress on internal process improvements has been good.</p> <p>Q2 - On target. Internal processes have been amended. Looking at joint procurement of paper and discussions continue on the possibility of a shared service.</p> <p>Q1 - The review continues to make good progress and shared service opportunities are being discussed with two other authorities.</p>
7. Develop an approach to shared	Transformation	31-Mar-2018		Achieved	Q3 - Project closure completed

service review, to establish opportunities for sharing services with other public sector partners	Programme Board				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		Under Control	Q4 - Follow up inspections commenced Q3, Lea Valley growers have decided to drop application for special consideration under Local Plan, Action plan being reviewed.
					Q3 - As Q2
					Q2 – Follow up inspections commenced Q3, Lea Valley growers have decided to drop application for special consideration under Local Plan, Action plan being reviewed.
					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.
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		Behind Schedule	Q4 - As a result of the Judicial Review proceedings, the Court instructed the Council not to submit by the 31 March 2018. Review Hearing set for 23/24 May.
					Q3 – The Council at an Extraordinary Meeting on the 14 December 2017, agreed the Submission Version of the Local Plan 2017. On the 18 December the formal representation period opened, with the Submission Version published on the Council's Website and copies sent to all statutory consultees, Town and Parish Councils etc. Closing date end of January 2018. Submission to planning inspectorate to be achieved before the 31 March 2018.
					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.
					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.
3. Update the Council's Housing Strategy, following production of the Draft Local Plan 'Preferred Options Approach'	Communities	31-Dec-2017		Achieved	Q2 - The Housing Strategy has now been agreed by the Cabinet at its meeting in October 2017. 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.

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		Behind Schedule	Q4 - Submission delayed due to Judicial Review. All work was completed by the original submission date.
					Q3 – Site allocations and policies included in Submissions Version. All outstanding evidence base work commissioned. Due to the accelerated LDS Timetable some studies will not be complete until early 2018. However, all work should be available for inclusion by submission date before end of March.
					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.
2. Provide sustainable employment opportunities for the district's young	Resources	31-Mar-2018		Achieved	Q3 – The apprentices are making good progress in their work placements. Q2 - On target. A full cohort of apprentices have been recruited and their training

people through development of the Council's apprenticeship scheme					has commenced. Q1 - Recruitment processes are underway for the new cohort of apprentices.
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		Achieved	Q4 - Garden Town Director in post and has reviewed the implementation programme. Further external funding success has been achieved.
					Q3 – Work continues to be co-ordinated through the Duty to Co-operate Board arrangements. Garden Town Project Director successfully appointed and due to commence early February 2018. Other external funding bids are being prepared to assist in the sustainability of the project.
					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.
					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.

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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		Achieved	Q3 - The Trust has been established, and is meeting to identify potential funding opportunities. 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. 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.
2. Deliver the transition of the Council's leisure facilities to a new partner through contract	Neighbourhoods	01-Apr-2017		Achieved	Q4 - Epping Sports Centre refurbishment now complete. Start made on Loughton extension which is currently on programme. Opportunity being taken to refurbish wet side changing rooms as part of the project.

management					<p>Q3 – Work has commenced on the upgrading to Epping Sports Centre, with the new movement studio and virtual cycling studio complete. Rest of project on target. Work to commence early January at Loughton for the fitness extension and changing room refurbishment.</p> <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 PfP 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>
<p>Page 145</p> <p>Develop a new leisure centre in Altham Abbey, to deliver savings and improved facilities</p>	Neighbourhoods	30-Nov-2018	✓	Achieved	<p>Q4 - Programme still on target and no major cost variations. Practical completion still anticipated in November 2018.</p> <p>Q3 – Main frame of new Leisure Centre complete with the pool tanks formed and being tested in December. The overall programme is on target with no material cost variations identified at this stage. Still due for practical completion and opening to the public in November 2018.</p> <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 initial meetings have been held. This includes Start Well (0-19's), Age Well (20's – 60's) and Stay Well (60+).</p>

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		Achieved	Q4 - Overall, good progress has been made on projects within the Transformation Programme. Highlight Reports indicate that the programme is 'on target' to deliver key benefits to customers.
					Q3 - Generally good progress is being made with projects within the Transformation Programme. Highlight Reports continue to indicate that the programme remains '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		Under Control	Q4 - A report to establish two Strategic Directors has been considered by Cabinet and the member Appointment/Redundancy Panel; a report is to be considered by Council on 24 April. Cabinet will receive a report on 14 June to consider the structure of the organisation from the next layer down.
					Q3 - December Cabinet approved funding for the re-structure and a timeline has been established to deal with the changes necessary at Leadership Team level.
					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		Achieved	Q4 - Line management of the Civic Offices Reception team moved into Customer Services in January 2018. Cross training between Reception and the Contact Centre is now continuing prior to a formal merge of the teams. Preparatory work has now been completed to commence process mapping in Planning in the new year.
					Q3 - Stage 1 of Corporate Customer Team completed. Switchboard staff now integrated with Customer Team and preparations underway for Phase 2 which will integrate Planning.
					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	✓	Achieved	Q3 – As per Q2, system is in place and functioning. 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 importance, to ensure our services for customers are fit-for-purpose.:	Management Board	31-Mar-2018	✓	Achieved	Q4 - As per Q3. Q3 – as per Q2 Q2 - as per Q1 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	●	Under Control	Q4 - Initial trial and evaluation completed, to progress this fully it will be necessary to upgrade the back office system to the new Assure standard. TPB agreed to delay the transformation project for mobile working to await this. Work is continuing separately on business processes to ensure that they work well with the capabilities offered by this system and other electronic methods of working. Q3 - In accordance with the ICT strategy discussions continue as to the appropriate mobile devices, which should be in place by the end of the year. Q2 - development management and building control senior officers have met with ICT colleagues in 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	Resources	31-Mar-2018	✓	Achieved	Q4 - Owing to delays in the Accommodation Strategy a number of Technology Strategy projects have been reprioritized, and some work delayed, whilst other

Programme, including mobile and flexible working					<p>projects have been commenced early. During Q4 the focus has been on ensuring that all essential pre-requisite projects have been commenced (or completed as required). This has largely been achieved, and outstanding work will not impact on the speed of delivery in 2018/19.</p> <p>Q3 – November Cabinet approved the new strategy covering 2018 to 2023, which includes year 0 projects for completion prior to 31 March 2018. It is anticipated that all year 0 projects will be delivered on time.</p> <p>Q2 - On target. Good progress continues on the existing strategy and the new strategy will be presented to Members during Q3.</p> <p>Q1 - Good progress has been made on both the implementation of the current strategy and the development of the new strategy.</p>
3. Implement use of mobile phone text messages to remind customers when their payment is due	Resources	30-Sep-2017	✓	Achieved	<p>Q3 – System now live and has been effective in triggering payments which have reduced the number of reminder letters.</p> <p>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.</p> <p>Q1 - Testing is progressing well and the target date should be achieved.</p>
4. Produce a plan to improve the management of information, to protect public data and comply with legislation	Governance	31-Mar-2018	✓	Achieved	<p>Q4 - GDPR Working Group continue to monitor and press forward with an action plan to ensure that the Council meets its statutory requirements. Reviews of policies are continuing to targets.</p> <p>Q3 - The work of the GDPR continues to coordinate directorate work to meet the requirements of the regulation by the 25th May 2018.</p> <p>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.</p> <p>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.</p>
5. Deliver initiatives from the Environmental Charter, using modern technology to provide enhanced services to customers	Communities	31-Mar-2018	✓	Achieved	<p>Q4 - Work of Green Party ongoing.</p> <p>Q3 - Green Apple Award: EFDC received the Bronze Award for Energy Efficiency in Local Authorities. This was due to our energy saving over the last 3 to 4 years.</p> <p>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.</p>

					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		Behind Schedule	Q4 - The final version of the standards has been written. Progress has been delayed due to competing priorities of the project manager.
					Q3 - Best practise standards for the authority are now in draft form and will be finalised by the due date. Further work will be undertaken, once this has been completed, to refresh our corporate design guide
					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.
					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.

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
Age 149 1. Implement the Action Plan for the future delivery of services to older people, following the Ageing Population Needs Assessment	Communities	31-Mar-2018		Under Control	Q4 - This action is on target and is ongoing. As previously recorded, work is being undertaken to improve the health & wellbeing of older people, with expansion of the Forever Active programme and introduction of new sessions for the inactive.
					Q3 - As Q2
					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)
					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.
2. Review the approach to the delivery of housing support for residents at the Council's sheltered housing schemes	Communities	31-Mar-2018		Under Control	Q4 – Initial meetings to scope the project have been held
					Q3 - The Careline Monitoring Service was successfully outsourced in November 2017. Work will now commence on reviewing the delivery of the Council's sheltered housing service, once the new arrangements for Careline bed-down
					Q2 – As Q1 Careline due for handover 20 November 2017
					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
3. Review, modernise and rationalise the sheltered housing to better meet the needs of residents Page 150	Communities	31-Mar-2018		Under Control	Q4 – The Communities Select Committee's on the initial scoping of the project have been agreed by the Cabinet. The following was agreed:
					<ul style="list-style-type: none"> • Further consideration to be given to reducing amount of EFDC's low-demand sheltered housing and developing the resultant vacant land and buildings • The adoption of a new Sheltered Housing Standard • A further report be brought to a future meeting of the Communities Select Committee with: Recommendations about which sheltered housing schemes should be decommissioned/redeveloped; an initial proposed approach to decanting the existing residents; a Communication Strategy; initial redevelopment proposals for each of the identified sites; indicative budget costs; and an Equalities Analysis; • An assessment criteria for the selection of sites for redevelopment
					Cabinet approved a Scoping Report for the project in February 2018
					Q3 - An initial report on the need to review and rationalise the Council's sheltered housing assets is being submitted to the Communities Select Committee in January 2018.
					Q2 – In absence of Director of Communities no further progress has been possible on this action.
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					
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		Achieved	Q3 - The Careline Monitoring Service was successfully outsourced in November 2017.
					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.

Report to Overview and Scrutiny Committee



Date of meeting: 4 June 2018

Portfolio: Leader of the Council

Subject: Transformation Programme – Project Closures

Officer contact for further information: David Bailey, Head of Transformation
(01992 564105)

Democratic Services Officer: Stephen Tautz, Democratic Services Manager
(01992 564180)

Recommendations/Decisions Required:

That the attached Project Closure report(s) from the Transformation Programme be noted.

Reason for decision:

The Overview and Scrutiny Committee requested that Project Closure report(s) from the Transformation Programme are submitted to the relevant select committee for their information, or in the case of those being managed by the Chief Executive to the Overview and Scrutiny Committee.

Options considered and rejected:

None.

Report

Introduction:

1. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level. It provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change.

2. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. Operational objectives can concern Business As Usual (BAU) or business transformation.

3. Business transformation is delivered through change projects and programmes. A project is a temporary activity to create something unique – a thing, a service or a product – that:

- Leads to change;
- Has a defined start and end;
- Has limited resources;
- Has specific objectives; and

- Enables benefits to be realised.

5. Here is a simple example which illustrates the difference between Business As Usual and business transformation.

If you build a car in your garage – it’s a project. Whereas if you are a car manufacturer, building hundreds of cars a day, it’s a production line and simply business as usual, i.e. it isn’t unique. However, parts of a larger process can be considered projects, e.g. designing the car. So by their very nature, the delivery of any change involves project management.

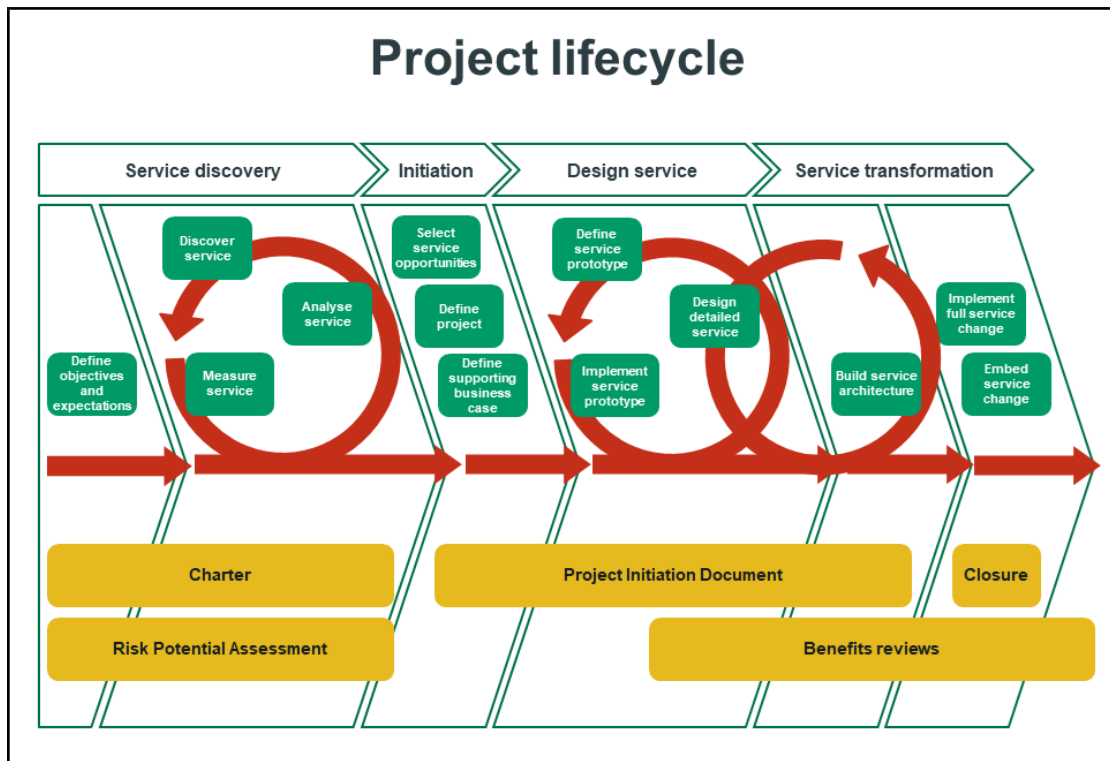
6. The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

- Customer Experience;
- Business Culture;
- Resources, Accommodation and Technology; and
- Major Projects.

7. A corporate methodology for managing projects was established in June 2016. All projects are registered with the Programme Management Office (PMO), overseen by the Head of Transformation. Projects are managed differently, depending on an assessment of their scale or complexity. This assessment is completed using the Risk Potential Assessment tool (RPA).

<i>RPA</i>	<i>Qualities</i>	<i>Project management</i>	<i>Processes</i>	<i>PMO support</i>
High	Transformative project – requires authority wide co-ordination	Overseen by the Transformation Programme Board	Charter, initiation document and evaluation are required and approved by TPB. Other documents may be required	PMO actively engaged in supporting the project
Medium	Project management best practice	Managed within a single directorate	Charter, PID and evaluation are required and logged with PMO	Support provided by PMO
Low	Minimal need for project management	Managed within a single service area	Charter, PID and evaluation are encouraged	Support available from PMO on request

8. High and Medium complexity projects follow a project life cycle (see diagram below).



Project Closures:

9. When a High or Medium complexity project comes to an end, the project is evaluated by the Project Sponsor and Project Manager, with input from the Project Team. This process is facilitated by the link officer assigned to the project from the Transformation Programme Management Office.

10. The request to close the project then progresses through the Programme Management Office (PMO), where once agreed formally recommend closure to the Transformation Programme Board.

11. The Committee are asked to consider the attached project closure report(s) in the Appendix.

Resource Implications:

None.

Legal and Governance Implications:

There are no governance implications from this report.

Safer, Cleaner and Greener Implications:

There are no Safer, Cleaner or Greener implications.

Consultation Undertaken:

No formal consultation was undertaken in the preparation of this report.

Background Papers:

Regular Transformation Programme Highlight Reports to the Cabinet.

Risk Management:

There are no Risk Management implications.

Equality:

There are no Equality Impact implications.

Equality analysis report

Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Transformation Programme - Project Closures
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Report is for consideration
Relationship with other policies / projects:	Transformation Programme
Name of senior manager for the policy / project:	Glen Chipp, Chief Executive
Name of policy / project manager:	David Bailey, Head of Transformation

Step 2. Decide if the policy, service change or withdrawal is equality relevant

Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.	If yes, state which protected groups:
If no, state your reasons for this decision. Go to step 7.	If no, state reasons for your decision:
<i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i>	No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	18.05.2018
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	David Bailey, Head of Transformation
Date of authorisation:	18.05.2018
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	18.05.2018

Appendix - Project Closures - Office of the Chief Executive

Key:

Risk Potential Assessment (RPA), i.e. Medium or High complexity.

Select Committee for scrutiny, i.e. O&S – Overview & Scrutiny, CSC – Communities, GSC – Governance, NSC – Neighbourhoods, RSC – Resources.

Generated on: 18 May 2018

<i>Workstream</i>	<i>Project</i>	<i>RPA</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
Workstream 1 Customer Experience	P142 Customer Satisfaction and Standards	High	O&S	Simon Hill, Assistant Director - Governance (GPM01) .	Olivia Shaw, Head of Customer Service (XEX04)

Project Closure Report

Generated on: 18 May 18

1. Project title	Customer Satisfaction and Standards		5. Reference	P142
2. Managed By	Olivia Shaw, Head of Customer Service (XEX04)		6. Creation Date	28-Mar-2017
3. Sponsored By	Simon Hill, Assistant Director - Governance (GPM01); Olivia Shaw, Head of Customer Service (XEX04)		7. Last Modified Date	06-Dec-2017
4. Corporate Plan link	3.a.2016 <i>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</i>			
8.		<i>Baseline</i>	<i>Actual</i>	
<i>Start Dates</i>		01-Nov-2016	01-Nov-2016	
<i>End Dates</i>		30-Jun-2017	06-Dec-2017	
<i>Budget</i>		£15,000.00	£15,000.00	
9. Timeline				
31-Dec-2016	Minimum of 4 Quotes from external providers			
31-Jan-2017	Questions accord with requirements for base line measurement of satisfaction			
31-Jan-2017	Resources secured			
31-Jan-2017	Procurement completed			
31-Mar-2017	Survey completed			
14-Jun-2017	Present findings to Leadership Team			
15-Jun-2017	Presentation of findings to Cabinet			
20-Jun-2017	High level findings shared with staff			
31-Aug-2017	Share findings and compare expectations of staff with residents			
30-Nov-2017	Report findings to the project group			
30-Nov-2017	Draft key action plans to implement changes following results of satisfaction survey			
30-Nov-2017	Draft proposal for continued measurement of customer satisfaction as part of business as usual			
30-Nov-2017	Review project and update charter etc.			
10. Executive Summary			11. Recommendations	
What was the project? To find out what stakeholders think of our services and to see what can be improved against a backdrop that there is inconsistent evidence regarding customer satisfaction. The project involved undertaking research on the potential solutions for undertaking a customer satisfaction survey.			To formally close the project and undertake an annual survey as part of business as usual	
What did you do? Project group was established to research different approaches to surveys including different channels and questions to be asked. It was agreed that a telephone survey be externally commissioned was the best way forward. The filed work was undertaken in March 2017 with a final report issued				

April 2017.
Findings were shared with various stakeholders including Leadership Team, Cabinet and workshops with staff were conducted to sense check findings with front line staff. As a result of the survey funding is being sought from 2018/19 onwards to undertake this on an annual basis.

Why was it established?

The project was originally established as part of the Corporate Communications project (P004a) but was moved in to the Customer Service Programme (P001) in February 2017 as it aligned more closely with that programme of work.

The project was established as EFDC had never undertaken this type of work or systemically evaluated satisfaction.

12. Benefits

- Increased understanding of customer satisfaction levels with Council services
- Increased understanding of customer satisfaction levels with Council communications
- Increased ‘voice of the customer’ engagement
- Improved representation of the ‘voice of the customer’ in the review of the Corporate Plan
- Business planning priorities informed by voice of the customer, following analysis of customer satisfaction survey results

13. Projects and/or programmes of work that are affected by this project

This project baselines the Transformation Programme as it will enable us to demonstrate in future years what the impact of Transformation has been on our residence.

The survey demonstrates the quality of customer service that the organisation provides and identifies areas of continuous improvement and opportunities for development.

There are no further impacts on other projects and programmes in a Critical Path sense.

14. What went well?

- The company we procured, The Campaign Company, delivered all requirements on time and to standard including a very comprehensive final report
- The project came in on budget
- We did not receive any adverse reactions from residents about undertaking the survey
- The project achieved the goal of establishing a baseline for the Transformation Programme
- Findings were positive but also clearly identified opportunities to do things better

15. Areas to be improved?

- The project was established because there was no previous experience within the organisation to undertake this type of externally commissioned survey.
- The project was relying on group members to research and develop a preferred solution, had the Head of Customer Services been in post during discovery this could have been taken forward as part of business as usual

16. Findings

- The data EFDC holds about our customers is too fragmented and does not have the relevant permissions to be used to measure customer satisfaction. Whilst we now have customer data that we can use to measure customer satisfaction, it is still not demographically representative. We will need to continue externally commissioning this survey in the future (the impact of GDPR should be negligible as requirements will be met by any externally commissioned company)
- Had the relevant experience been present in the organisation, this work could have been undertaken as business as usual
- Request for ongoing funding is being taken to 7 December 2017 Cabinet
- Whilst project members were involved in the initial research stages, the commissioning of the survey was principally undertaken by the Consultation Officer and Head of Customer Services

• the original timeline for this project was incomplete (e.g. the project did not originally factor in communicating the results of the survey). This resulted in the project timeline being extended to show a true reflection of the work required.

17. Data

- Portfolio Holder Decision (LDR-008-2016/17)
- EF Customer Service Report Final
- Epping Forest Customer Service Data (raw data from survey)
- Satisfaction Report (Cabinet)
- Satisfaction Report (Leadership Team)

18. Project Members

EFDC01 - All internal staff; Valerie Loftis, Consultation Officer (GPR07)

19. Workstream

WS7 Closed Projects and Programmes

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Report to Overview and Scrutiny Committee



Date of meeting: 4 June 2018

Portfolio: Leader of the Council

Subject: Transformation Programme – Project Dossier

Officer contact for further information: David Bailey, Head of Transformation
(01992 564105)

Democratic Services Officer: Stephen Tautz, Democratic Services Manager
(01992 564180)

Recommendations/Decisions Required:

That the Committee reviews the updated Project Dossier for the Transformation Programme.

Reason for decision:

The Overview and Scrutiny Committee requested the progress of projects and programmes within the Transformation Programme – known as the Project Dossier – be reported to regular meetings of the Committee for review.

Options considered and rejected:

None.

Report:

Introduction:

1. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level. It provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change.

2. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. Operational objectives can concern Business As Usual (BAU) or business transformation.

3. Business transformation is delivered through change projects and programmes. A project is a temporary activity to create something unique – a thing, a service or a product – that:

- Leads to change;
- Has a defined start and end;
- Has limited resources;
- Has specific objectives; and
- Enables benefits to be realised.

5. Here is a simple example which illustrates the difference between Business As Usual and business transformation.

If you build a car in your garage – it’s a project. Whereas if you are a car manufacturer, building hundreds of cars a day, it’s a production line and simply business as usual, i.e. it isn’t unique. However, parts of a larger process can be considered projects, e.g. designing the car. So by their very nature, the delivery of any change involves project management.

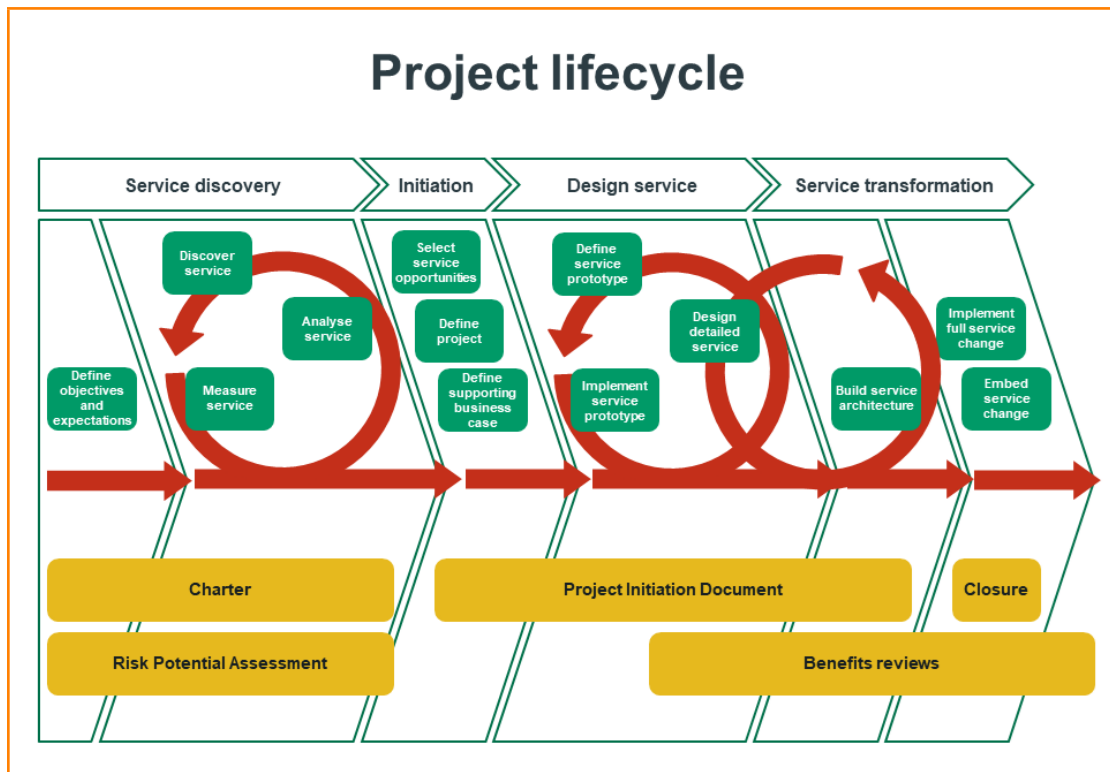
6. The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

- Customer Experience;
- Business Culture;
- Resources, Accommodation and Technology; and
- Major Projects.

7. A corporate methodology for managing projects was established in June 2016. All projects are registered with the Programme Management Office (PMO), overseen by the Head of Transformation. Projects are managed differently, depending on an assessment of their scale or complexity. This assessment is completed using the Risk Potential Assessment tool (RPA).

<i>RPA</i>	<i>Qualities</i>	<i>Project management</i>	<i>Processes</i>	<i>PMO support</i>
High	Transformative project – requires authority wide co-ordination	Overseen by the Transformation Programme Board	Charter, initiation document and evaluation are required and approved by TPB. Other documents may be required	PMO actively engaged in supporting the project
Medium	Project management best practice	Managed within a single directorate	Charter, PID and evaluation are required and logged with PMO	Support provided by PMO
Low	Minimal need for project management	Managed within a single service area	Charter, PID and evaluation are encouraged	Support available from PMO on request

8. High and Medium complexity projects follow a project life cycle (see diagram below).



Project Dossier:

9. The Committee are asked to consider and review the list of active High and Medium complexity projects, known formally as the Project Dossier. This is given in the Appendix. The information, structured by Workstream, includes:

- Workstream;
- Project reference number and title;
- Current project lifecycle stage, i.e.
 - Discovery (chartered),
 - Initiation (Project Initiation Document, PID / Programme Definition Document, PDD),
 - Prototype (design service),
 - Implementation (transformation),
 - Closure;
- Risk Potential Assessment (RPA), i.e.
 - Medium or
 - High complexity;
- Start and due dates;
- RAG = Current project status as Red, Amber, Green (RAG);
- Select Committee for scrutiny, i.e.
 - O&S – Overview & Scrutiny,
 - CSC – Communities,
 - GSC – Governance,
 - NSC – Neighbourhoods,
 - RSC – Resources,
- Level of completion (as percentage); and
- Project Sponsor and Project Manager.

Resource Implications:

None.

Legal and Governance Implications:

There are no governance implications from this report.

Safer, Cleaner and Greener Implications:

There are no Safer, Cleaner or Greener implications.

Consultation Undertaken:

No formal consultation was undertaken in the preparation of this report.

Background Papers:

Regular Transformation Programme Highlight Reports to the Cabinet.

Risk Management:

There are no Risk Management implications.

Equality:

There are no Equality Impact implications.

Equality analysis report

Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Transformation Programme - Project Dossier
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Report is for consideration
Relationship with other policies / projects:	Transformation Programme
Name of senior manager for the policy / project:	Derek Macnab, Acting Chief Executive
Name of policy / project manager:	David Bailey, Head of Transformation

Step 2. Decide if the policy, service change or withdrawal is equality relevant

Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.	If yes, state which protected groups:
If no, state your reasons for this decision. Go to step 7.	If no, state reasons for your decision:
<i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i>	No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	18.05.2018
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	David Bailey, Head of Transformation
Date of authorisation:	18.05.2018
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	18.05.2018

Appendix - Transformation Programme Project Dossier

Key:

Current project lifecycle stage, i.e. Discovery (chartered), Initiation (Project Initiation Document, PID / Programme Definition Document, PDD), Prototype (design service), Implementation (transformation), Closure.

Risk Potential Assessment (RPA), i.e. Medium or High complexity.

RAG = Current project status as Red, Amber, Green (RAG).

Select Committee for scrutiny, i.e. O&S – Overview & Scrutiny, CSC – Communities, GSC – Governance, NSC – Neighbourhoods, RSC – Resources.

Generated on: 18 May 2018

Workstream 1 Customer Experience

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P001 Customer Service Programme	Implement	High	01-Apr-2016	31-Mar-2019		38%	O&S	Head of Customer Service (XEX04)	
P145 Customer Reception	Prototype	High	01-Apr-2016	31-Mar-2019		5%	O&S	Head of Customer Service (XEX04)	
P146 Corporate Customer Team	Prototype	High	01-May-2016	31-Mar-2019		42%	O&S	Head of Customer Service (XEX04)	
P147 Systems and Digital Development	Prototype	High	01-Jun-2016	31-Mar-2019		68%	O&S	Assistant Director - Revenues (RRE01) .	
P004a Corporate Communications - External	Hold	High	01-Jun-2016	31-May-2018		63%	GSC	PR & Marketing Officer (GPR01)	Discussion pending at TPB (June) on priorities for Public Relations.
P175 Behavioural Insight	Discovery		01-Nov-2017	06-Jun-2018		27%	CSC	Asst. Director; Private Housing & Communities Support	Awaiting Risk Potential Assessment from project manager.
P151 Homeless PODs	Initiation	High	14-Feb-2018	31-Jul-2019		23%	CSC	Senior Project Improvement Officer	

Workstream 2 Business Culture

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P008 Museum Development Trust	Implement	High	26-Feb-2016	31-May-2018		98%	CSC	Assistant Director - Community Services & Safety (CSS01)	
P050 Reprographics Service Review	Discovery	High	15-Jun-2016	01-Jul-2018		99%	RSC	Assistant Director - Human Resources (RHR01)	
P106 People Strategy Programme	Implement	High	22-Apr-2016	31-Mar-2020		50%	RSC	Assistant Director - Human Resources (RHR01)	
P170 Establish a Common Operating Model	Prototype	High	03-Jul-2017	31-Mar-2019		100%	RSC	Assistant Director - Human Resources (RHR01)	Action plan currently being reviewed / extended.
P171 Corporate Business Support Team Review	Implement	High	30-Aug-2017	31-Mar-2019		48%	RSC	Business Support Manager	
P172 Corporate ICT Team Review	Discovery	High	01-Aug-2017	30-Apr-2018		50%	RSC	Assistant Director - ICT & FM	Due date extended to 20 July 2018 by TPB to allow for completion of current actions and presentation of timeline.
P107 Estates Service Review	Implement	Medium	05-Apr-2015	31-Jul-2018		79%	NSC	Chief Estates Officer (NEV01)	
P124 Corporate and Business Planning	Implement	High	01-May-2016	31-Jul-2018		95%	O&S	Head of Transformation	
P140 District Emergency Control Centre Plan	Discovery	Medium	18-Oct-2016	30-Apr-2018		44%	NSC	Assistant Director - Environment & Neighbourhoods (NNS01)	Transformation lead officer to meet new project manager to determine corrective actions / new timeline.

<i>Code & Title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>RAG</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Manager</i>	<i>Latest note</i>
P019 BC/DC Quality Improvement and File Scanning	Implement	Medium	01-Jan-2016	31-Mar-2019		59%	GSC	Service Business Manager (GAD01)	
P176 Pay and Benefits Review	Initiation	High	07-Feb-2018	31-Oct-2019		16%	RSC	Assistant Director - Human Resources (RHR01)	
P177 Recruitment and Retention Review	Initiation	High	07-Feb-2018	31-May-2018		53%	RSC	Human Resources Manager (RHR03)	
P179 Developing a Skilled Workforce	Initiation	High	07-Feb-2018	31-Mar-2020		18%	RSC	Learning & Development Manager (RHR02)	

Workstream 3 Resources, Accommodation and Technology

<i>Code & Title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>RAG</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Manager</i>	<i>Latest note</i>
P014 HR Payroll IT System	Implement	High	04-Mar-2016	29-Jun-2018		94%	RSC	Human Resources Manager (RHR03)	
P133 Scanning Residual Hard Copy Records - Communities Directorate	Implement	High	01-Aug-2016	31-Jul-2018		100%	CSC	Asst. Director; Private Housing & Communities Support	
P160 Service Accommodation Programme	Implement	High	22-Feb-2016	31-Mar-2023		67%	RSC	Head of Transformation	
P002 Service Accommodation Review	Implement	High	22-Feb-2016	31-Oct-2018		77%	RSC	Head of Transformation	
P150 Relocation of Housing Repairs & Housing Assets	Prototype	High	03-Apr-2017	31-Aug-2018		16%	CSC	Assistant Director - Housing Property (CPY01)	
P161 Civic Office Refurbishment	Hold	High		31-Mar-2023		0%	RSC	Head of Transformation	
P162 Staff Transport Plan	Discovery	High	04-Oct-2017	31-Mar-2023		6%	NSC	Assistant Director - Technical (NTS01)	

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P166 Relocate Pyrles Lane Nursery	Implement	High	11-May-2017	30-Jan-2019		70%	NSC	Assistant Director - Technical (NTS01)	
P165 Major Tree Works Procurement	Implement	High	24-Jul-2017	01-Aug-2018		98%	NSC	Assistant Director - Technical (NTS01)	
P110 Free up Computer Suite 1	Hold		01-Dec-2015	30-Mar-2018		90%	RSC	ICT Program Manager	Project 'hold' to be reviewed.
P121 Corporate GIS Replacement	Hold		01-Jun-2013	31-May-2017		100%	RSC	Senior Business Analyst (RIG01)	Project 'hold' to be reviewed.
P173 Legal Scanning - Phase 2	Implement	Medium	18-Oct-2017	01-May-2018		92%	GSC	Senior Legal Officer (GLG05)	Awaiting revised timeline from project manager.

Workstream 4 Major Projects

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P114 St John's Road Development	Implement	High	20-May-2015	31-Mar-2018		90%	NSC	Acting Chief Executive	Project manager to provided update on final actions.
P115 Local Plan Programme	Implement	High	17-May-2016	01-Apr-2019		41%	NSC	Interim Assistant Director (NFP502)	
P135 New Leisure Management Contract Programme	Implement	High	20-May-2015	31-Mar-2023		21%	NSC	Emergency Planning Officer (NEP01)	
P021 Repairs and Maintenance Hub	Hold	High	20-May-2015	28-Feb-2017		100%	CSC	Assistant Director - Housing Property (CPY01)	
P182 Oakwood Hill Footpaths	Discovery	Medium	12-Mar-2018	28-Sep-2018		60%	CSC	Senior Project Improvement Officer	

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Overview and Scrutiny Committee Work Programme 2018/19

Chairman – TBA

ITEM	REPORT DEADLINE/PRIORITY	PROGRESS/COMMENTS	FUTURE MEETINGS
(1) Overview and Scrutiny Work Programme 2018/19	4 June 2018 (first meeting of each municipal year)	To consider and agree the work programmes for the Overview and Scrutiny Committee and each of the select committees for 2018/19.	4 June 2018; 24 July; 29 October; 18 December 2019; 26 February; and 16 April.
(2) Corporate Priorities 2018/19	4 June 2018 (first meeting of each municipal year)	Leader of the Council to present the Council's corporate priorities for the municipal year.	
(3) Key Decisions 2018/19	Ongoing	To consider the Executive's programme of Key Decisions for each period during the municipal year.	
(4) Transformation Programme;	Ongoing	(a) Updated Transformation Programme Project Dossier to be reviewed at each meeting of the Committee; and (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.	

(5) Customer Services	26 February 2019 (Annual Report)	Head of Customer Services to report on customer service initiatives and performance, including compliments and complaints and call-handling;	
(6) Princess Alexandra Hospital NHS Trust (Scrutiny of External Organisations)	Carried forward from work programme for 2018/19.	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.	
(7) Essex County Council – Passenger Transport (Scrutiny of External Organisations)	4 June 2018 (Confirmed)	To undertake appropriate external scrutiny of local bus service provision within the Epping Forest District support by Essex County Council. To be carried forward into work programme for 2018/19.	
(8) Superfast Essex	4 June 2018	To receive a presentation on progress with the broadband improvement programme (Superfast Essex) co-ordinated by Essex County Council.	
(9) Epping Forest Youth Council	26 February 2019	Annual Report from representatives of the Youth Council on completed and proposed activities.	

RESERVE PROGRAMME ITEMS

ITEM	REPORT DEADLINE/PRIORITY	PROGRESS/COMMENTS	FUTURE MEETINGS
(1) Epping Forest Sixth-Form Consortium (Scrutiny of External Organisations)	To be determined. Carried forward from reserve work programme for 2017/18.	(PICK submission) To review the progress of the new 6th Form consortium set up in the District in September 2015. Originally intended to seek presentation from appropriate head teachers after a year of operation.	4 June 2018; 24 July; 29 October; 18 December 2019; 26 February; and 16 April.
(2) People Strategy	To be determined.	To undertake appropriate scrutiny of Epping Forest District Citizens Advice, on the basis of the funding currently allocated by the Council. Scope of scrutiny activity to be determined.	
(3) Epping Forest District Citizens Advice	To be determined.	To undertake appropriate scrutiny of the implementation of the Council's People Strategy. Scope of scrutiny activity to be determined.	
(4) Essex County Council (Children's Services) (Scrutiny of External Organisation)	To be determined. Carried forward from reserve work programme for 2017/18.	Recommendation arising from Children's Services Task and Finish Panel requires the Committee to meet with Essex County Council in respect of children's services on an annual basis. The Director of Children's Commissioning attended the meeting in April 2016. Agreed that this be considered further at a later date.	

(5) Essex County Council (Mental Health Services) (Scrutiny of External Organisation)	To be determined.	To review the provision of local mental health services, in support of Mental Health Awareness Week (14-20 May 2018).	
(6) Essex Police/Essex Fire & Rescue Service - Joint Governance (Scrutiny of External Organisation)	24 July 2018 (to be confirmed).	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.	
(7) Stansted Airport (Scrutiny of External Organisation)	To be determined.	Members agreed at their April 2018 meeting to ask officers from Stansted Airport to attend a meeting especially after the recent fire at the Airport.	

**Request by Member for Scrutiny Review
2018/19 Work Programme**



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

Proposers Name:	Date of Request
Supporting Councillors (if any):	
Summary of Issue you wish to be scrutinised:	
NOTE: ENTRIES BELOW RELATE TO ISSUE CATEGORIES OF THE PICK PROCESS. PLEASE REFER TO THE EXPLANATORY NOTES TO THIS FORM FOR FURTHER INFORMATION	
Public Interest Justification:	

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

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

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

Office Use:

Pick score:

Considered By OSCC:

OVERVIEW AND SCRUTINY COMMITTEE
SCRUTINY OF EXTERNAL ORGANISATIONS

Organisation	Overview & Scrutiny Committee	Aspects of scrutiny undertaken
East of England Ambulance Service	17 April 2018	Local ambulance services following report of Care Quality Commission in 2016.
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	27 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.