



## ***Overview and Scrutiny Committee Monday, 29th October, 2018***

You are invited to attend the next meeting of **Overview and Scrutiny Committee**, which will be held at:

**Council Chamber, Civic Offices, High Street, Epping  
on Monday, 29th October, 2018  
at 7.30 pm .**

**Derek Macnab  
Acting Chief Executive**

**Democratic Services  
Officer:**

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### **Members:**

Councillors M Sartin (Chairman), R Jennings (Vice-Chairman), R Baldwin, N Bedford, P Bolton, L Burrows, D Dorrell, S Heather, J Lea, A Mitchell, S Murray, S Neville, A Patel, P Stalker, H Whitbread, J H Whitehouse and D Wixley

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

### **WEBCASTING NOTICE**

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

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

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

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

**1. WEBCASTING INTRODUCTION**

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

The Chairman will read the following announcement:

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

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

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

**2. APOLOGIES FOR ABSENCE**

**3. SUBSTITUTE MEMBERS**

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

**4. MINUTES (Pages 7 - 26)**

To confirm the minutes of the meeting of the Committee held on 24 July 2018.

**5. DECLARATIONS OF INTEREST**

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

In considering whether to declare a pecuniary or a non-pecuniary interest under the Council’s Code of Conduct, members are asked pay particular attention to paragraph 11 of the Code in addition to the more familiar requirements.

This requires the declaration of a non-pecuniary interest in any matter before overview and scrutiny which relates to a decision of or action by another committee, sub-committee of the Council, a joint committee or joint sub-committee in which the Council is involved and of which the Councillor is also a member.

Paragraph 11 of the Code of Conduct does not refer to Cabinet decisions or attendance at an overview and scrutiny meeting purely for the purpose of answering questions or providing information on such a matter.

**6. STANSTED AIRPORT - SCRUTINY OF EXTERNAL ORGANISATION (Pages 27 - 28)**

To undertake appropriate external scrutiny of Manchester Airport Group, with regards to the provision of airport services and employment opportunities for residents of the Epping Forest District at Stansted Airport.

**7. 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.

**8. OVERVIEW & SCRUTINY SELECT COMMITTEE FRAMEWORK - REVIEW (Pages 29 - 34)**

To consider the attached report.

**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 35 - 50)**

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. CORPORATE PLAN KEY ACTION PLAN 2018/19 - QUARTER 1 PROGRESS (Pages 51 - 138)**

(Leader of the Council) In accordance with the Committee's work programme for 2018/19, the Leader of the Council will present a mid-year report on the achievement of the authority's corporate priorities.

(Interim Transformation Manager) To consider the attached report.

**12. OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMMES 2018/19 - REVIEW (Pages 139 - 158)**

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

**(a) Current Work Programmes**

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

**(b) Reserve Programme**

A reserve list of scrutiny topics is developed as required, to ensure that the work flow

of overview and scrutiny is continuous. When necessary, the Committee will allocate items from the list appropriately, once resources become available in the work programme, following the completion of any ongoing scrutiny activity.

Members can put forward suggestions for inclusion in the work programme or reserve list through the adopted PICK process. Existing review items will be dealt with first, after which time will be allocated to the items contained in the reserve work plan.

### 13. SCRUTINY OF EXTERNAL ORGANISATIONS (Pages 159 - 160)

For the information of the Committee, a schedule setting out the external scrutiny that it has undertaken over the last three years is attached as Appendix 1. This schedule has been updated to include those external scrutiny activities already agreed by the Committee for the remainder of the current municipal year.

### 14. EXCLUSION OF PUBLIC AND PRESS

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

Agenda Item No	Subject	Exempt Paragraph Number	Information
Nil	Nil	Nil	

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

**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

<b>Committee:</b>	Overview and Scrutiny Committee	<b>Date:</b>	Tuesday, 24 July 2018
<b>Place:</b>	Council Chamber, Civic Offices, High Street, Epping	<b>Time:</b>	7.30 - 9.10 pm
<b>Members Present:</b>	Councillors M Sartin (Chairman) R Jennings (Vice-Chairman) R Baldwin, P Bolton, L Burrows, D Dorrell, S Heap, S Heather, J Lea, S Murray, A Patel, P Stalker, H Whitbread, J M Whitehouse and D Wixley		
<b>Other Councillors:</b>	Councillors N Avey, R Brookes, A Grigg, H Kane, S Kane, G Mohindra, S Stavrou, D Stocker, B Vaz and C Whitbread		
<b>Apologies:</b>	Councillors N Bedford, A Mitchell, S Neville and J H Whitehouse		
<b>Officers Present:</b>	D Macnab (Acting Chief Executive), S Tautz (Democratic Services Manager), A Hendry (Senior Democratic Services Officer), T Carne (Public Relations and Marketing Officer) and G Gold (Assistant Community Health & Wellbeing Manager)		
<b>By Invitation:</b>	N Anyanwu (Citizens Advice Epping Forest), P Gordon (Citizen Advice Epping Forest) and J Wells (Citizen's Advice Epping Forest)		

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### 19. 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.

### 20. SUBSTITUTE MEMBERS

It was reported that Councillor Jon Whitehouse was substituting for Councillor Janet Whitehouse and that Councillor S Heap was substituting for Councillor S Neville.

### 21. MINUTES

#### RESOLVED:

That the minutes of the last Committee meeting held on 4<sup>th</sup> June 2018 be signed by the Chairman as a correct record subject to replacing the word 'County' with 'Country' in the first line of the 9<sup>th</sup> paragraph in minute item 6 and that the word 'Acting' replace the word 'Assistant' in the 3<sup>rd</sup> paragraph of minute item 16.

#### Matters Arising

Councillor Patel would like the questions he posed at the last meeting answered; they were about:

- 1) How was the aspects of DIZ to be fitted into our corporate plan (page 9 of the agenda, minute item 6);
- 2) The report on Customer Satisfaction closure report, where he asked how the sample was chosen (page 14 of the agenda, minute item 15); and

- 3) On the transformation programme – project dossier item, he had asked if an anticipated progress column could be added for these reports (page 15 of the agenda minute item 16).

Mr Macnab said that he would endeavour to get responses to these questions.

## **22. DECLARATIONS OF INTEREST**

Councillor Murray declared a non-pecuniary interest in the following item of the agenda by virtue of seeking to become a trustee of Citizen's Advice Epping Forest.

- Agenda item 6 - Scrutiny of External organisation – Citizen's Advice Epping Forest District.

## **23. CITIZENS ADVICE EPPING FOREST DISTRICT - SCRUTINY OF EXTERNAL ORGANISATION**

The Chairman was very pleased to welcome three officers from the local Citizen's Advice - Epping Forest District. The officers were Nnenna Anyanwu, the Chief Executive; Peter Gordon a Trustee; and Jean Wells a Trustee.

*A copy of their presentation is attached for information.*

Ms Anyanwu reviewed the work that the Citizen's Advice Epping Forest (CAEF) did in the district, saying that they were an independent charity that provided specialist and general advice within the EFDC area. They had 3 offices in Loughton Library, Waltham Abbey Town Hall and Hemnall Street, Epping. They also had 2 outreaches, one in Limes Farm and one in the Ongar Library.

They provided free, confidential, independent and impartial advice to people so that they did not suffer from lack of knowledge of their rights and responsibilities.

Their core areas of advice and expertise were in benefits, debt management, housing, employment, relationships, legal matters and financial services.

They provided advice to local residents on a face to face basis and by telephone. They also run an evening pro bono solicitors rota and a family solicitor's rota once a week.

They also campaigned for better policies and practices which affected people's lives.

Last year they saw nearly 2000 people and advised them on 7,409 different issues. So far this year they have dealt with around 800 clients most with multiple issues. They have 44 volunteers and solve the problems of 2 in every 3 clients with an 88% satisfaction rate. In the first quarter of this year (April to June 2018) they had maintained £5,720 worth of benefits and tax credits and had written off £134,980 of debts for their clients.

Their strategic objectives were:

- 1) To make it easier to get good quality advice;
- 2) Be more influential;
- 3) Become more sustainable and effective in the community; and
- 4) Be a stronger equality champion.

They have also faced the following challenges:

- **Funding** – this as always was a challenge. The EFDC grant had stayed the same for a number of years, but costs have gone up and they were having to do the same amount or more with the same money which amounted to a cut in funding. They were trying to diversify the funding base but it was a challenge.
- **EFDC geographical environment** – rural settlements were widely spread and the transport system was not very good. They tended to see a lot of elderly clients and also clients with mental health issues and they had difficulty in travelling in to attend their offices. However, reaching out to rural areas costs money.
- **Volunteering recruitment and training** – they have lost a few of their volunteers due to retirement recently and they needed to train up new people, which was expensive and time consuming.
- **Staff shortages** – again this was linked to funding. They needed to recruit more people to fill in the gaps and they were working towards raising money to fund more positions.
- **Building partnerships relationships** – again this was something that took time to arrange. They were currently talking to MIND and to Epping Forest College.
- **EFDC Objectives** – a lot of these objectives were not part of their core work and without additional funding it did take away from their fundamental work that they did. The objectives such as going into schools to speak about handling their finances was not part of what they normally did and not achievable without extra funding.

As they were in a strategic partnership with EFDC, they would like to set out joint objectives with the council so that it matched more of their core work and to develop a quality service together.

They would also like better quality monitoring, at present monitoring was restricted to the 5 objectives but did not really touch on their core work.

The Chairman thanked the Chief Executive for her presentation and for the overview of the work that they undertook on a daily basis and opened the item out for questions from members present.

Councillor Baldwin thanks them for their informative presentation and commented that he valued the work that they did. He asked about Universal Credit, which was due to be introduced soon. This had problems as it was a complete change to the benefits system. What had they done to prepare. He was told that they had started training their staff and had put up information on their website. But a lot was still unclear. They were trying to get access to DWP for more information and they hoped to champion individuals with problems to get them reassessed by DWP.

Councillor Baldwin went on to ask about the GDPR regulations that came in recently, this must affect them as they kept a lot of information on their clients. Could they share this data with the DWP or EFDC if it was needed? Ms Anyanwu said that all their staff had been trained and they had amended their forms and processes. They had already had a high level of security for their data. The DWP required all information that was shared to be encrypted and they needed their clients consent.

Councillor Murray said that he had looked at their last annual report for 2016/17. It had said that their case load was 35% on benefits and tax credit cases. How much more did they expect for Universal Credit cases? Ms Anyanwu said that they had no real idea, but were worried. They had heard that tenants went into debt immediately Universal Credit came in due to the long period before the computer caught up with

them. This also could end up in evictions in the private sector. This was very worrying.

Councillor Murray said that in the annual report they spoke of the strategic agreement with EFDC, which had kept its grant at the same level over the years. How many years and how did the objectives line up with their core work? Peter Gordon (CAB Trustee) said that he was grateful for the Council's grant money but it was something like 10 years since it had been increased; and with inflation that had meant a real decrease, while their other costs increased. As for the objectives, there were 5 that were set with the service level agreement one of which was to run a gateway advice session at Ongar, which fitted in with their objectives. Another one was to find additional external funding; this was difficult to do, they had asked other organisations, but these tended to be linked with certain projects and were for a limited time; they had also asked the Parish Councils but that amounted to only a few hundred pounds extra. The two most difficult objectives were that they delivered financial knowledge to pupils in the districts schools. This was not something that they did normally and schools have shown no enthusiasm for this. The other objective was to deliver advice session to Norway House, this was proving difficult from their angle as they needed to train people to give advice in those circumstances. It would be nice to reach some mutually accepted objectives and not have them imposed on us.

Councillor Sartin noted that EFDC was not the only funder, Essex County Council also gave you a grant, as do three of the Town Council's, just what was the percentage from Essex and was it earmarked for specific areas. She was told that it was a relatively small amount as compared to this council. They also got support from Epping Town Council, Loughton Town Council and Waltham Abbey Town Council and some smaller amounts from parish Councils. Councillor Sartin then asked if they received any funding from their national body. She was told that they did not. The parent body did receive money from Central Government but used it on administration and campaigning on various issues. They get no funding and in fact had to pay them a fee to be affiliated with them.

Councillor Lea asked if they did any fund raising events. She was told that they did run some events where they raised a few thousand pounds; but a lot of people thought that they were a government service and that was not the case.

Councillor Helen Kane clarified that the reason why the Council had not cut the funding was because they respected the CAB and thought they were doing a very good job. But the tax payer in the form of EFDC was paying 89% of their funding, and she had always encouraged them to seek external funding. Not because EFDC were going to lower or cut the funding but it was good to reduce the ratio to the Epping tax payer. The other thing was that the tax paying residents lived all over the district not just in Epping, Loughton or Waltham Abbey. And these more rural based residents also need access to them. We needed their presence in our rural areas.

Councillor Jon Whitehouse commenting on the schools side of things noted that there was at least one specialist charity specialising in giving financial education to pupils. Also on the Service Level Agreement we have with them, he noticed that it was reviewed annually when there was a chance to change the objectives if circumstance change over time. Had there been any amendments to the SLA over the past three years? Mr Gordon was unsure on this. It was a three year rolling agreement, and the three years expires this year, so we would be starting from scratch then. But the main provisions in the agreement have not been altered much.

Ms Anyanwu added that she had contacted all the schools and only one was interested. So if an objective says that we should deliver this to all seven schools and only one was interested (who wanted something specific and tailor made), then they were never going to meet that objective.

Councillor Wixley noted that they offered help to people with mental health issues; he presumed that this was help for their financial problems. Could they elaborate? Ms Anyanwu gave an example of a client who came in for financial/benefit advice and the advisor may realise by the end of the session that they did not really understand the advice given to them and that they needed additional support. There was also the question, was their problems causing the mental health issues or was it the other way around.

Councillor Holly Whitbread asked if they had a breakdown of the ages of the people who used their services. Did they get a lot of young people and did they use new technologies to communicate the more basic information. She was told that they did not have any figures broken down into age groups but could say that younger people tended to engage more on line, by telephone or by webchat. Councillor Whitbread then asked if they had an outreach programme to make more young people aware of their services. She was told that they did go into colleges and to tried and engage in community events etc.

Councillor Murray noted that from their last annual report the CAB received 70% of their funding from EFDC, 15% from the three Town Councils mentioned and from Essex County and 7% from a local charity. Also it was all very well to ask for financial education in schools but it had to be done well and it would be better to use the specialist charities that did this. He also noted that a lot of the PHSE stuff had been squeezed out of schools now and the only things left were the GCSE measurable subjects we were not producing well rounded 6<sup>th</sup> formers any more.

They were raising money for themselves; according to the annual report they had raised £5,000 and engage 44 volunteers; no other organisations can do this. It would be difficult to then ask these volunteers to spend more of their time in fund raising.

The feedback they got from clients was very good; they were doing a really good job and he thanked them for it.

Councillor Mohindra asked how much did we give them a year and how did they ensure that their clients were EFDC residents. Mr Gordon said that they received about £110,000 pa from EFDC and they always asked where their clients were from and were aware that they should not be advising people from outside of this area. Certainly a very high percentage of them were from this area.

Councillor Sarin asked if the £110,000 included the funding for the two debt advisors and was told that it did not, that was another £40,000 for that project.

Councillor Brookes asked, apart from finance, what could councillors do to make their job easier. She was told that they needed to get together to agree better objectives and let them know of any common themes or complaints that they may need to address, and where they may need to develop their services in this area.

Councillor Brookes then asked if they got a lot of repeat visits and was told that these were mainly from people with mental health issues and people with debt issues.

Councillor Wixley noted that he had in the past been provided with a breakdown by ward of the number of people that had visited the CAB. This would be quite

interesting to ward councillors. Mr Gordon said that this information was available, a breakdown of numbers by ward and they could provide it if wanted. Councillor Sartin said that would be interesting to see, not only for people from the towns but for the rural wards. Mr Gordon agreed to provide these figures. He reiterated that to do more outreach they needed more staff and more funding.

Councillor Helen Kane commented that as a council we did not impose the objectives, they were discussed and agreed mutually.

Councillor Chris Whitbread noted that the clear message that came across this evening was the council clearly supported the work done by the CAB in this district. However, he would like to know who used the CAB as the majority of their funding came from the residents of the district. If there were people from other authorities using the service then maybe we should recharge that authority. He was told that this figure was probably at 1% or less of users from other areas and if wanted figures, they could be provided.

Councillor Patel spoke about the outreach work and partnership working; could they have use of their premises or just have your partners advertise your services or signpost residents back to you. Ms Anyanwu said that this would take time to build up. They were presently looking at GP surgeries and hoping to build something there. We do use the Ongar Library but have to pay rent for that use.

Councillor Patel asked if their partners supported them by advertising their services. He was told that they did and they also asked supermarkets and shops to help publicise them.

Councillor Sartin noted that she had great respect for the volunteers that worked for the CAB. Forty Four volunteers did not seem a large number for a district of our size. Please pass on our thanks to them. Thank you for coming along tonight and giving us an overview of your work and answering the questions put to you. We look forward to receiving the information you have promised us this evening.

#### **24. 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.

#### **25. EXECUTIVE DECISIONS - CALL-IN**

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

#### **26. FORWARD PLAN OF KEY DECISIONS - REVIEW**

The Committee reviewed the council's programme of key decisions for 2018/19.

##### **Planning and Governance**

Councillor Murray asked who did they gain approval from for an electoral review. Councillor Chris Whitbread said that this was part of the Transformation agenda, but until we had a Local Plan in place how could we do a boundary review. It was something for the long term that we needed to look at.

##### **Environment**

Councillor Murray asked about the waste management review – was the dry recycling bags a cost to the authority or the residents. Councillor Avey said that this was a cost to the authority but was under review at present.

### **Housing**

Councillor Murray commented that Loughton Town Council was very impressed by the Homelessness strategy. Councillor Stavrou said she would pass this on to the officers concerned.

### **Assets and Economic Development**

Councillor Sartin commenting on the Epping Forest Shopping Park said that she now understood that all the units had been let. Councillor Grigg concurred, confirming that they had now been let.

Councillor Murray asked if 'Homebargins' had any impact on the Broadway. Councillor Grigg said that she was not in a position to assess what the impact would be. They would have to wait for the impact study to take place.

## **27. TRANSFORMATION PROGRAMME - PROJECT DOSSIER**

The Acting Chief Executive introduced the Transformation Programme – project dossier report. The Committee were asked to consider and review the list of active High and Medium complexity projects, known formally as the Project Dossier.

He noted that the five projects listed were all progressing well but P145 the Customer Reception project was now delayed because of the review and listing of the building.

### **RESOLVED:**

That the updated Project Dossier for the Transformation Programme – Office of the Chief Executive be noted.

## **28. RESOURCES SELECT COMMITTEE 2018/19 - MEMBERSHIP**

It was noted that members appointed to the Audit and Governance Committee could not also belong to any scrutiny committee that had responsibility for reviewing the Council's finances or financial procedures, in this case this would mean the Resources Select Committee.

Inadvertently two Councillors had been appointed to both to both committees, Councillors A Patel and Jon Whitehouse.

Councillor Patel has since indicated that he wished to stay on the Resources Select Committee and had therefore resigned his position on the Audit and Governance Committee.

Councillor Jon Whitehouse had indicated that he wished to stay on the Audit and Governance Committee and come off the Resources Select Committee. He had nominated Councillor Janet Whitehouse to replace him on this Select Committee. The Overview and Scrutiny Committee were in favour of this arrangement.

### **RESOLVED:**

That Councillor Jon Whitehouse be replaced by Councillor Janet Whitehouse on the Resources Select Committee with immediate effect.

## 29. OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMMES 2018/19 - REVIEW

The Committee reviewed their work programme for the rest of the year.

It was noted that item 2 of the work programme 'Corporate Priorities 2018/19' would now be going to the October meeting.

They noted that the Manchester Airport Group had been approached to attend the next O&S Committee meeting in October 2018. Members would be asked for topics that would like covered via the Council Bulletin.

If it turned out that any external organisations could not attend, then the item on the 'People Strategy' in the reserve programme would be substituted.

The Committee was advised that it was still hoped that representatives of ECC Passenger Transport would be able to attend a future meeting. The chairman indicated that she would be writing to the relevant Portfolio Holder of Essex County Council in this regard. Councillor Mohindra also noted that for the School Transport Provisions he had spoken to the relevant member at County Hall and that he would be more amenable to a private briefing with the members this committee rather than a standard O&S meeting.

Councillor R Jennings suggested that at a future date the Committee invite the Local Enterprise Partnership (LEP) to give a presentation to this Committee. The South East LEP was the second largest in England comprising of Essex, Kent and East Sussex. When Government published its white paper on the industrial strategy it confirmed its intention to use those partnerships to produce local industrial strategies and of course this would apply to Epping Forest District; so we will need to start working with the LEP soon. He suggested that once this had settled down and they had clear guidance from the Government that we look at this and invite them sometime early next year. Councillor Mohindra agreed and said that ECC were would be leading this conservation but the Chairman and Managing Director should be happy to attend, but not in the near future.

The Committee agreed to add this to their work programme.

Councillor Dorrell would like to prioritise the 6<sup>th</sup> Form consortium item. Councillor Murray noted that all three schools had a new head teacher, and we should give them time to bed in. He would like to prioritise the review of the EF College now that the Principal had now gone. He noted that about 80% of young people do not go to the Epping Forest 6<sup>th</sup> Form consortium. In light of this it would be important to get someone here from the new college as he had real concerns of what they would be offering and for their long term future.

Mr Macnab noted that the Council's response to the College's consultation had been published in the Bulletin, resulting in a meeting between him and senior management from the college. A full written response was also published in the Member's Bulletin. He noted that it was the intention of the college to seek representation from this council on their local governing body and to invite 3 community representatives onto the local board. Now that the merger had occurred it was right to invite them back but not in the near future as they were still sorting themselves out.

Councillor Sartin suggested that this was something to keep a close eye on, but we would have a representative on their governing body who would report back.

Councillor Patel reiterated his request to have the local mental health services come to a future meeting. He would like to identify those who had sole responsibility for the services for the district and would like to invite them sooner rather than later. Mr Macnab said that he would endeavour to find out who was responsible and report back to the October meeting.

Councillor Mohindra said that the organisation responsible was called EPUT the 'Essex Partnership University NHS Foundation Trust' and they were the ones that should be invited.

### **Select Committees**

#### **Communities Select Committee**

Councillor H Whitbread noted that at their last meeting they had considered the review of the homeless strategy and agreed that it was good strategy and would now be going out for consultation with stakeholders, to be in place by 1<sup>st</sup> September.

They also considered the aging population study which was doing some really good work and also the housing strategy.

#### **Governance Select Committee**

It was noted that they had a short agenda for their first meeting.

#### **Neighbourhoods Select Committee**

Mr Macnab reported that at their first meeting they had received a presentation on environmental health and general enforcement activities which was well received.

#### **Resources Select Committee**

Councillor Patel had nothing further to report.

### **30. SCRUTINY OF EXTERNAL ORGANISATIONS - REVIEW**

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

**CHAIRMAN**

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# We help people to find a way forward

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**citizens  
advice**

**Epping Forest  
District**

A service for the future:  
Service Update  
Overview & Scrutiny Committee  
July 2018

Minute Item 23



Epping Forest  
District

# About Citizens Advice Epping Forest District

- We are an independent charity.
- We provide specialist and generalist advice within the Epping Forest District area.
- We have 3 offices in Loughton Library, Waltham Abbey Town Hall and Hemnall Street off Epping High road. We have 2 outreaches in Limes Farm and Ongar library
- We provide free, confidential, independent and impartial advice to ensure people do not suffer from lack of knowledge of their rights and responsibilities.

Local residents seek our advice about virtually every aspect of their lives.

- **Our core areas of advice expertise** are benefits, debt, housing, employment, relationships, legal matters financial services, tax discrimination and consumer issues.

We provide advice to local residents face to face and by telephone. We also run an evening pro bono solicitors rota and a family solicitors rota during the day both are once a week.

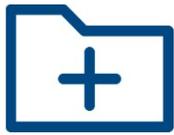
- We also campaign for better policies and practices which affect peoples lives.

## **Our aims are:**

1. To provide the advice people need for the problems they face
2. To improve the policies and practices that affect people lives

# Key facts about Citizens Advice

## Citizens Advice Epping Forest District 2017/18



**7,409**

advice issues dealt with directly



**1,961**

clients advised directly



**44**

volunteers



**5**

locations where we provide free and impartial advice across Epping Forest District



**2 in every 3**

clients have their problem solved



**4 in 5**

clients said advice improved their lives, including reducing stress and improving finances



**88%**

reported satisfaction with the overall service

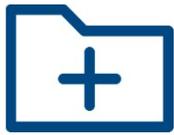


**90%**

of our clients say they would recommend us

# Key facts about Citizens Advice

## Citizens Advice Epping Forest District 2018/19 (QTR 1 Apr-Jun)



**2,336**

advice issues dealt with directly



**833**

clients advised directly



**44**

volunteers



**5**

locations where we provide free and impartial advice across Epping Forest District



**2 in every 3**

clients have their problem solved



**4 in 5**

clients said advice improved their lives, including reducing stress and improving finances



**88%**

reported satisfaction with the overall service



**90%**

of our clients say they would recommend us



# Financial Outcomes achieved for clients

## Qtr 1: April – Jun 2018

Financial Outcome Category	Outcome	Total value gain
<b>Income gain</b>	Benefit/tax credit gain – a new award or increase	£14520
	Benefit/tax credit gain – award or increase following revision	£14,892
	Benefit/tax credit gain – Money put back into payment	£950
	Money recovered/Other	£31,160
	<b>Total Benefits Income Gain</b>	<b>£61,522</b>
	<b>Debt Income gain</b>	<b>£72,295</b>
<b>Other</b>	<b>Benefit/Tax credit maintained</b>	<b>£5,720</b>
	<b>Debts written off</b>	<b>£134,980</b>



# OUR STRATEGIC OBJECTIVES-

## Future service plans

- **We'll make it easy to get good quality advice**

maintain high quality of advice, More outreaches, expand telephone & web advice & online referrals

- **We'll be more influential**

Strengthen strategic local partnerships, run more local campaigns

- **We'll become more sustainable and effective in the community**

Diversify funding base, recruit more diverse volunteers,

- **We'll be a stronger equality champion**

Engage more in the local community, improve access for people with disabilities, etc.



# OUR CHALLENGES

- 1. Funding,**
- 2. EFDC geographical environment**
- 3. Volunteer recruitment and training**
- 4. Staff shortages**
- 5. Building partnership relationships**
- 6. EFDC objectives**



# EFDC STRATEGIC PARTNERSHIP

What we want EFDC to do to support us

- **Jointly set objectives** - Review the objectives and make more of a match to our core work
- **Service updates** - Become more of a strategic partner to develop a quality service together
- **Better quality monitoring and support** which reviews the service and helps to overcome the challenges



**Epping Forest  
District**

- Any questions?

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## **Report to Overview & Scrutiny Committee**

**Date of meeting: 29 October 2018**



**Subject:** Stansted Airport - Scrutiny of External Organisation

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

**Democratic Services Officer:** R. Perrin (01992) 564532

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### **Recommendations/Decisions Required:**

**That the Committee undertake appropriate external scrutiny of Manchester Airport Group, with regard to the provision of airport services and employment opportunities for residents of the Epping Forest District at Stansted Airport.**

1. As the Committee will recall, Members have expressed a desire to undertake external scrutiny of Manchester Airport Group, with regard to its provision of local airport services across Essex and south east England, including to residents and visitors of the Epping Forest District. This external scrutiny activity is included in the work programme for the Committee for 2018/19.
2. Alistair Andrew (Planning Manager) and Marcella M'Raberty (Corporate Social Responsibility Manager) of Manchester Airport Group will be attending the meeting in this regard.
3. The following specific issues relating to the provision of services at Stansted Airport were identified by the Committee at its meeting on 24 July 2018, which have been notified to Manchester Airport Group as the emphasis for such external scrutiny, in order to ensure that maximum value can be derived from this scrutiny activity:
  - (a) the planned expansion of the airport and associated infrastructure requirements;
  - (b) future capacity and infrastructure requirements arising from likely significant housing development across Essex and the south east;
  - (c) the handling of increased passenger numbers in the short-term;
  - (d) the provision of employment opportunities for local residents;
  - (e) opportunities for partnership working with local further education facilities (particularly Epping Forest College);
  - (f) improvements to the existing railway infrastructure serving the airport; and
  - (g) the apparent high cost of the taxi services at the airport, compared with other local private hire services.
4. The identification of additional lines of questioning to be raised with Manchester Airport Group has been sought from members through the Council Bulletin.

### **Resource Implications:**

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

**Legal and Governance Implications:**

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

External scrutiny of Stansted Airport is included in the work programme for the Overview and Scrutiny Committee for 2018/19.

**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.



## SCRUTINY



### **Report to the Overview and Scrutiny Committee**

**Date of meeting: 29 October 2018**

**Subject:** Overview & Scrutiny Select Committee Framework - Review

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

**Democratic Services Officer:** R. Perrin (01992) 564532

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#### **Recommendations/Decisions Required**

- (1) That a new overview and scrutiny framework, based on a structure of two cross-service select committees, be established with effect from the commencement of the 2019/20 municipal year;
- (2) That the titles and responsibilities of each select committee be as set out within this report;
- (3) That focused and achievable work programmes be developed for each select committee each year, drawing on Portfolio Holder and service delivery aims and objectives, and relevant community priorities etc.;
- (4) That the Committee be encouraged to utilise its existing opportunity to establish task and finish panels wherever necessary, to facilitate the delivery of work programme activity by the select committees;
- (5) That no increase be made in the number of members appointed to each select committee and that this remain at fifteen councillors in accordance with pro-rata provisions;
- (6) That no increase be made in the frequency of meetings of the new select committees;
- (7) That the Cabinet be encouraged to utilise the overview and scrutiny framework for policy development and pre-decision scrutiny activity wherever appropriate;
- (8) That the Overview and Scrutiny Committee be encouraged to utilise its existing opportunity for the review of the forward plan of key decisions, to proactively review proposed executive decisions;
- (9) That the Constitution Working Group be asked to review the current application of requirements for members to make reports to ordinary meetings of the Council with regard to the business of external organisations subject of member representation;
- (10) That the current induction and on-going training arrangements for members in respect of the Council's overview and scrutiny function be reviewed as appropriate;
- (11) That any necessary changes to the overview and scrutiny provisions

**(Article 6) of the Constitution arising from adoption of a new overview and scrutiny framework, be considered by the Constitution Working Group; and**

**(12) That the operation of the new select committee framework be reviewed by the Committee during the 2020/21 municipal year.**

1. As the Committee will be aware, an overview and scrutiny framework based on a structure of four 'select committees' was established from the 2015/16 municipal year. In accordance with Article 6 of the Council's Constitution, the select committees are established on an annual basis by the Overview and Scrutiny Committee. At its first meeting in each municipal year, the Committee is required to consider whether the existing select committees should continue for a further year and to determine the number and terms of reference of each committee.
2. At its meeting on 4 June 2018, the Overview and Scrutiny Committee agreed the re-establishment of the following select committees for the 2018/19 municipal year:  
  
Communities Select Committee;  
Governance Select Committee;  
Neighbourhoods Select Committee; and  
Resources Select Committee;
3. Members will be aware that the implementation of the Council's People Strategy has progressed as far as the appointment of new Strategic Directors and Service Directors. The Council's new senior management structure is set out at Appendix 1 to this report and comprises eight new service directorates covering the operations of the authority. It is understood that the Leader of the Council intends to realign the responsibilities of the Cabinet during the current municipal year, in order to reflect the new senior management structure and it is therefore appropriate to also review that alignment of the overview and scrutiny framework going forward.
4. Notwithstanding the likely implementation of the new senior management structure during 2018/19, the Committee agreed at its meeting on 4 June 2018 that no change be made to the current overview and scrutiny framework before the commencement of the 2019/20 municipal year, but that arrangements for the review of the select committee framework to reflect the new senior management structure, be considered at the joint meeting of the Overview and Scrutiny Chairmen and Vice-Chairmen held on 3 September 2018. This report presents the recommendations arising from the recent joint meeting.

### **Select Committee Framework**

5. The Local Government Act 2000 introduced a new political management system for local councils in England and Wales, requiring them to have a separate 'executive' in the form of a leader, or elected mayor, and cabinet. To provide a counterweight for this, the Act also introduced the concept of 'overview and scrutiny', whereby every council with an executive management structure was required to have an overview and scrutiny committee. This requirement is fulfilled by the annual establishment of the Overview and Scrutiny Committee. The ongoing business of the Council's scrutiny activity is also carried out by the select committees and 'task and finish' panels established to gather evidence and make recommendations on specific subjects.
6. At that time of the establishment of the select committees in 2015/16, select committee status was intended to be restricted to activities of a recurring or cyclical character which required a longer term involvement by members. At that time, the responsibilities of the select committees broadly reflected the management structure of the Council, save for the creation of a standalone 'Housing Select Committee' and the incorporation of the Community Services and Safety responsibilities of the Communities Directorate within the 'Neighbourhoods and Community Services Select Committee'.

7. However, during 2016/17 these arrangements were reviewed further, resulting in the adoption of the current select committee framework that was fully aligned to the then current management structure of the Council, to ensure that all services had a reporting route for overview and scrutiny activity.
8. The joint meeting of the Overview and Scrutiny Chairmen and Vice-Chairmen considered that it was important that the future select committee framework continue reflect the management structure of the Council and cover the whole range of its business, whilst also achieving efficiencies and maintaining the effectiveness of the Council's scrutiny activity.
9. The option favoured by the joint meeting for the future select committee framework, is for the establishment of two select committees as follows:

#### **Communities & Neighbourhoods Select Committee**

To cover the following service areas:

- Housing and Property Services;
- Community and Partnership Services;
- Contract and Technical Services; and
- Planning Services.

#### **Governance & Resources Select Committee**

To cover the following service areas:

- Governance and Member Services;
- Business Support Services;
- Customer Services; and
- Commercial and Regulatory Services.

10. The Acting Chief Executive had advised that a lead officer would be designated for each proposed select committee and that this role would be fulfilled by the Council's new Strategic Directors.
11. In reviewing the current select committee framework, the joint meeting considered some areas of concern arising from a reduction in the number of select committees, including:
  - the potential increase in workload for each committee;
  - a perceived lack of balance in the workload of each committee;
  - the reduction in member involvement if no increase be made in the number of members appointed to each select committee; and
  - the likelihood of reduced opportunities for member development in terms of chairmanship skills and experience.
12. The joint meeting considered that some of these concerns could be addressed through the development of achievable work programmes for each select committee and that this option would provide clear scope to the scrutiny activities of each committee whilst continuing to provide for relevant scrutiny activity to also occur by way of the creation of task and finish panels (as necessary). Management of the workload of each select committee and the achievement of work programme priorities would be the responsibility of the chairman of the select committee, in liaison with the relevant Strategic Director.
13. The possible combination of the existing Governance and Resources Select Committees, primarily as a result of a reduction in work programme activity for both

select committees over the course of the last year, was considered by the Committee in April 2018. In view of the ongoing review of the Council's senior management structure, members considered at that time that it would be prudent to defer any decision about the possible merging of the select committees until the restructure had been finalised. The level of current work programme activity for the Governance and Resources Select Committees remains an issue of concern, which it believed would be addressed by the establishment of the proposed new select committees.

14. The development of focused and achievable annual work programmes for each select committee, informed by relevant service aims and priorities, will be a key feature of the new framework, particularly as it is intended that each new select committee will meet on the same frequency as the current framework. It is important that work programme activity is appropriately targeted and that processes are in place to determine areas for review.
15. The overview and scrutiny provisions (Article 6) of the Council's Constitution require that the Overview and Scrutiny Committee approve an annual overview and scrutiny work programme at the first meeting of each municipal year. The work programmes are currently substantially developed by the relevant lead officer at the end of each municipal year and are presented to the Overview and Scrutiny Committee for approval, at its first meeting in each year. This arrangement clearly relies on the lead officer to develop appropriate work programme activity for each select committee and does not routinely involve the members of each committee.
16. A more robust approach to the development of work programmes might include linking the programmes to the corporate objectives, business plans and services of the Council, and/or to a range of other appropriate evidence of the corporate priorities of the authority. Work programmes should be relevant and be informed by service aims and member priorities. The selection and prioritisation of scrutiny activity is essential if it is to be successful, add value and retain credibility. Work programmes should also be realistic, flexible and retain spare capacity so that additional matters raised during the year can be addressed. Members also need to take into account the capacity of overview and scrutiny (including officer capacity) to achieve work programmes, as scrutiny activity cannot cover everything and should be focussed on matters where it can make a real difference.
17. In determining the content of the work programme, the Constitution provides that the Committee:
  - seek scrutiny proposals for inclusion from all Members and the public;
  - invite the Leader of the Council to attend its first meeting of each year to present the Executive's programme of Key Decisions for the year, to answer questions on the plan and to indicate where appropriate work on the Cabinet's behalf could be undertaken by overview and scrutiny;
  - review the achievement of the overview and scrutiny work programme for the previous year;
  - identify any external organisations to be scrutinised during the coming year;
  - review all proposals submitted for inclusion in the work programme to ensure that they relate to the Council's policy framework, including the Corporate Plan and the Cabinet's Forward Plan;
  - ensure the agreed work programme has sufficient member and officer resources to support it;
  - identify in advance any budgetary provision required for specific projects;
  - ensure that the work programme is properly prioritised;
  - allocate appropriate time limits for each activity within the work programme; and
  - ensure that any projects which do not find a place in the work programme are added to a reserve programme for further review.

18. Member proposals for scrutiny activity are generally achieved through the previously adopted PICK (Public Interest, Impact, Council or other organisational performance, Keep in context) process, although it is considered that the scoping of proposals against the PICK criteria might not always be fully considered. In agreeing overview and scrutiny work programmes, it is important for members to:
  - ensure that programmes includes a balance of different types of work, including short, medium and longer-term reviews where necessary (issues could be considered at single meetings, or may need to be the subject of a longer term, in-depth scrutiny review);
  - for the select committees, have regard to the ongoing work of the Overview and Scrutiny Committee; and
  - ensure that scrutiny retains sufficient capacity and resources to respond to issues that may arise unexpectedly within the year, including the call-in of executive decisions.
19. It might be appropriate for work programme priorities for overview and scrutiny to be derived from a wider range of evidence sources. This would enable scrutiny activity to more effectively meet the work programme requirements of the Constitution and focus less on cyclical reporting. Such evidence sources could include the following:
  - the Corporate Plan and Key Actions;
  - the Council's Budget;
  - the Service Business Plans;
  - the Forward Plan of key decisions to be taken by the Cabinet;
  - the overview and scrutiny work programmes;
  - the current key priorities of the Council;
  - the current performance of the Council; and
  - suggestions for scrutiny submitted by members of the public (and members).
20. The joint meeting suggested that the chairman and lead officer for each select committee should develop a consistent approach to the development of focused and achievable annual work programmes, in liaison with service directors and the outgoing/incoming chairman of the select committees each year.
21. The Constitution requires that the annual overview and scrutiny work programme be agreed by the Overview and Scrutiny Committee at its first meeting of each municipal year, alongside the terms of reference of the select committees.
22. The joint meeting considered that the Cabinet should be encouraged to utilise the overview and scrutiny framework for policy development and pre-decision scrutiny. Members considered that consideration of proposed policy and decisions before they were made provided an important means to influence such matters and to challenge assumptions that may have been made as the policy or decision was developed. Members considered that scrutiny brought a different perspective to the policy and decision-making process and that looking at a decision before it was made could be a more effective means of scrutiny than looking at a decision after it was made (through the call in process), when the opportunity to influence and change the decision was limited.
23. Members also considered that the Overview and Scrutiny Committee should be encouraged to utilise its existing opportunity for the review of the Cabinet's forward plan of key decisions at each meeting, to proactively review specific executive decisions to be taken over the period of the forward plan.
24. To address the concerns previously expressed by the Audit and Governance Committee as part of the last review of the select committee framework, the Strategic Director (or other officer) with responsibility for leading any select committee with responsibility for scrutiny of the Council's financial and governance arrangements, will

need to ensure clear demarcation between those matters that are to be considered by the select committee and those that fall within the clearly defined responsibilities of the Audit and Governance Committee.

25. The joint meeting considered that items for information, rather than scrutiny, should not be included in the work programmes or business as usual activity of the select committees going forward, as such matters could be more appropriately delivered by way of specific member briefings etc. The joint meeting also suggested that the Constitution Working Group should be asked to consider the success of the application of requirements for members to make reports to ordinary meetings of the Council with regard to the business of external organisations subject of member representation, in order that such matters do not unnecessarily congest the work programmes of the select committees.
26. It is not intended that the proposed new select committees will meet at any greater frequency than the current framework. Similarly, the joint meeting considered that no increase should be made in the number of members appointed to each select committee and that this remains at fifteen councillors (subject to the overall political composition of the Council) in accordance with pro-rata provisions. Although this approach will result in a reduction in the number of members appointed to the Overview and Scrutiny Committee and the select committees, it should be recognised that the Constitution allows any member to attend meetings of such bodies.
27. The joint meeting accepted that a reduction in the number of select committees would provide reduced opportunities for member development in terms of chairmanship skills and experience. However, it wished to encourage the Committee be to utilise its existing opportunities for the establishment of task and finish panels wherever necessary, to facilitate the delivery of work programme activity by the select committees.
28. The joint meeting requested that the current induction and on-going training arrangements for members in respect of the Council's overview and scrutiny function, be reviewed as appropriate, to reflect any new select committee framework.
29. The Government is preparing new statutory guidance on overview and scrutiny in local government to reflect the changing role of scrutiny over recent years. This guidance is expected to be published in December 2018 and will be subject of a future report to the Committee.
30. The adoption of a new overview and scrutiny framework is not a matter reserved to the Council, although any changes to the overview and scrutiny provisions (Article 6) of the Constitution will be required to be considered by the Constitution Working Group.
31. The Committee is asked to consider the recommendations set out at the commencement of this report, and to specifically agree a structure proposal for the overview and scrutiny framework. The joint meeting of the Overview and Scrutiny Chairmen and Vice-Chairmen suggests that the new select committee framework be reviewed during the 2020/21 municipal year, after a year of operation.



**Epping Forest  
District Council**

**THE KEY DECISION LIST**

**INCLUDING PROPOSED PRIVATE DECISIONS**

**(18 October 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 Chief Financial Officer are not defined as a key decision.

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

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

(c) Key decisions within budget and policy but involving expenditure/savings in excess of £1million can only be made by the Cabinet and/or Council;

(d) Key decisions within budget and policy but involving expenditure/savings between £250,000 and £1million can be made by the relevant Portfolio Holder;

(e) Portfolio Holders can only make key decisions affecting their wards if the decision is based upon a recommendation by a Service Director or as one of a range of options recommended by a Service Director.

### **Private Decisions**

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

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

## **Corporate Aims & Key Objectives 2018/19**

### **Stronger Communities**

- (1) People live longer, healthier and independent lives:
  - (a) supporting healthy lifestyles; and
  - (b) promoting independence for older people and people with disabilities;
- (2) Adults and Children are supported in times of need:
  - (a) safeguarding and supporting people in vulnerable situations; and
- (3) People and Communities achieve their potential:
  - (a) enabling Communities to support themselves;
  - (b) Providing culture and leisure opportunities; and
  - (c) Keeping the District safe.

### **Stronger Place**

- (1) Delivering effective core services that people want:
  - (a) Keeping the District clean and green; and
  - (b) Improving the District housing offer;
- (2) A District with planned development:
  - (a) Planning development opportunities; and
  - (b) Ensuring infrastructure supports growth; and
- (3) An environment where new and existing businesses thrive:

- (a) Supporting business enterprise and attracting investment;
- (b) People develop skills to maximise their employment potential; and
- (c) Promoting retail, tourism and the visitor economy.

#### Stronger Council

- (1) Customer satisfaction:
  - (a) Engaging with the changing needs of our customers;
- (2) Democratic engagement:
  - (a) Robust local democracy and governance;
- (3) A culture of innovation:
  - (a) Enhancing skills and flexibility of our workforce; and
  - (b) Improving performance through innovation and new technology; and
- (4) Financial independence with low Council Tax:
  - (a) Efficient use of our financial resources, buildings and assets; and
  - (b) Working with commercial partners to add value for our customers.

**Cabinet Membership 2018/19**

Chris Whitbread	Leader of the Council
Syd Stavrou	Deputy Leader and Housing
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
Nigel Avey	Environment

**Contact Officer**

1299  
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Adrian Hendry  
Senior Democratic Services Officer

Tel: 01992 564246  
Email: [ahendry@eppingforestdc.gov.uk](mailto:ahendry@eppingforestdc.gov.uk)

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Service Accommodation Review	To consider the detailed feasibility and costings report for the preferred option, including the Customer Contact Centre..	Yes	8 November 2018  20 December 2018	Cabinet  Council	YES, paragraph (3)	Georgina Blakemore 01992 564279	Previous reports to Cabinet on Transformation
Corporate Plan Progress Report Q1 - 2018-19	To consider the progress of the Corporate Plan for Quarter 1, 2018-19.	Yes	13 September 2018	Finance and Performance Management Cabinet Committee		David Bailey 01992 56 4105	
People Strategy	To establish the Council's new Common Operating Model as part of the People Strategy.  To consider further details for the implementation of the Council's People Strategy.	Yes	10 December 2018	Cabinet		Derek Macnab 01992 564050	PID P170 - People Strategy Common Operating Model - Management Structure
Capital Programme Review	Capital programme review report.	No	10 December 2018	Cabinet		Derek Macnab 01992 564050	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Governance Arrangements for Local Plan Implementation	To agree the proposed governance arrangements for implementation of the Local Plan including masterplans and planning applications for the GT sites.	Yes	18 October 2018	Cabinet		Alison Blom-Cooper 01992 56 4066	Previous report to Cabinet on Masterplanning on 15 June 2017
Epping Forest SAC - Interim Mitigation Strategy	To agree an interim mitigation strategy to address the impact of visitor pressure on the Forest as a result of residential development in order to determine planning applications within 6.2km of the Forest.	Yes	18 October 2018	Cabinet		Alison Blom-Cooper 01992 564066	
Garden Town Spatial Vision and Design Charter	To endorse the documents as a material planning consideration in considering planning applications/proposals in the Harlow and Gilston Garden Town.	Yes	10 December 2018	Cabinet		Alison Blom-Cooper 01992 56 4066	Spatial Vision, design Charter and Consultation report
District Electoral Review	Gain approval for an Electoral Review of the District Council.	Yes	10 December 2018	Cabinet		Simon Hill 01992 564249	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Corporate Plan Progress Report Q2 2018-19	To consider the progress of the Corporate Plan for Quarter 2, 2018-19.	Yes	15 November 2018	Finance and Performance Management Cabinet Committee		Simon Hill 01992 564249	
Corporate Plan Progress Report Q3 - 2018-19	To consider the progress of the Corporate Plan for Quarter 3, 2018-19.	Yes	24 January 2019	Finance and Performance Management Cabinet Committee		Simon Hill 01992 564249	
Local Council Tax Support Scheme 2019/20	To review the Scheme for 2019/20:  1...Consider amendments.  2...Finalise Scheme.  3...Approve Scheme.	Yes	7 February 2019  28 February 2019	Cabinet  Council		Janet Twinn 01992 564215  01992 564215	
Corporate Plan Progress Report Q4 2018/19	To consider the progress of the Corporate Plan for Quarter 4, 2018-19.	Yes	June 2019	Finance and Performance Management Cabinet Committee		Simon Hill 01992 564249	
Council's Budget	Annual Budget report to Cabinet and then to Council.	Yes	7 February 2019	Cabinet		Peter Maddock 01992 564602	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Fleet Operations	Review of fees and charging structure.	Yes	7 February 2019	Cabinet		Qasim Durrani 01992 564055	
Waste Management Review	Review of the Waste and Recycling service and the costs of the dry recycling sacks.	Yes	7 February 2019	Cabinet		Qasim Durrani 01992 564055	
Private Water Supplies	Review of charging regime under the 2018 Regulations	Yes	7 February 2019	Cabinet		Qasim Durrani 01992 564055	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Council Housebuilding Programme	To award the contracts for the Housebuilding works.	Yes	1 November 2018	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
Fire Safety Policy - Residential Properties	Adoption of the Policy.	Yes	14 November 2018	Housing Portfolio Holder		Paul Pledger 01992 564248	
Housing Strategy 2018	To approve a new Housing Strategy Acton Plan 2018/19.	Yes	1 November 2018	Housing Portfolio Holder		Alan Hall 01992 564004	
Sheltered Housing Assets	To receive the Communities Select Committee's views on the initial scope of a project to review the Council's Sheltered Housing Assets.  To consider the development potential of Sheltered Housing assets.	Yes	7 February 2019	Cabinet		Alan Hall 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
Gymnastics Centre - North Weald Airfield	Gymnastics centre for North Weald Airfield	Yes	8 November 2018	Cabinet		Julie Chandler 01992 564214	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Local Highways Match Funding	To agree match funding contribution for the Local Highways Panel.	Yes	18 October 2018	Cabinet		Qasim Durrani 01992 564055	
Car Parking Tariffs	Further report on recommendation for funding to improve and enhance car parks.	Yes	8 November 2018	Cabinet		Qasim Durrani 01992 564055	
Vere Road Car Park	To create new car parking provision in the Vere Road car park.	No	10 December 2018	Cabinet		Qasim Durrani 01992 564055	
CCTV Strategy	Review and update of the Council's CCTV Strategy.	Yes	7 March 2019	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
Epping Forest Shopping Park	Update report on progress with the project.	Yes	25 October 2018	Asset Management and Economic Development Cabinet Committee	YES, paragraph (3)	Derek Macnab 01992 564050	Report by Colliers International Previous reports to the Cabinet
Review of Estates and Valuation	Future structure of the Council's Asset Management resources.	Yes	10 December 2018	Cabinet		Derek Macnab 01992 564050	
Future of St John's School Site	A report on the future of the St John's Site.	Yes	10 December 2018	Cabinet		Derek Macnab 01992 564050	





## SCRUTINY



### **Report to Overview and Scrutiny Committee**

**Date of meeting: 29 October 2018**

**Portfolio:** Leader of the Council

**Subject:** Corporate Plan 2018-2023 –  
Performance Report Q1 2018/19

**Officer contact for further information:** M Chwiedz (01992 562076)

**Democratic Services Officer:** R Perrin (01992 564532)

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#### **Recommendations/Decisions Required:**

- (1) That the Committee review the outturn position for Quarter 1 2018/19, in relation to the achievement of the Corporate Plan for 2018-2023;**
- (2) That the Committee identifies any actions and/or projects, performance indicators and/or benefits, which require in-depth scrutiny or further report on performance.**

#### **Executive Summary:**

The Corporate Plan 2018-2023 is the authority's key strategic planning document. The Plan lays out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

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

The success of the Corporate Plan is assessed through the achievement of a set of benefits, each measured through one or more performance indicator, focussed on what the Council achieves for customers. Management Board, Cabinet and the Scrutiny Committees have overview and scrutiny roles to drive improvement in performance and ensure corrective action is taken where necessary.

#### **Reasons for Proposed Decisions:**

This combined report brings together the performance of the Council against the Corporate Plan and gives 'clear line of sight' for performance across the Council via the new benefits maps and performance indicator set. The benefits maps provide an opportunity for the Council to focus attention on how specific areas for improvement will be addressed, and how opportunities will be exploited and better outcomes delivered. It is important that relevant performance management processes are in place to review and monitor performance against performance indicators to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under performance.

### **Other Options for Action:**

No other options are appropriate in this respect. Failure to monitor and review performance and to consider corrective action where necessary could have negative implications for judgements made about the Council's progress, and might mean that opportunities for improvement are lost.

The Committee could, in consultation with the Head of Transformation, agree that specific components of the proposed performance indicator set, targets and/or benefits maps be further reviewed, amended or removed, or new components be considered and included (Report to Cabinet, 7 December 2017).

The Committee could ask for specific components of the Corporate Plan be further reviewed, amended or removed, or new components be considered and included, as authorised by the Leader of the Council in consultation with the Chief Executive (Report to Council, 21 December 2017).

### **Report:**

#### **The Corporate Plan – Context, Aims and Objectives**

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction and priorities for the organisation for the lifetime of the plan, and provides a framework to demonstrate how the work of the Council fits together at a strategic level.
2. The new Corporate Plan runs from financial year 2018/19 to 2022/23 and was adopted by full Council on 21 December 2017. This plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions. The Corporate Plan is the cornerstone of the Council's performance management framework, called its Benefits Management Strategy. The Corporate Plan also provides the policy foundation for the Council's Medium Term Financial Strategy (MTFS) and is essential for the prioritisation of resources to provide public services and value for money.
3. The Council's external drivers have been identified by Cabinet Members and the Council's Management Board and Leadership Team, for the next five years. They have been further refined through consultation and linked with a set of three interdependent corporate ambitions:
  - Stronger Communities;
  - Stronger Place; and
  - Stronger Council.
4. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective.
5. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. In turn, these operational objectives are responded to through annual Service business plans.
6. The previous regular performance reports covering the annual Corporate Plan Key Action Plan, Key Performance Indicators and Transformation Highlight Report have now been superseded by this single integrated performance report.

## Benefits Realisation

7. The Corporate Plan can be viewed as a set of benefits maps – one map for each of the ten corporate aims. The content of these maps is by necessity more technical than is presented in the public document.

8. An explanation of these benefits maps is provided in this section of the report.

9. All benefits from individual corporate objectives, connect back to four key benefits, which are as follows:

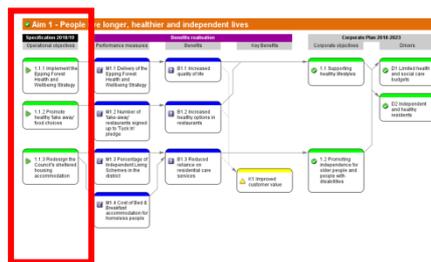
- K1 Improved customer value – recognising what customers’ value about our services and placing them as the heart of everything we do;
- K2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- K3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- K4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low.

10. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives.

11. Please note that when the benefits maps are created, best practice is to start from the right-hand side and work towards the left, i.e. start with the needs of our customers or the end in mind, and work back to the solutions on the left-hand side. When the organisation delivers services, it starts on the left-hand side and works over to the right, i.e. the delivery goes from left to right.

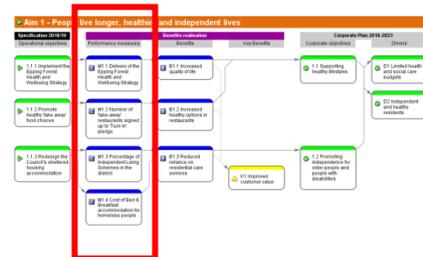
## How to Read the Performance Report

12. The Report works through each Corporate Aim in turn, starting with the headline benefits map, followed by detailed lists of the elements from the map, working from left to right: (a) operational objectives, (b) projects and programmes, and (c) performance indicators.

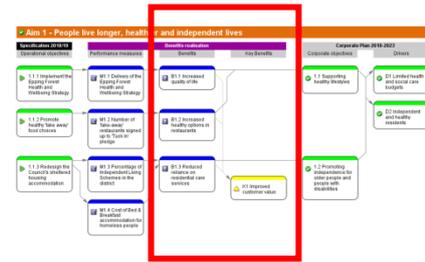


Working from the left hand side of the benefits maps (see example), the first column contains the annual Specification – formally the Key Action Plan – as a set of operational objectives covering both Businesses As Usual (BAU) and business transformation (projects and programmes).

13. The next column of the benefits maps covers the measurement of performance through a set of Performance Indicators (PIs).

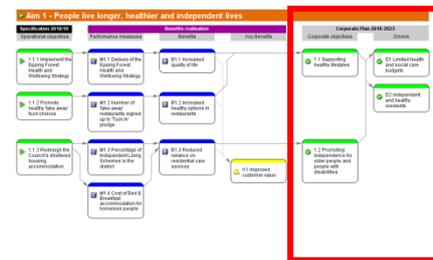


14. The benefits for stakeholders sit at the centre of the benefits maps. One or more performance measures makes up each (intermediate) benefit. Individual performance measures may contribute to one or more benefit. Where this is the case, weightings that show how the performance of these indicators 'roll-up' is given. Similarly, an individual indicator may contribute to the realisation of one or more benefits.



In turn, each (intermediate) benefit contributes to one or more of the four key benefits.

15. The right hand side of the benefits maps shows the corporate aims and objectives and the environmental factors which drive them. The progress of Actions and Benefits are combined to indicate the 'rolled-up' status of the Corporate Objectives and their respective Drivers.



16. In addition, each performance indicator has been identified as either 'Corporate (C)' or 'Partnership (P)', to show whether there are factors outside of the Council's control which impact on the indicator.

### Red-Amber-Green Status, Targets and Thresholds

17. Individual elements are colour coded using the Red, Amber, Green status indicators – often abbreviated to RAG – to highlight exceptions that may require attention. This enables Members and officers to efficiently focus on areas where performance may be below target, and where remedial actions or further scrutiny may be required. By following the links left-to-right on the benefits maps – between projects / actions, indicators, benefits and objectives – the maps also show the likely cause (to the left) or impact (to the right) of any underperformance.

18. Where appropriate, each individual performance indicator has a target for the Corporate Plan period. This will be profiled across the five years of the plan, and could be a flat line, cumulative, ramp-up or tail-off in shape. In addition, where appropriate each individual performance indicator has an amber threshold tolerance. Between the target and the amber tolerance, performance would be reported as Amber, beyond this threshold, performance would be reported as Red.

19. The key to the icons used on the benefits maps is as follows:

	Green	Indicates an element that is on target or has been completed
	Green	Indicates an action that is in progress or is assigned
	Amber	Indicates: <ul style="list-style-type: none"> <li>Performance Indicator (or Risk) that is neither red nor green; or</li> <li>An Action that is unassigned, i.e. it doesn't have an owner</li> </ul>
	Red	Indicates: <ul style="list-style-type: none"> <li>A Performance Indicator below target, or</li> <li>An overdue Action based on the deadline date, or</li> <li>A Risk with a high rating</li> </ul>
	Blue	Indicates that there is data missing and Pentana Performance is unable to make a calculation for that Performance Indicator, therefore it will not show one of the other traffic light icons

20. The scrutiny committee that owns each element for scrutiny purposes is indicated by the following acronyms:

<b>O&amp;S</b>	Overview and Scrutiny Committee
<b>CSC</b>	Communities Select Committee
<b>GSC</b>	Governance Select Committee
<b>NSC</b>	Neighbourhoods Select Committee
<b>RSC</b>	Resources Select Committee

21. The progress of performance is reviewed by Management Board, Transformation Programme Board, the Finance and Performance Management Cabinet Committee and Cabinet at the conclusion of each quarter. Service Directors review performance with the relevant portfolio holder(s) on an ongoing basis throughout the year. Select Committees are each responsible for the scrutiny of quarterly performance within their areas of responsibility.

### **Performance Report**

22. The Committee is requested to review the performance outturn position against the benefits maps, in relation to the achievement of the Corporate Plan for 2018-2023.

23. The Committee is requested to identify any actions and/or projects, performance indicators and/or benefits, which require in-depth scrutiny or further report on performance.

### **Resource Implications:**

None for this report.

### **Legal and Governance Implications:**

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

### **Safer, Cleaner and Greener Implications:**

None for this report.

### **Consultation Undertaken:**

Management Board, Leadership Team and Cabinet Members were involved in developing the draft Corporate Plan 2018-2023. The content of this draft – 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. The views of local councils were gained through a report to the Local Councils' Liaison Committee (LCLC). Full Council adopted the new Corporate Plan on 21 December 2017.

### **Background Papers:**

Various reports, culminating in:

- Corporate Plan 2018-2023 Report to Cabinet (C-032-2017/18) on 7 December 2017.
- Corporate Plan 2018-2023 Report to Council (Item 12) on 21 December 2017.
- Corporate Plan 2018-2023 – Progress Reporting and Performance Indicator Set:
  - Neighbourhoods Select Committee on 20 March 2018
  - Resources Select Committee on 14 March 2018
  - Governance Select Committee on 27 March 2018
  - Communities Select Committee on 18 March 2018

- Overview and Scrutiny Committee on 17 April 2018.
- Corporate Plan 2018-2023 – Benefits Maps, Performance Indicator Set, Targets and Progress Reporting (FPM-002-2018/19) report to Finance and Performance Management Cabinet Committee on 21 June 2018.

**Risk Management:**

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific objectives or benefits will be identified by the responsible service director during business planning and communicated to the Corporate Risk Management Group.

**Equality Analysis**

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality impact assessment is provided as an Appendix to the report.

## Section 1: Identifying details

Your function, service area and team: Transformation, Office of the Chief Executive

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: N/A

Title of policy or decision: Corporate Plan 2018-2023 – Progress Report Quarter 1 2018/19

Officer completing the EqIA: Tel: Monika Chwiedz x2076  
mail: mchwiedz@eppingprestdc.gov.uk

Date of completing the assessment: 24/09/2018

## Section 2: Policy to be analysed

2.1	<p>Is this a new policy (or decision) or a change to an existing policy, practice or project?</p> <p>It is a regular update report on performance against the Corporate Plan 2018-2023</p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>This is a quarter 1 position for 2018-19, in relation to the achievement of the objectives and measures contained within the Corporate Plan. There are no equality implications arising from the specific recommendations of this report. Relevant implications arising from individual actions will be identified and considered by the responsible service director.</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <ol style="list-style-type: none"><li>1. Provide an update</li><li>2. Enhanced picture of corporate performance against the benefits maps and performance indicator set.</li></ol>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none"><li>• service users</li><li>• employees</li><li>• the wider community or groups of people, particularly where there are areas of known inequalities?</li></ul> <p>No. Where individual objectives or performance from the Plan require decisions, these are the subject of individual reports, each accompanied by its own Equality Impact Assessment.</p> <p>Will the policy or decision influence how organisations operate?</p> <p>Yes, at the strategic level.</p>

2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>No, it is just a quarter 1 update. Decisions on resources to deliver the Corporate Plan are taken through the annual budget approval process, through Portfolio Holder decision or Cabinet decision</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?</p> <p>The Corporate Plan is the Council's premium strategic policy. All other Council policies and decisions support the delivery of the Corporate Plan.</p>

### Section 3: Evidence/data about the user population and consultation<sup>1</sup>

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>What does the information tell you about those groups identified?</p> <p>An overview of key issues impacting the population of Epping Forest district, health and well-being, and demand on services is given in the attached profile of people living in Epping Forest.</p>
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>Update report, no impact</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:</p> <p>Update report, no impact</p>

### Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	Older people	L

	<p>An ageing population is increasing demand on local services.</p> <p>Health interventions need to reach high risk groups to reduce the number of preventable health conditions and service demand.</p> <p>Slightly higher rate of hospital admissions due to hip fractures than England.</p> <p>Increasing number of people with dementia. Unpaid carers require support to achieve their role.</p> <p>Ageing population will impact on the availability of health services, housing and care homes.</p> <p><u>Children and young people</u> Average level of Chlamydia testing and percentages testing positive.</p> <p>Low rates of children in care.</p> <p>Average level of eligibility for free early education entitlement (two year olds) but lowest take up rate in Essex.</p>	
Disability	No data available	-
Gender	Epping Forest district population: 64,219 – 51.5% female 60,440 – 48.5% male	L
Gender reassignment	No data available	-
Marriage/civil partnership	Living arrangements: Of 100,762 persons- 60,592 living as a couple 49,472 married or in a registered same-sex civic partnership	L
Pregnancy/maternity	Low rate of teenage pregnancy (which is linked to a range of poor outcomes in later life).	L
Race	Population of the district: 89.2% White 3.3% Asian 1.8% Black 5.7% Others, including Mixed	L
Religion/belief	Population of the district:	

	<p>61.8% Christian  3.2% Jewish  0.3% Buddhist  1.9% Muslim  0.3% Other religion  22.5% No religion  1.4% Hindu  1% Sikh  7.6% Do not wish to disclose</p>	
Sexual orientation	The Government Equality Office estimates there are 1.5 million LGBT (Lesbian, Gay, Bisexual and Transgender) people in the UK.	L
Poverty	<p>Few deprived areas with poor health and unemployment.</p> <p>Pockets of child poverty.</p>	L
Crime and safety	<p>Average rate of crime and residents feeling safe.</p> <p>Low population density.</p>	L
Recycling	Higher than average waste recycling levels.	L
Healthy lifestyles	<p>Although lower than average, reducing smoking, drinking and obesity, plus increasing physical activity, are all areas for improvement.</p> <p>Hospital admissions due to alcohol related conditions are better than England average.</p> <p>Fall in number of adults in substance misuse treatment.</p>	L
Physical and mental health	<p>Increase rate of diabetes although it is below average.</p> <p>Rate of those killed / seriously injured on the roads is significantly above average.</p> <p>Good well-being amongst pupils and adults and a lower than average percentage with mental health problems.</p>	L
Housing	<p>High proportion of owner occupiers, with low proportion of social housing</p> <p>Highest rise in house prices in Essex.</p>	

	<p>Relatively high proportions on housing waiting list but lower than average in temporary accommodation.</p> <p>Third lowest rate of homeless households in Essex.</p>	
Education	<p>The proportions who are ready for school and who achieve a good level of development at age 5 are close to the Essex average but there is a gap for those eligible for free school meals.</p> <p>Close to average proportion achieve five or more GCSEs at grades A*-C.</p> <p>Lower than average proportion attend a good or outstanding school.</p> <p>More pupils than average aspire to go to university.</p>	L
Employment	<p>Lower proportion of adults with no qualifications.</p> <p>Slightly lower than average adult unemployment and average proportion of young people Not in Education Employment of Training (NEET).</p> <p>Higher than average number of economically inactive adults.</p> <p>Lower than average ratio of jobs per population but increasing number of jobs.</p> <p>Most businesses have 9 or fewer employees.</p>	L
Transport	<p>Fourth longest average travel time by public transport or walking to reach key services in Essex.</p> <p>Below average percentage of residents who are satisfied with roads, local bus services and local transport information.</p> <p>Access to a car is essential for people out of work and not able to use public transport or walk to an employment centre. 16% may miss out on work opportunities unless they have access to a car.</p>	L

## Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqlA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' <b>YES</b> ', use the action plan at <b>Section 6</b> to describe the adverse impacts and what mitigating actions you could put in place.

## Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.
There are no policy decisions contained in this report.	Any decision regarding a policy change would require its own report and be accompanied by a detailed Equality Impact Assessment as appropriate.	As and when any decision is brought forward

## Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.  
(A typed signature is sufficient.)**

Signature of Head of Service: Gareth Nicholas

Date: 28/09/2018

Signature of person completing the EqlA: Monika Chwiedz

Date: 24/09/2018

## Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqlA you undertake to the director responsible for the service area. Retain a copy of this EqlA for your records. If this EqlA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

# Our Corporate Plan 2018-2023

"Ready for the future"

## Stronger communities

1. People live longer, healthier and independent lives

2. Adults and children are supported in times of need

3. People and communities achieve their full potential

✓ 1.1 Supporting healthy lifestyles

● 2.1 Safeguarding and supporting people in vulnerable situations

● 3.1 Enabling communities to support themselves

✓ 1.2 Promoting independence for older people and people with disabilities

✓ 3.2 Provide culture and leisure

✓ 3.3 Keeping the district safe

## Stronger places

4. Delivering effective core services that people want

5. A district with planned development

6. An environment where new and existing businesses thrive

✓ 4.1 Keeping the district clean and green

✓ 5.1 Planning development priorities

✓ 6.1 Supporting business enterprise and attracting investment

● 4.2 Improving the district housing offer

✓ 5.2 Ensuring infrastructure supports growth

✓ 6.2 People develop skills to maximise their employment potential

✓ 6.3 Promoting retail, tourism and the visitor economy

## Stronger council

7. Customer satisfaction

8. Democratic engagement

9. A culture of innovation

10. Financial independence with low Council Tax

✓ 7.1 Engaging with the changing needs of our customers

✓ 8.1 Robust local democracy and governance

✓ 9.1 Enhancing skills and flexibility of our workforce

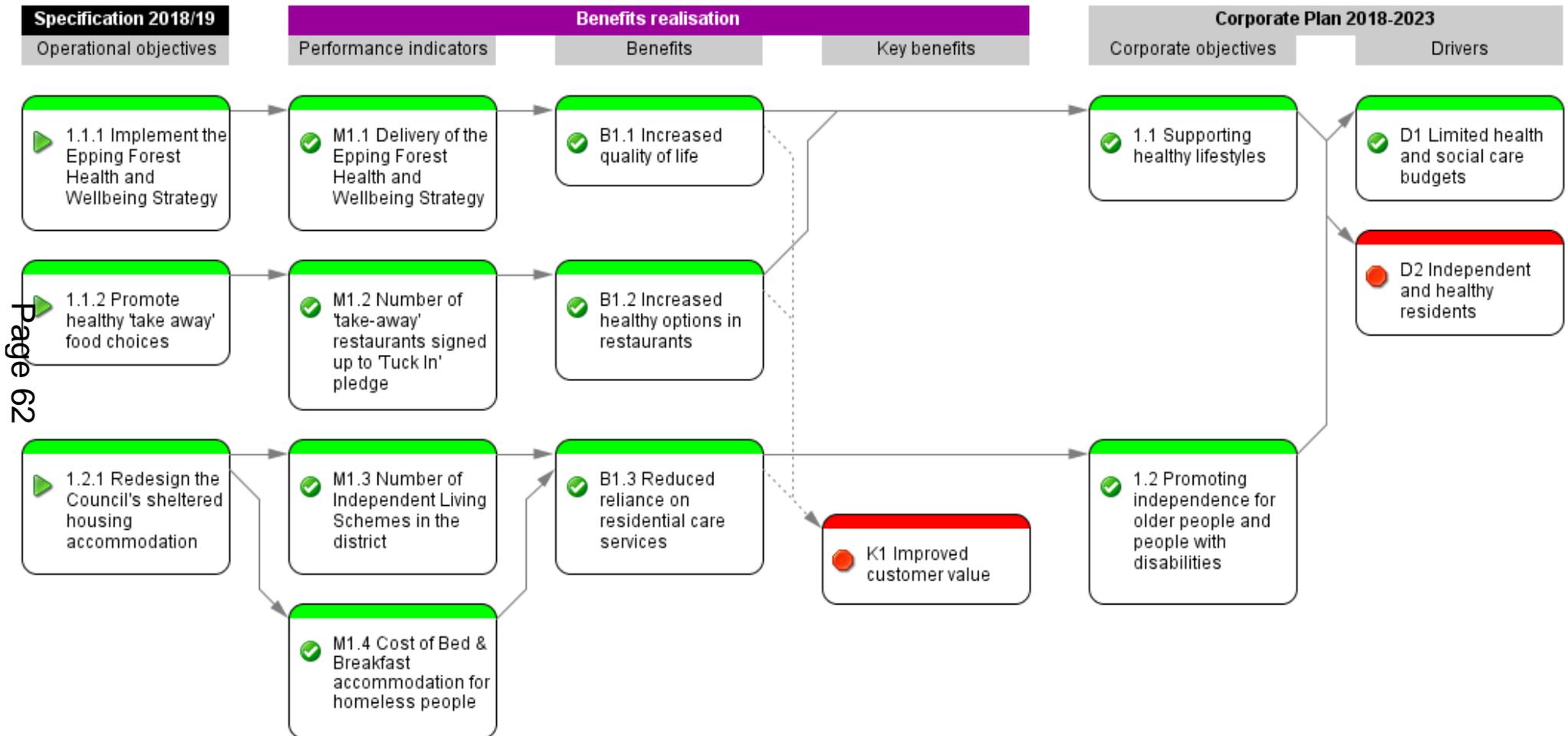
▲ 10.1 Efficient use of our financial resources, buildings and assets

✓ 9.2 Improving performance through innovation and new technology

✓ 10.2 Working with commercial partners to add value for our customers

# Aim 1 - People live longer, healthier and independent lives

Stronger communities



**Aim 1 People live longer, healthier and independent lives**

Stronger communities

To improve the quality of life and life expectancy of all our residents by promoting healthier lifestyles, as well as providing homes and facilities to reduce the future demand on social care services and support the independence of our more vulnerable residents.

**Corporate objective 1.1 Supporting healthy lifestyles**

Improving the quality of life, as well as life expectancy of all our residents by supporting and promoting healthier lifestyles, providing opportunities for physical activity and initiatives to support the emotional and mental health of our children and young people.

**Operational objective 1.1.1 Implement the Epping Forest Health and Wellbeing Strategy**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Implement the Epping Forest Health and Wellbeing Strategy	25%	31-Mar-2019	Action On Target	CSC	Assistant Director - Community Services & Safety (CSS01)
05-Jul-2018 Q1 – Multi-agency Action Groups have been established for each of the three health & wellbeing thematic priorities and Action Plans are currently being development in collaboration with the Council's partners.						

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**Operational objective 1.1.2 Promote healthy 'take-away' food choices**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Promote healthy 'take-away' food choices	25%	31-Mar-2019	Action On Target	NSC	Assistant Director - Environment & Neighbourhoods (NNS01)
29-Aug-2018 2 Premises signed up: Anchor Fish Bar and Peggoty's Fish Bar						

**Corporate objective 1.2 Promoting independence for older people and people with disabilities**

Providing additional care facilities as well as future homes which in turn will reduce the demand on social care services and help to support independence.

*Operational objective 1.2.1 Redesign the Council's sheltered housing accommodation*

<i>RAG</i>	<i>Description</i>	<i>Progress</i>	<i>Due date</i>	<i>Expected outcome</i>	<i>Scrutiny</i>	<i>Manager</i>
	Redesign the Council's sheltered housing accommodation	25%	31-Mar-2019	Action On Target	CSC	Director of Communities (CDR01)
03-Jul-2018 Q1 – This project is currently being held in abeyance, pending the introduction of the new Senior Management Structure, due to the resultant increased commitments of the Director of Communities (who was leading the project) following the departure of the former Chief Executive and two other Directors.						

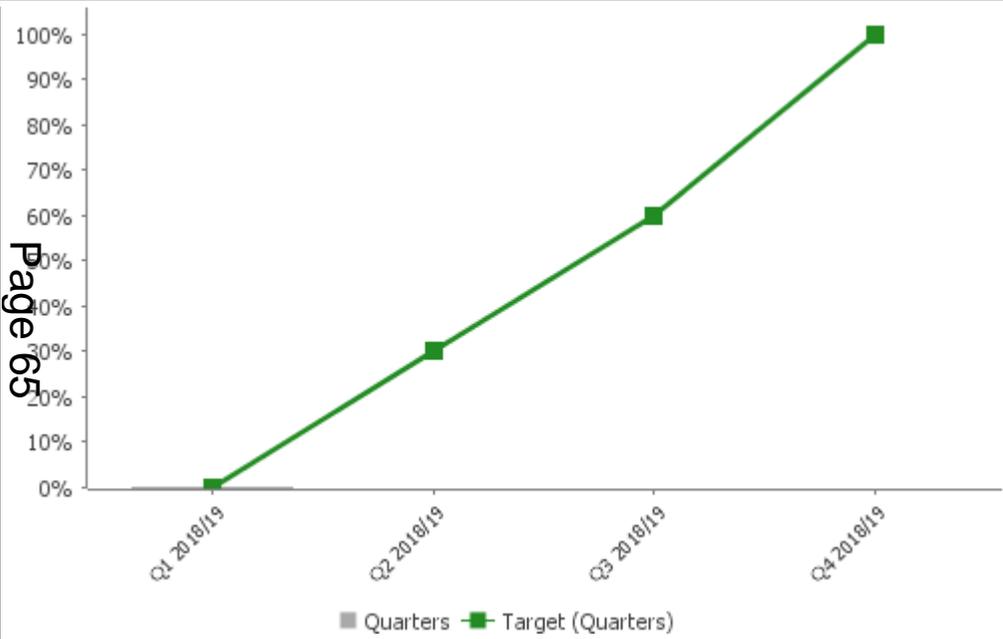
**Performance indicator M1.1 Delivery of the Epping Forest Health and Wellbeing Strategy**

This indicator is a measure of the successful implementation of projects contributing to the multi-agency Epping Forest Health & Wellbeing Strategy 2018-28 (Year 1).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
⚠️ Uncertain	2018	CSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Community Services & Safety (CSS01)	Aim to Maximise	Partnership	?

<i>Trend chart</i>	<i>Comments</i>
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05-Jul-2018 Q1 - Multi-agency Action Groups have been established for each of the three Health & Wellbeing thematic strands and associated partnership Action Plans are in development in collaboration with West Essex colleagues.

*Corrective action*

First target measure is due in Q2 2018/19

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
0%	0%	✅	30%			60%			100%		

 **Performance indicator M1.2 Number of 'take-away' restaurants signed up to 'Tuck In' pledge**

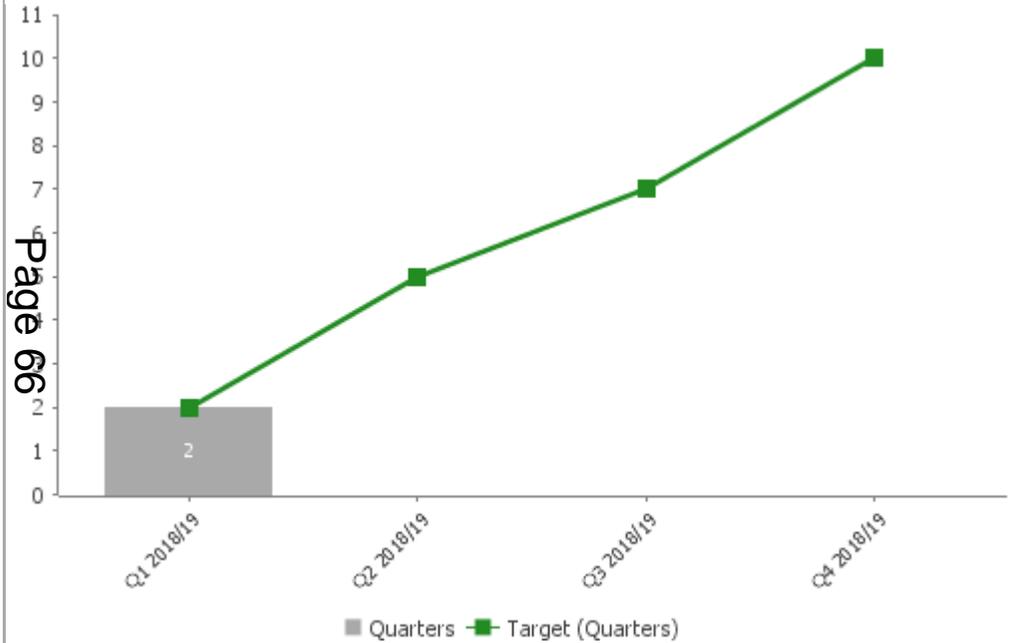
This indicator is a measure of the number of take-away restaurants and cafes who sign up to the 'Tuck In' pledge (this is an Essex County Council initiative).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
 <b>Yes</b>	<b>2018</b>	<b>NSC</b>

*Manager*  
Assistant Director - Environment & Neighbourhoods (NNS01)

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
<b>Aim to Maximise</b>	<b>Partnership</b>	

*Trend chart*



*Comments*

28-Aug-2018 2 premises signed up: Anchor Fish Bar, Peggoty's Fish Bar.

*Corrective action*

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
2	2		5			7			10		

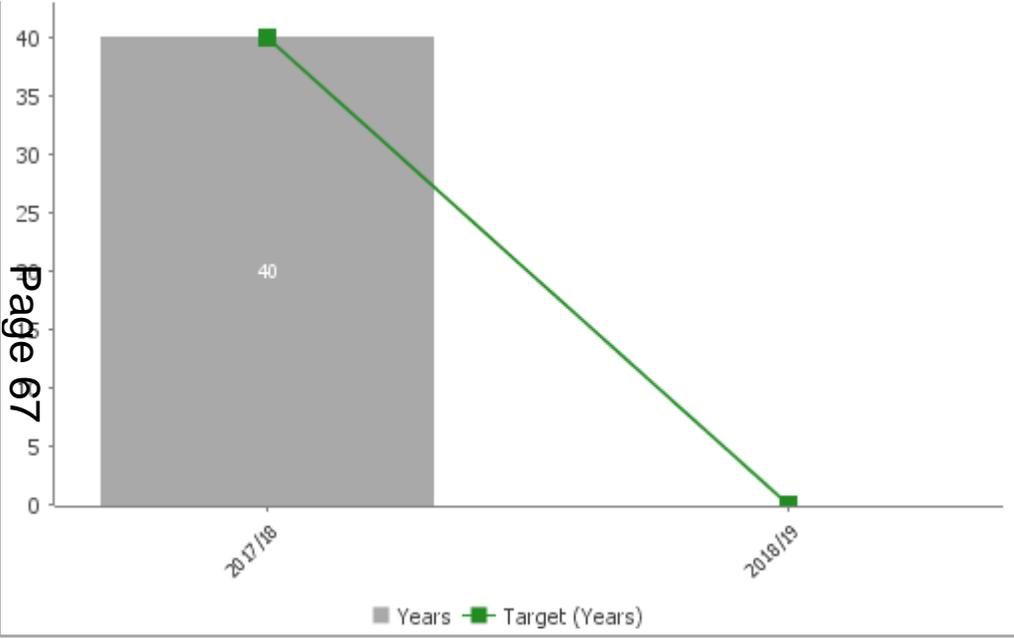
**Performance indicator M1.3 Number of Independent Living Homes in the district**

To promote an increase in the supply of Independent Living Homes for older people in the District, over the Corporate Plan Period (2018-23).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
● Not applicable	2018	CSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Director of Communities (CDR01)	Aim to Maximise	Corporate	?

<i>Trend chart</i>	<i>Comments</i>
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16-Jul-2018 No new schemes have been commenced or completed this year. However, new Independent living scheme planned at Hill House / Waltham Abbey next year .

29-Aug-2018 The commencement date to build a new Independent Living Scheme (ILS) has not been planned yet. The aim is to have approx. 50 new units built in 2019/20.

*Corrective action*

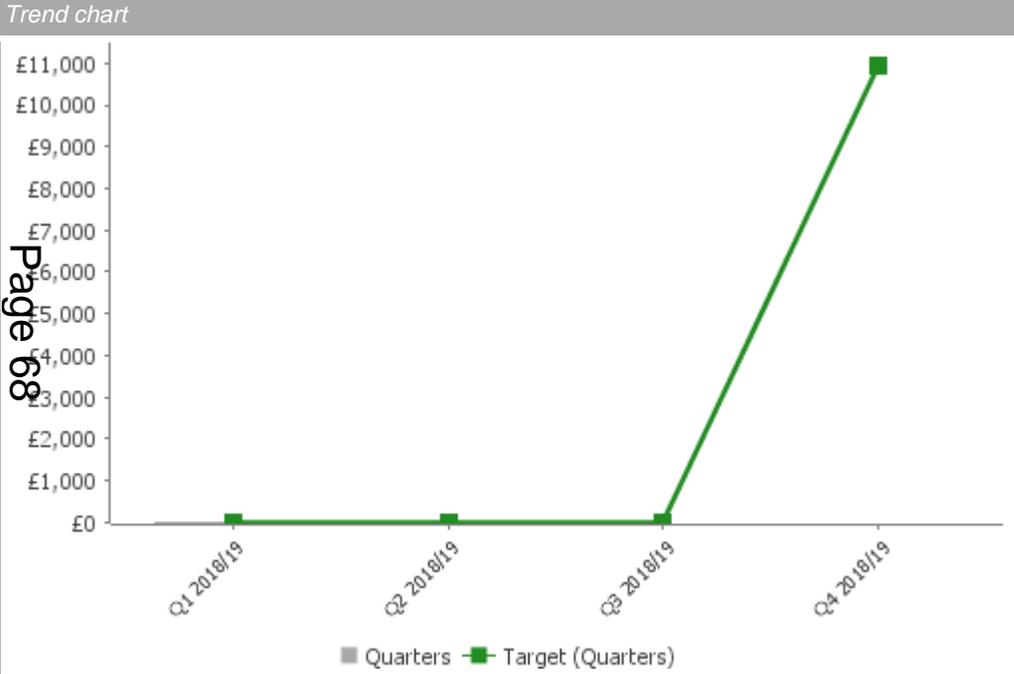
2018/19		
Target	Value	Status
0		

 **Performance indicator M1.4 Bed & Breakfast accommodation for homeless people**

The indicator is intended to measure the savings generated by the reduction in the cost of Bed & Breakfast (B&B) accommodation for homeless people when accommodated in pods (temporary modular accommodation).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
 Not applicable	2018	CSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Housing Operations (COP01)	Aim to Minimise	Corporate	



*Comments*

30-Aug-2018 Further delays now expected for this project, as well as increased costs, so this indicator will now be reported from 2019/20 onwards. In addition, we need to bottom out the exact calculations for the payback period and expected savings (if any) once we know what the installation costs are.

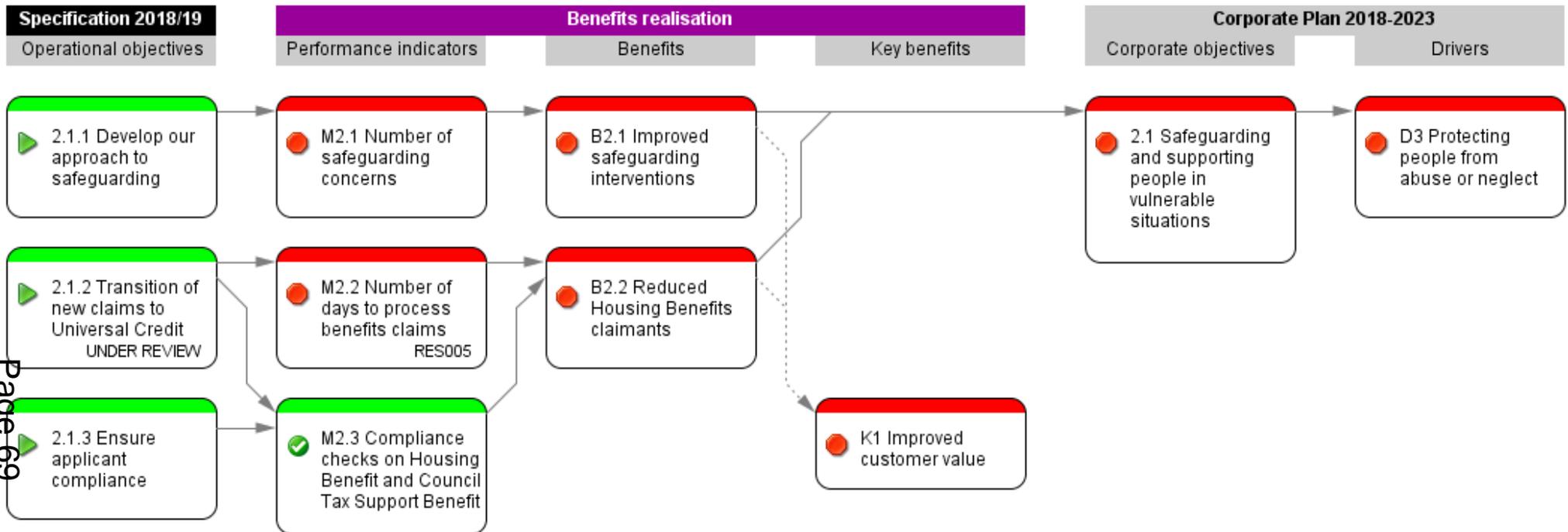
*Corrective action*

Indicator not being measured until Q4 2019/20

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
£0	£0		£0			£0			£0		

## Aim 2 - Adults and children are supported in times of need

Stronger communities



To protect people in vulnerable situations from abuse and neglect, and progressively remove the barriers which prevent people from accessing the help and support they need.

**Corporate objective 2.1 Safeguarding and supporting people in vulnerable situations**

 Protecting people in vulnerable situations from abuse and neglect through a well trained workforce and by challenging the barriers that prevent people from accessing the help and support they need.

**Operational objective 2.1.1 Develop our approach to safeguarding**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Develop our approach to safeguarding	25%	31-Mar-2019	Action On Target	CSC	Assistant Director - Community Services & Safety (CSS01)
	06-Jul-2018 Q1 - The new Safeguarding Awareness e-learning course is now available on i-train and is mandatory for all EFDC staff this is to be completed by the 1st October. The Safeguarding Team are currently piloting the face-to-face Enhanced course for all frontline/call centre staff and hope to roll this out from September onwards.					

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**Operational objective 2.1.2 Transition of new claims to Universal Credit**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Transition of new claims to Universal Credit	0%	31-Mar-2019	N/A	RSC	Assistant Director - Benefits (RBE01)
	29-Aug-2018 Please note this action will be replaced by a new action.					

**Operational objective 2.1.3 Ensure applicant compliance**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Ensure applicant compliance	25%	31-Mar-2019	Action On Target	RSC	Assistant Director - Benefits (RBE01)
	06-Jul-2018 Q1 - Performance is on target to achieve checks on between 20% and 30% of the caseload during the year. Current performance suggests that almost 1/3 of benefit claims will have their entitlement checked during this financial year.					

**Performance indicator M2.1 Number of safeguarding concerns**

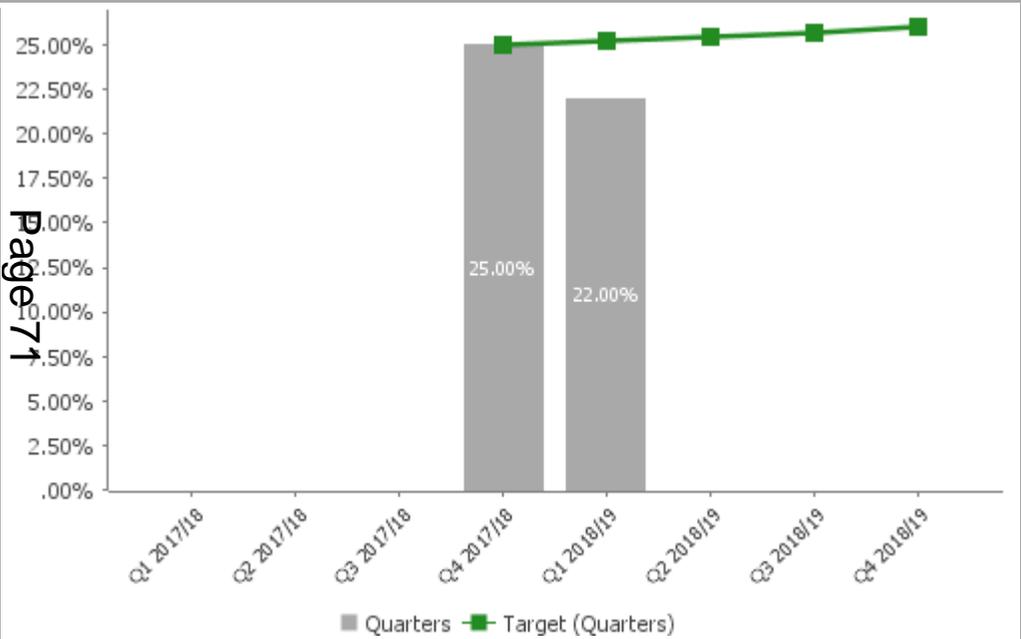
Safeguarding aims to protect or promote the welfare of individuals and/or groups of people, which ensures prevention of harm for children, young people and adults with care and support needs (*Epping Forest District Council Safeguarding Policy and Procedures*).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
⚠️ Uncertain	2018	CSC

*Manager*  
Assistant Director - Community Services & Safety (CSS01)

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Maximise	Corporate	↓

*Trend chart*



*Comments*

*Corrective action*

This is a new measure and challenging where there may be seasonal variations to the figures. The baseline has been set with a 1% increase on the cumulative 2017/18 statistics. A truer reflection may be realised later in the year for any corrective actions.

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
25.25%	22.00%	⚠️	25.50%			25.75%			26.00%		

**Performance indicator M2.2 Number of days to process benefits claims**

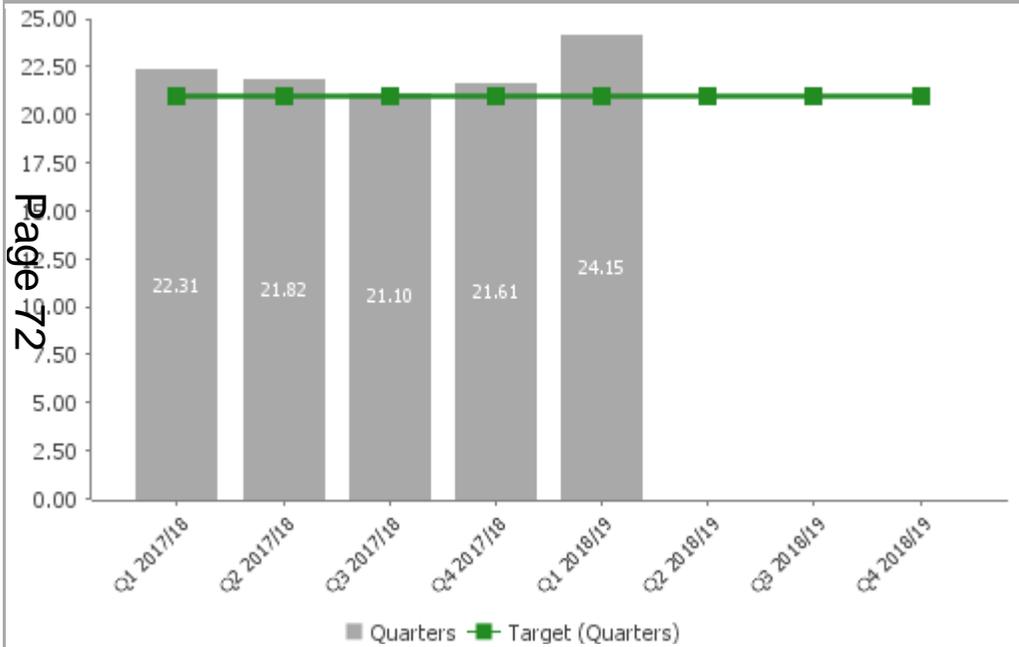
On average, how many days did it take us to process new benefit claims?  
 This indicator monitors the administration of Housing and Council Tax Benefit.  
 Targets and performance are measured in days (Previously RES005).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
No	2012	RSC

*Manager*  
 Assistant Director - Benefits (RBE01)

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Minimise	Corporate	

*Trend chart*



*Comments*  
 06-Jul-2018 Performance is monitored on a weekly basis and improvements to processes are made when appropriate. Performance is not on target this quarter due to a lack of resources as there have been a number of long term sickness absences. It is expected that there will be an improvement in the next quarter,

*Corrective action*

Continue to monitor resources closely as a best effective measure

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
21.00	24.15		21.00			21.00			21.00		

**Performance indicator M2.3 Number of compliance checks on Housing Benefit and Council Tax Support Benefit**

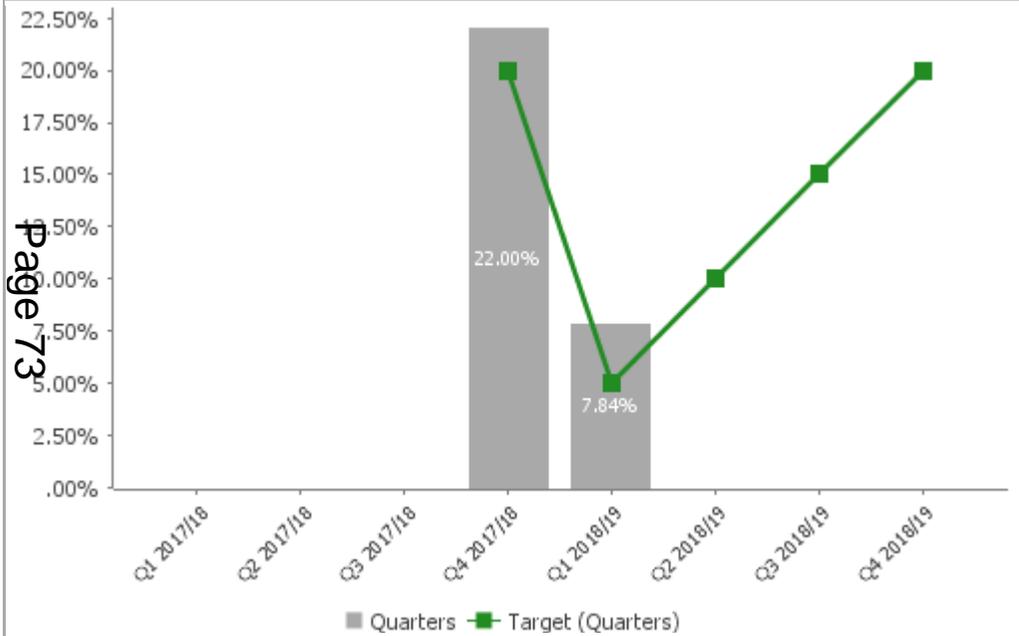
One of the Council's roles is to ensure that its residents are paying the correct amount of Council Tax or claiming the right amount of Housing Benefit or Council Tax support benefit.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
▶ Yes	2018	RSC

*Manager*  
Director of Communities (CDR01)

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Maximise	Corporate	↓

*Trend chart*



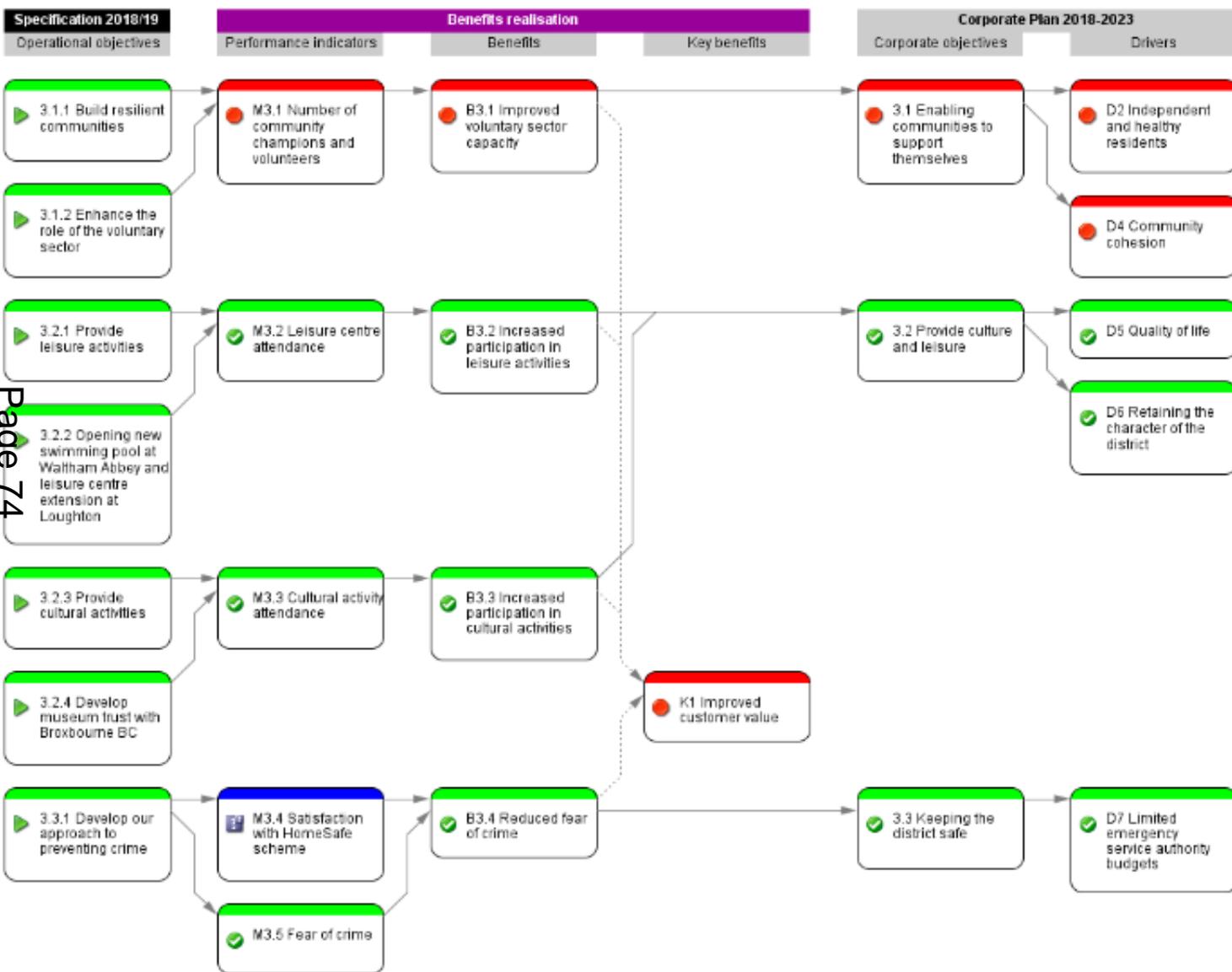
*Comments*  
06-Jul-2018 Performance is on target to achieve checks on between 20% and 30% of the caseload during the year. Current performance suggests that almost 1/3 of benefit claims will have their entitlement checked during this financial year.

*Corrective action*

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
5.00%	7.84%	✔	10.00%			15.00%			20.00%		

### Aim 3 - People and communities achieve their potential

Stronger communities





### Aim 3 People and communities achieve their potential

Stronger communities

To enable communities to support themselves through the further development of partnership working with Town and Parish Councils and Voluntary Action Epping Forest, as well as provide opportunities for residents to participate in cultural and leisure activities which celebrate the character and heritage of the District. And finally, to prevent crime and ensure our residents feel safer through partnership working with Essex Police.

#### Corporate objective 3.1 Enabling communities to support themselves



Developing partnership working with the voluntary sector to help build community capacity and resilience across the district, enabling communities to support themselves.

#### Operational objective 3.1.1 Build resilient communities

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Build resilient communities	25%	31-Mar-2019	Action On Target	CSC	Assistant Director - Community Services & Safety (CSS01)
Page 75	05-Jul-2018 Q1 – The Community, Health & Wellbeing Team, in partnership with the West Essex CCG, Community Matrons, Community Agents, VAEF, Essex County Fire & Rescue Service and Public Health has undertaken a pilot neighbourhood project in Buckhurst Hill. A door knocking exercise was undertaken and a community event will be facilitated in Q2. Intelligence gathered will be used to determine a partnership response to local need identified. A Community Champions Project has been launched and the initial six geographic localities identified.					

#### Operational objective 3.1.2 Enhance the role of the voluntary sector

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Enhance the role of the voluntary sector	25%	31-Mar-2019	Action On Target	CSC	Assistant Director - Community Services & Safety (CSS01)
	05-Jul-2018 Q1 – Objective relating to Year 3 of the current Grant Aid SLA with VAEF are in the process of being agreed in line ECC`s pan-Essex targets for CVS`s.					

**Corporate objective 3.2 Providing culture and leisure**

	Residents of all ages and backgrounds enjoy opportunities to participate in cultural and leisure activities which celebrate the rural character and heritage of our district.
---	---

**Operational objective 3.2.1 Provide leisure activities**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Provide leisure activities 16-Jul-2018 Leisure activities being met and delivered	25%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive

**Projects & programmes P135 New Leisure Management Contract Programme**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To maximise participation and value for money in the provision of leisure services to local residents and visitors through a partnership contract to manage the Council's Leisure Centres, and involving the extension of Loughton Leisure Centre as well as a final decision on whether to proceed with the construction of the new North Weald Leisure Centre.	40%	31-Mar-2023	Implement	NSC	Leisure Management Contract Manager

**Operational objective 3.2.2 Opening new swimming pool at Waltham Abbey and leisure centre extension at Loughton**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Opening new swimming pool at Waltham Abbey and leisure centre extension at Loughton 17-Aug-2018 Q1- Leisure Centre is ahead of schedule and due to open in early November 2018. Therefore classed as 70% complete	70%	31-Mar-2019	Action On Target	NSC	Assistant Director - Environment & Neighbourhoods (NNS01)

Projects & programmes **P135 New Leisure Management Contract Programme**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To maximise participation and value for money in the provision of leisure services to local residents and visitors through a partnership contract to manage the Council's Leisure Centres, and involving the extension of Loughton Leisure Centre as well as a final decision on whether to proceed with the construction of the new North Weald Leisure Centre.	40%	31-Mar-2023	Implement	NSC	Leisure Management Contract Manager

Operational objective **3.2.3 Provide cultural activities**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Provide cultural activities	25%	31-Mar-2019	Action On Target	CSC	Museum, Heritage & Culture Manager (CHC01)
23-Jul-2018 Q1 - total users for cultural activities during q1 is 130117, where 8726 attended in person.						

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Operational objective **3.2.4 Develop museum trust with Broxbourne BC**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Develop museum trust with Broxbourne BC	25%	31-Mar-2019	Action On Target	CSC	Museum, Heritage & Culture Manager (CHC01)
13-Jul-2018 Q1 – all trustees appointed , trust has met four times, the trust is registered with Companies House but still awaiting registration with the Charity Commission. Trustees supported MHC with its first Crowd funding campaign and has outlined its initial fundraising priorities. A formal launch of the trust will take place on the 13th October.						

Projects & programmes **P008 Museum Development Trust**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
▶	To establish a Development Trust for the Epping Forest and Lowewood Museum services, involving the securing of additional income for activities, exhibitions and events, as well as providing opportunities for the greater inclusion of minority groups.	98%	31-Oct-2018	Implement	CSC	Assistant Director - Community Services & Safety (CSS01)

Corporate objective **3.3 Keeping the district safe**

▶	Working in partnership with Essex Police to prevent crime and ensure our residents feel safe in the community.
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Operational objective **3.3.1 Develop our approach to preventing crime**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Develop our approach to preventing crime	25%	31-Mar-2019	Action On Target	CSC	Director of Communities (CDR01)
<p>04-Jul-2018 Q1 - The Epping Forest Community Safety Hub will be officially launched on 20th July within the Civic Offices in Epping. Three full time police officers a sergeant and two PC's work from the Civic offices using a marked police vehicle. They are working in collaboration with the Community Safety Team as an integrated Community Safety Hub. The officers work activities are directed by tasking requests and must relate to priorities of the Police and Crime Plan or the Community Safety Partnership priorities for the district.</p>						

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Projects & programmes **P181 EFDC Community Safety Hub**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
▶	To create a new Community Safety Hub at the Civic Offices to tackle the rising incidents of crime and anti-social behaviour within the District involving the hosting of 3 Essex Police Officers, the refurbishing of the Community Safety Team Office and the commissioning of Parkguard Security to undertake targeted patrolling.	54%	30-Jun-2021	Prototype	CSC	Safer Communities Manager (CSC01)

**Performance indicator M3.1 Number of Community Champions and volunteers**

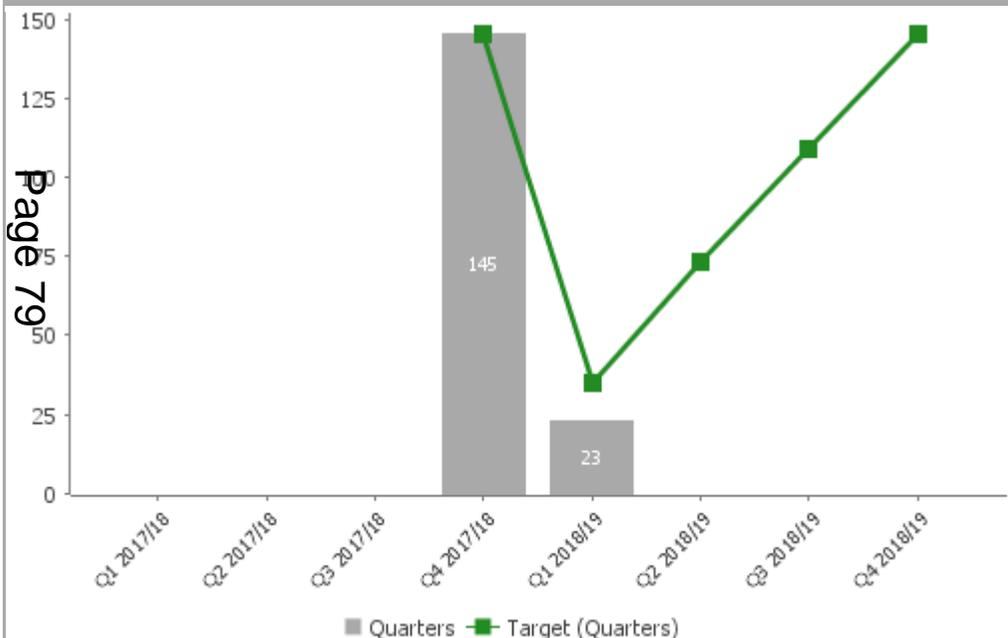
The aim of this indicator is to measure the increase in the number of community leaders and volunteers in the Epping Forest District. Volunteering is of importance in community terms, as it helps to create more resilient, vibrant and self-supporting communities.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
▶ Yes	2018	CSC

*Manager*  
Assistant Director - Community Services & Safety (CSS01) Community, Health & Wellbeing Manager (CHW01)

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Maximise	Corporate	↓

*Trend chart*



*Comments*

13-Sep-2018 23 volunteers have been placed with organisations. Placement figure is lower than anticipated at this stage.

The Community, Health & Wellbeing team have worked during quarter one to plan and set up the new volunteering initiative – Community Champions. Time has been spent producing a clear outline of the role and requirements of community champions and how they can support the area within which they live and benefit residents of the district. The CHW team have attended numerous meetings to promote the scheme and recruitment will start in quarter 2.

*Corrective action*

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
35	23	🔴	73			109			145		

 Performance indicator **M3.2 Leisure centre attendance**

The number of attendances at leisure centres through Epping Forest District Council

Is year-end target likely to be achieved?

Live from

Scrutiny

 Yes

2018

NSC

Manager

Good performance

Corporate or Partnership indicator

Annual trend

Assistant Director - Environment & Neighbourhoods (NNS01)

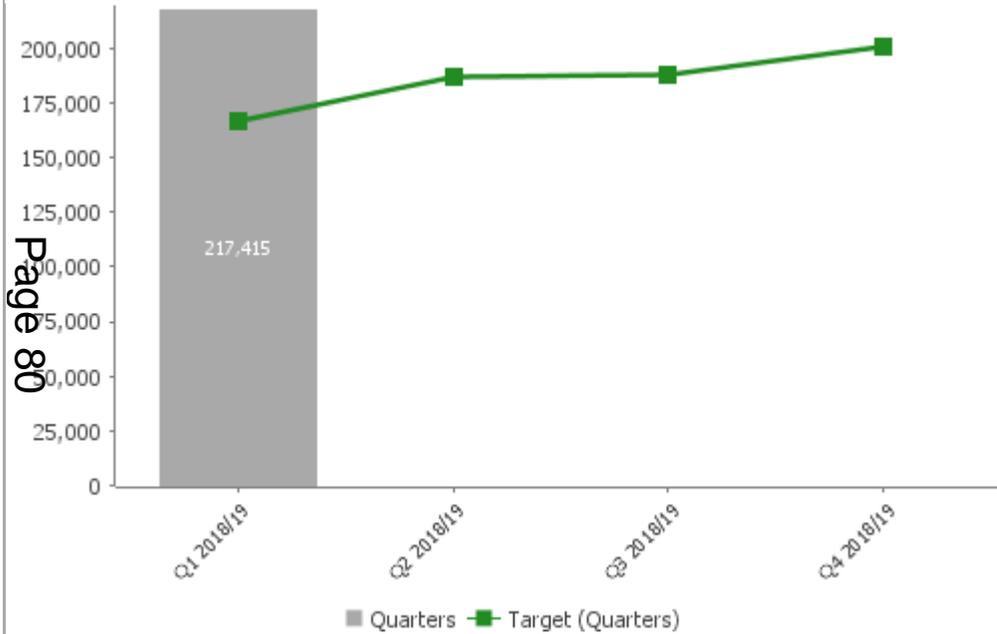
Aim to Maximise

Corporate



Trend chart

Comments



02-Aug-2018 Q1 – target met

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
167,235	217,415		187,545			187,874			200,970		

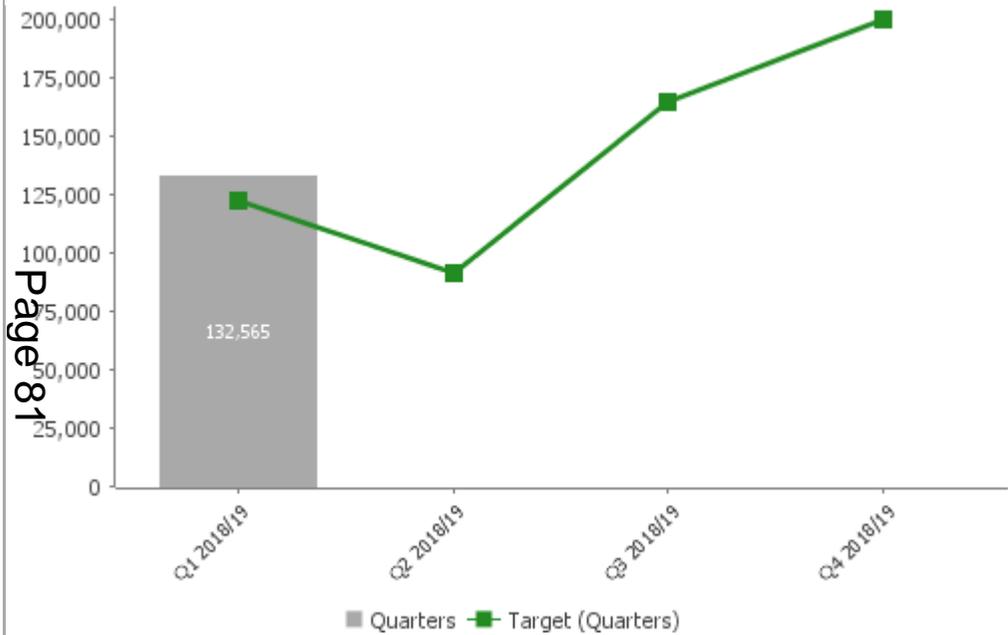
 Performance indicator **M3.3 Cultural activity attendance**

The increased number of attendances at museum, heritage and cultural activities provided by Epping Forest District Council.

Is year-end target likely to be achieved?	Live from	Scrutiny
 Yes	2018	CSC

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Assistant Director - Community Services & Safety (CSS01)	Aim to Maximise	Corporate	

Trend chart



Comments

03-Aug-2018 Figures for the current quarter demonstrate a percentage increase on the cultural activity engagement targets in line with the percentage increase targets as identified in the corporate plan

13-Jul-2018 Q1 - Total users 132565

Users in person 8726

April 2181/42673

May 3002/39669

June 3543/50223

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
122,667	132,565		91,014			164,456			200,000		

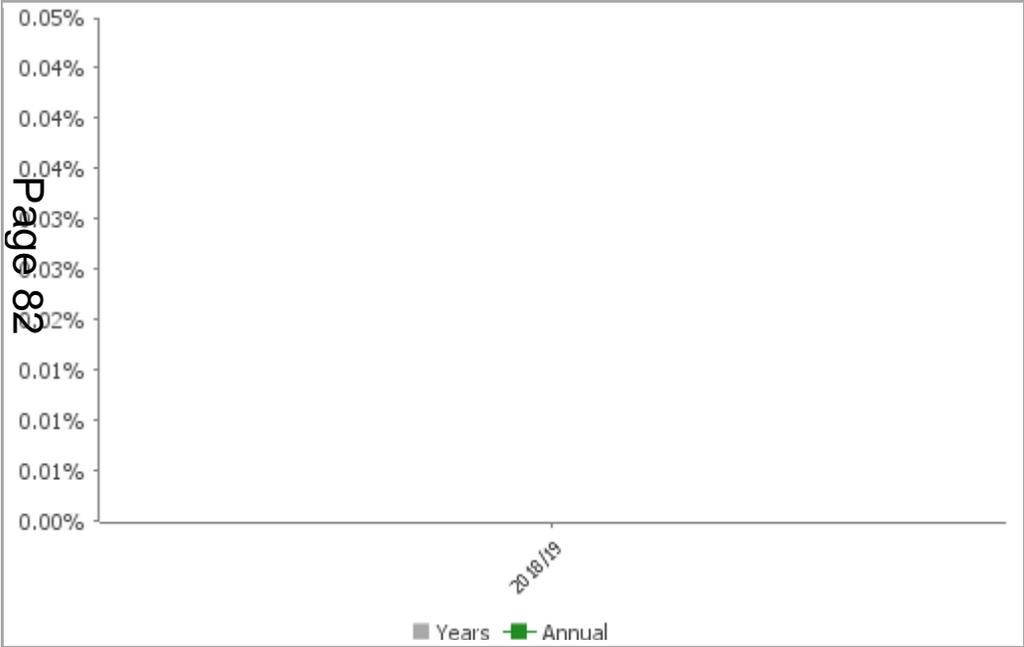
**?** Performance indicator **M3.4 Satisfaction with HomeSafe scheme**

This indicator relates to the satisfaction levels of the HomeSafe scheme which was reviewed in 2017/18. Baseline data is to be collected in 2018/19 to allow for a target to be set from 2019/20 onwards. The intended measure is to be an increase in the satisfaction levels.

Is year-end target likely to be achieved?	Live from	Scrutiny
● Not applicable	2019	CSC

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Assistant Director - Community Services & Safety (CSS01)	Aim to Minimise	Partnership	<b>?</b>

Trend chart Comments



Corrective action

2018/19		
Target	Value	Status

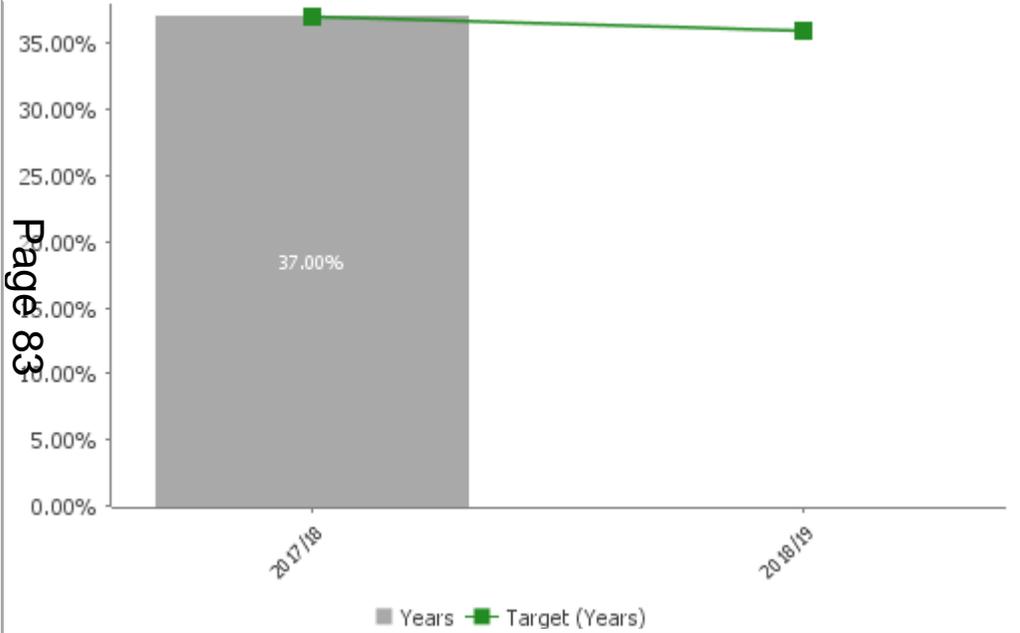
**Performance indicator M3.5 Fear of crime**

This indicator relates to the reduced fear of crime within the Epping Forest District year-on-year. It is informed by the 'Public Views and Experience of Policing and Criminal Justice in Essex' annual survey (Essex Police).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
⚠️ Uncertain	2018	CSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Community Services & Safety (CSS01)	Aim to Minimise	Partnership	?

*Trend chart*



*Comments*

29-Aug-2018 Please note this is an annual indicator

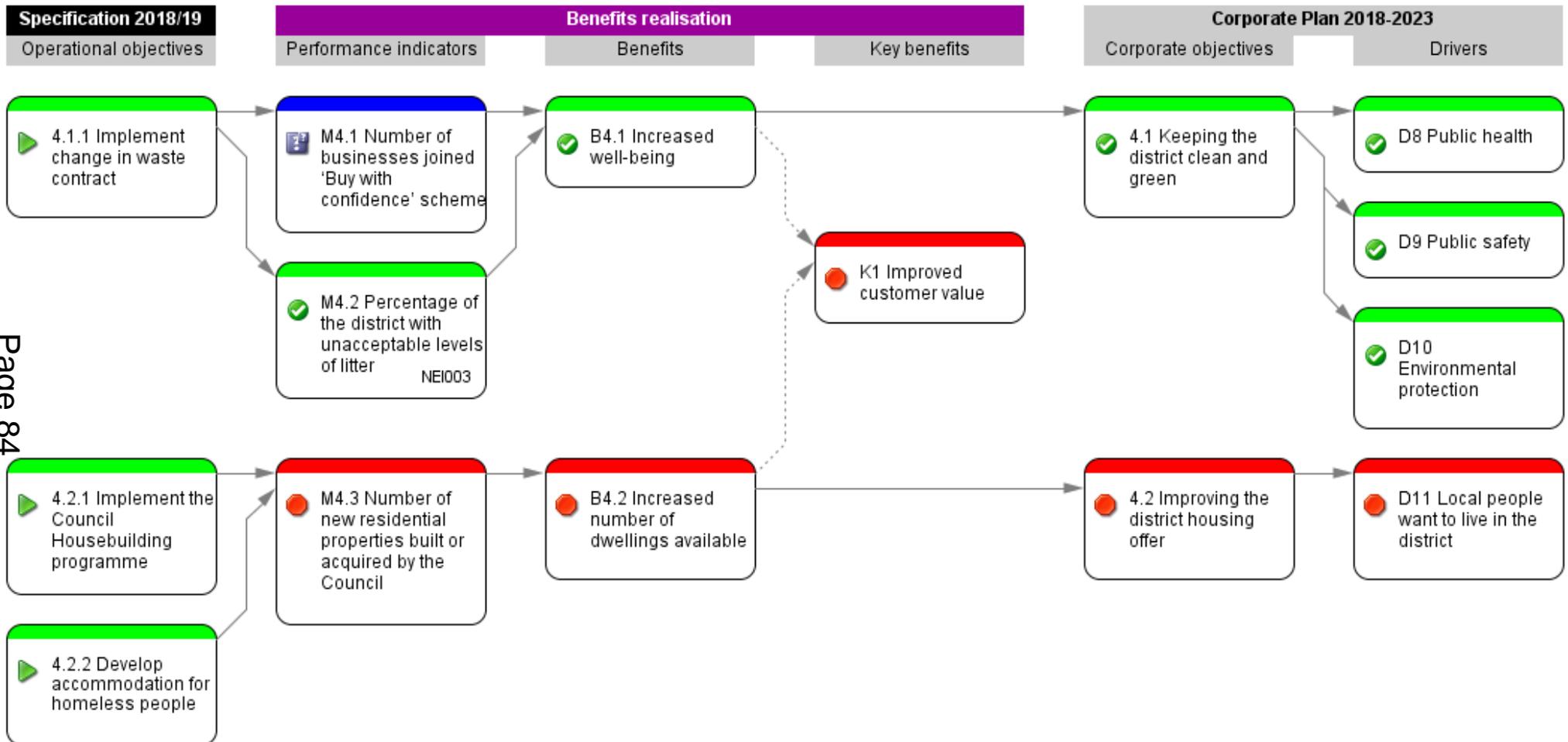
*Corrective action*

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2018/19		
Target	Value	Status
36.00%		

# Aim 4 - Delivering effective core services that people want

Stronger places



**Aim 4 Delivering effective core services that people want**

Stronger places

To strive for a cleaner, greener and attractive District where people feel proud to live and work, as well as to ensure the District has homes and neighbourhoods which accommodate the needs of those who wish to live in the District – including homeless people.

**Corporate objective 4.1 Keeping the district clean and green**

Striving for a cleaner, greener and attractive district in which businesses and communities prosper, where people feel proud to live and work.

**Operational objective 4.1.1 Implement change in waste contract**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Implement change in waste contract	0%	31-Mar-2019	Action On Target	NSC	Assistant Director - Technical (NTS01)
Page	31-Aug-2018 The Waste Management Partnership Board (WMPB) has established a Innovation Forum (IF) comprising of Biffa and Council Officers to look at ideas and report back with progress.					

**Corporate objective 4.2 Improving the district housing offer**

Epping Forest will be a district that has homes and neighbourhoods that are safe, decent and attractive and that can accommodate the needs of those who want to live in the district including homeless people.

**Operational objective 4.2.1 Implement the Council Housebuilding programme**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Implement the Council Housebuilding programme	25%	31-Mar-2019	Action On Target	CSC	Assistant Director - Housing Property (CPY01)
	06-Jul-2018 Q1 – Phase 2 (Burton Rd, Loughton) is due for completion in December 2018. 5 of the 34 homes on 2 sites in Phase 3 are completed, with the remaining 29 homes on due for completion on 5 sites between July 2018 and August 2019 – although issues have arisen at two of the sites that will now delay their completion. The newly-appointed consultants and contractors for Phase 4-6 are working collaboratively on an appropriate programme of work, which the two contractors will price in due course.					

Projects & programmes **P120 Council Housebuilding Programme**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
▶	To undertake a phased housebuilding programme within the District, using the '1-4-1' right-to-buy receipts and underutilised Council-owned land, to provide further social housing within the District for use by applicants on the Council's Housing Register, and involving the purchase of properties on the open market, as well as the purchase of affordable housing provided by developers under Section 106 Legal Agreements.	78%	12-Dec-2020	Implement	CSC	Senior Project Manager (Housing) .

Operational objective **4.2.2 Develop accommodation for homeless people**

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RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Develop accommodation for homeless people	25%	31-Mar-2019	Action On Target	CSC	Assistant Director - Housing Property (CPY01)
06-Jul-2018 Q1 - The contract for the supply and erection of the 3 modular units to accommodate 6 single homeless people at Norway House, North Weald (plus a modular store) is currently out to tender. Completion for the project is scheduled for December 2018.						

Projects & programmes **P151 Homeless PODs**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
▶	To provide temporary accommodation for homeless households at a lower cost than either traditional built, permanent accommodation or placing such households in expensive bed and breakfast accommodation. The pilot scheme will assemble three pods at Norway House to accommodate six single, vulnerable, homeless persons.	41%	31-Jul-2019	Initiation	CSC	Senior Project Manager (Housing)

**Performance indicator M4.1 Number of businesses who joined the 'Buy with confidence' scheme**

This indicator is a measure of the successful implementation and promotion of the 'Buy with confidence' (BWC) scheme.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
⚠️ Uncertain	2018	NSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Acting Chief Executive	Aim to Maximise	Corporate	?

<i>Trend chart</i>	<i>Comments</i>
<p>8 7 6 5 4 3 2 1 0</p> <p>2018/19</p> <p>■ Years ■ Annual</p>	<p>24-Aug-2018 Q1 18/19 update - One Company has signed up in EFDC and another in plan. However, the target of 8 may prove difficult to meet due to the Fee of £400.00 charged to businesses to join the scheme as and possibly as the business is also subjected to an external audit by the Trading standards'</p> <p><i>Corrective action</i></p> <p>May need to review the target as appearing more difficult than agreed.</p>

2018/19		
Target	Value	Status
8		

**Performance indicator M4.2 Percentage of the district with unacceptable levels of litter**

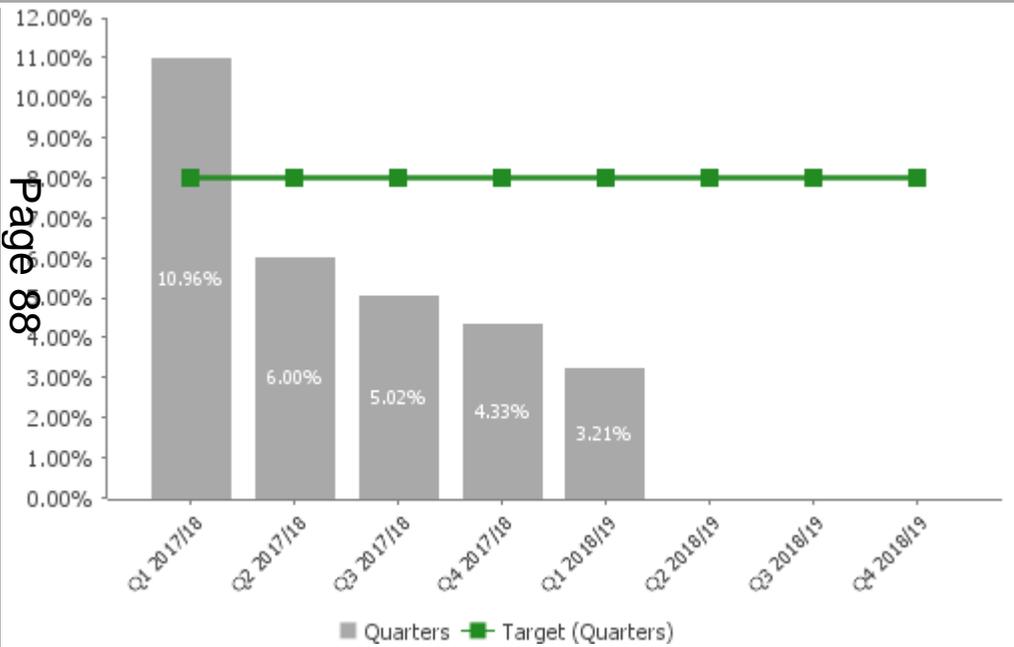
This indicator seeks to reduce unacceptable levels of litter. Performance is based on surveys of prescribed sites carried out over four quarterly periods each year, and represents the percentage of relevant land with deposits of litter which exceed the acceptable level (Previously NEI003).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
▶ Yes	2007	NSC

*Manager*  
Assistant Director - Technical (NTS01)

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Minimise	Corporate	↑

*Trend chart*



*Comments*

15-Aug-2018 Target Achieved

*Corrective action*

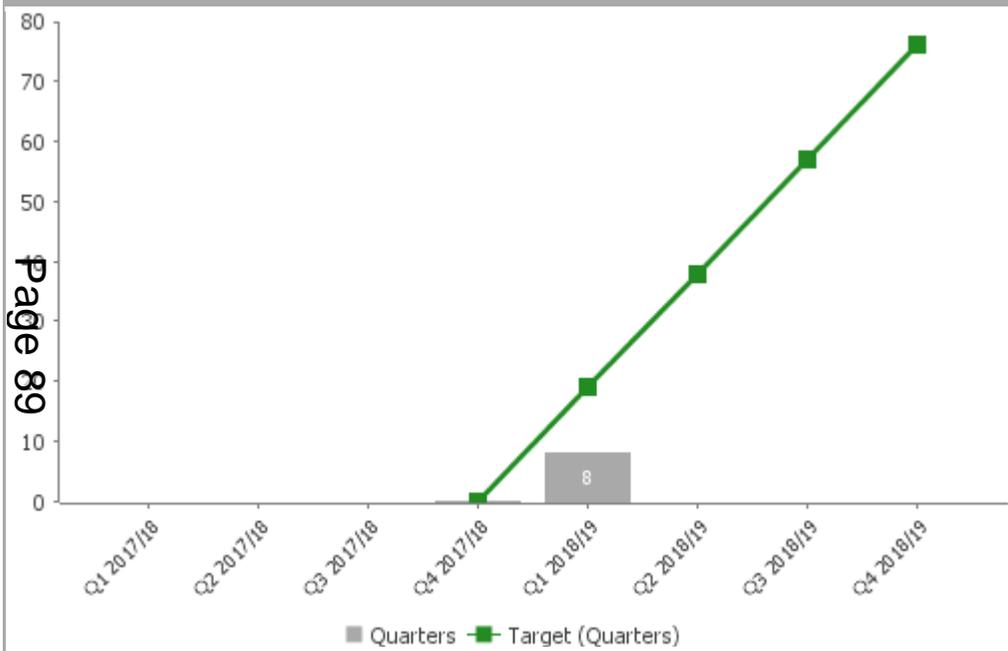
Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
8.00%	3.21%	✔	8.00%			8.00%			8.00%		

**Performance indicator M4.3 Number of new residential properties built or acquired by the Council**

To increase the level of Council housing in the District. To make better use of the Council's land to provide affordable housing.

Is year-end target likely to be achieved?		Live from	Scrutiny
⚠️ Uncertain		2018	CSC
Good performance		Corporate or Partnership indicator	
Assistant Director - Housing Property (CPY01)		Annual trend	
Aim to Maximise		Corporate	
		↑	

Trend chart



Comments

29-Aug-2018 25-Jul-2018 8 sites were completed at Barnfields. We were due to complete on the following sites; Springfield, Centre Road, Centre Drive and Parklands.

Stewards Green site: delays due to asbestos contamination at a late stage in the construction. Materials that had previously been notified as being asbestos free were used in the formation of the hard core for the new road base which was then later found to contain asbestos. This was compounded when it was later found that there had also been cross contamination to the topsoil in some areas of the soft landscaping

Burton Road site – delays due to unexpected ground obstructions (live electricity cable that was not shown on existing service drawings was found running through the whole site) and issues with ground levels

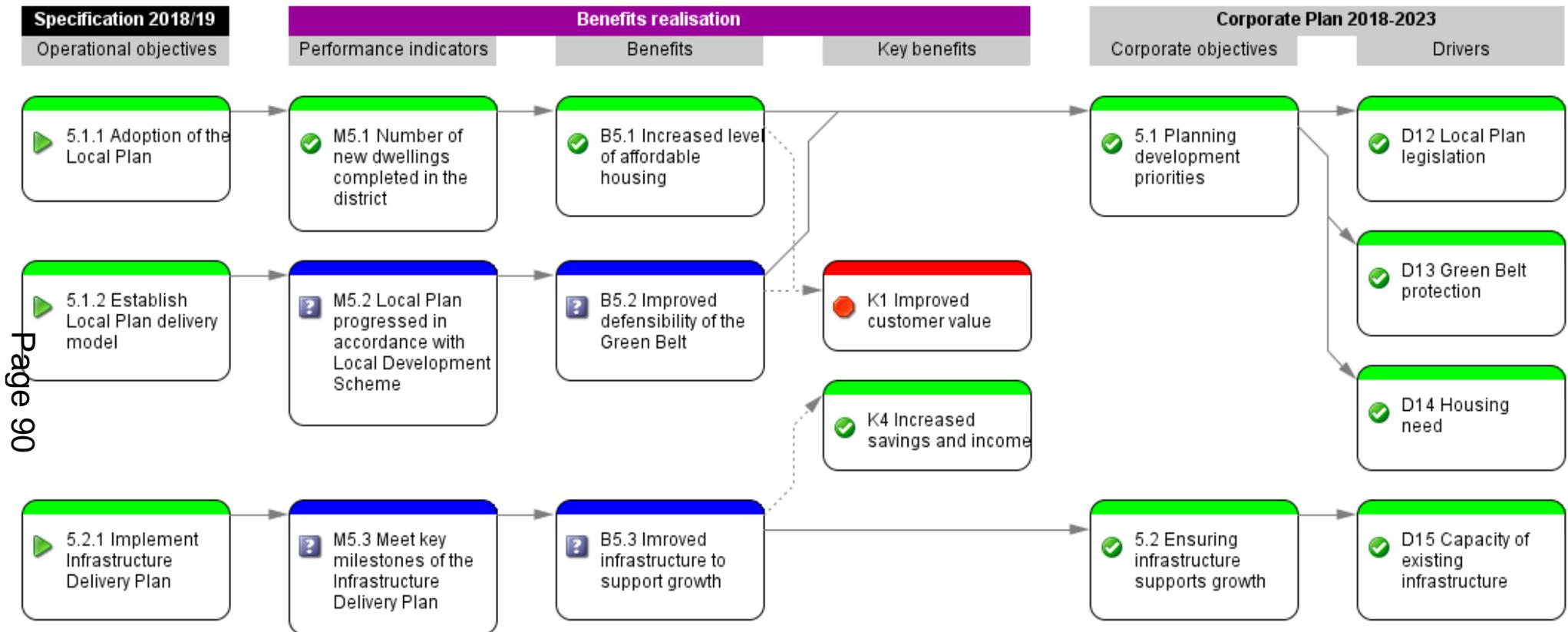
Corrective action

All sites were delayed due to service provisions, design issues and performance problems with the employee agent all of which are being managed

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
19	8	⚠️	38			57			76		

## ✓ Aim 5 - A district with planned development

Stronger places



**Aim 5 A district with planned development**

Stronger places

To provide planning development opportunities for delivering strategically planned growth, supported by essential infrastructure provision, which addresses the provision of affordable housing in the District whilst also protecting the Green Belt and rural landscape.

**Corporate objective 5.1 Planning development priorities**

Creating a sustainable environment including planning for growth, to address issues such as the provision of affordable housing, whilst protecting the Green Belt and rural landscape.

**Operational objective 5.1.1 Adoption of the Local Plan**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Adoption of the Local Plan	25%	31-Mar-2019	Action Under Control	NSC	Acting Chief Executive
Page 91	06-Jul-2018 Q1 – The Local Plan has been delayed following a Planning Court ruling on 20 March 2018 when Mrs Justice Lang in granting leave for a full hearing ordered that the Council be restrained from submitting the LPSV for independent examination until the final determination of the judicial review claim, or further order. The judicial review hearings were held on 23 and 24 May 2018. In the judgement given by Mr Justice Supperstone on 29 June 2018, the High Court dismissed the legal challenge to the Local Plan paving the way for the Council to submit the Plan to the Secretary of State for Independent Examination.					

**Projects & programmes P115 Local Plan Programme**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
▶	To produce a sound Local Plan that meets the future needs of our communities following consultation with local residents and neighbouring local Councils, and involving a Green Belt Review, Infrastructure Delivery Plan, Transport assessments and Housing Market assessments.	41%	01-Apr-2019	Implement	NSC	Interim Assistant Director (NFP502) .
	29-Aug-2018 Q1 – The Local Plan has been delayed following a Planning Court ruling on 20 March 2018 when Mrs Justice Lang in granting leave for a full hearing ordered that the Council be restrained from submitting the LPSV for independent examination until the final determination of the judicial review claim, or further order. The judicial review hearings were held on 23 and 24 May 2018. In the judgement given by Mr Justice Supperstone on 29 June 2018, the High Court dismissed the legal challenge to the Local Plan paving the way for the Council to submit the Plan to the Secretary of State for Independent Examination.					

*Operational objective* **5.1.2 Establish Local Plan delivery model**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Establish Local Plan delivery model	25%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	06-Jul-2018 Q1 – Work is continuing with site promoters, Essex County Council and where appropriate, Harlow Council, to put in place Planning Performance Agreements (PPAs) which will provide an agreed framework and project plan for the production of Strategic Masterplans for the Garden Communities and for the Masterplan areas across the rest of the District. The PPA's and Strategic Masterplans will ensure that planning proposals for the sites will be “front-loaded” and co-ordinated, whilst also ensuring the timely progression of planning applications and delivery.					

*Corporate objective* **5.2 Ensuring infrastructure supports growth**

 High quality sustainable development supported by appropriate infrastructure provision.

*Operational objective* **5.2.1 Implement Infrastructure Delivery Plan**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement Infrastructure Delivery Plan	25%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	06-Jul-2018 Q1 – The Council has received funding totaling £150,000 from the MHCLG Design Quality funding stream to support the implementation of the Local Plan to supplement the DDF funding agreed by Cabinet on 7 December 2017 to establish a new Implementation Team from 1 April 2018. Specialist external consulting support has been procured to assist in the delivery of the Infrastructure Delivery Plan across the Garden Town Area to include the strategic sites in Epping Forest.					



**Performance indicator M5.1 Number of new dwellings completed in the district**

This Performance Indicator will measure progress towards completion of new dwellings as per the Local Plan projection. The Local Plan sets out the approach and detailed policies for the whole District for the period up to 2033 including identified housing requirements.

Is year-end target likely to be achieved?

● Not applicable

Live from

2018

Scrutiny

CSC

Manager

Interim Assistant Director (NFP502)

Good performance

Aim to Maximise

Corporate or Partnership indicator

Corporate

Annual trend

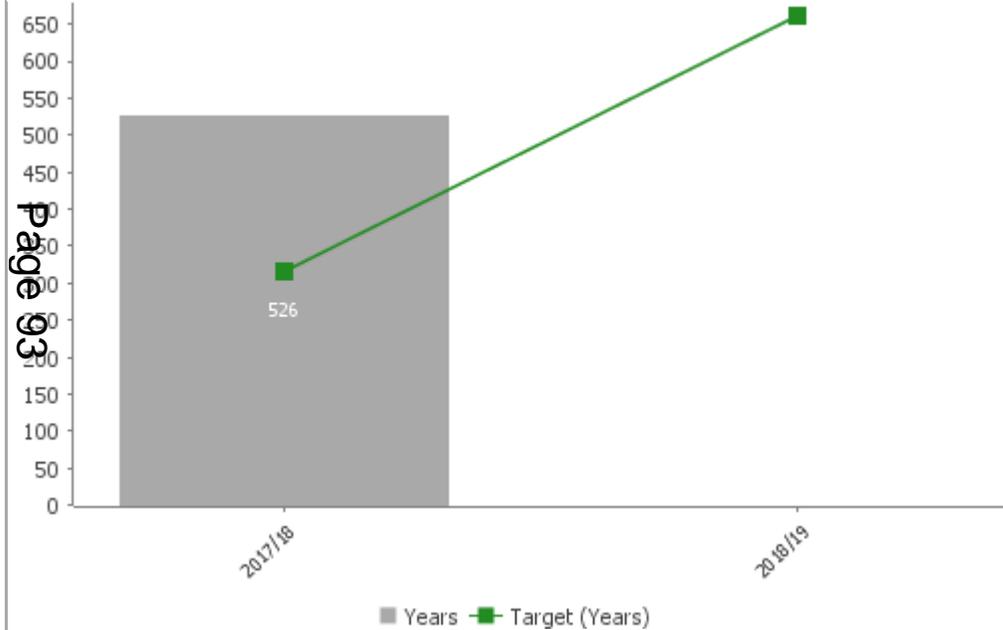


Trend chart

Comments

30-Aug-2018 17/18 Total data achieved includes 'Decision on Dates' which is when the decision was granted. Please note this is an Annual indicator.

Corrective action



2018/19

Target	Value	Status
661		

**?** Performance indicator **M5.2 Local Plan progressed in accordance with Local Development Scheme**

This indicator will measure the progress of the Local Plan in accordance with Local Development Scheme.	<i>Is year-end target likely to be achieved?</i>		<i>Live from</i>	<i>Scrutiny</i>
	▶ Yes		2018	NSC
<i>Manager</i>	<i>Good performance</i>		<i>Corporate or Partnership indicator</i>	
Interim Assistant Director (NFP502)	Aim to Maximise		Corporate	
<i>Trend chart</i>	<i>Comments</i>			
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	<i>Corrective action</i>			

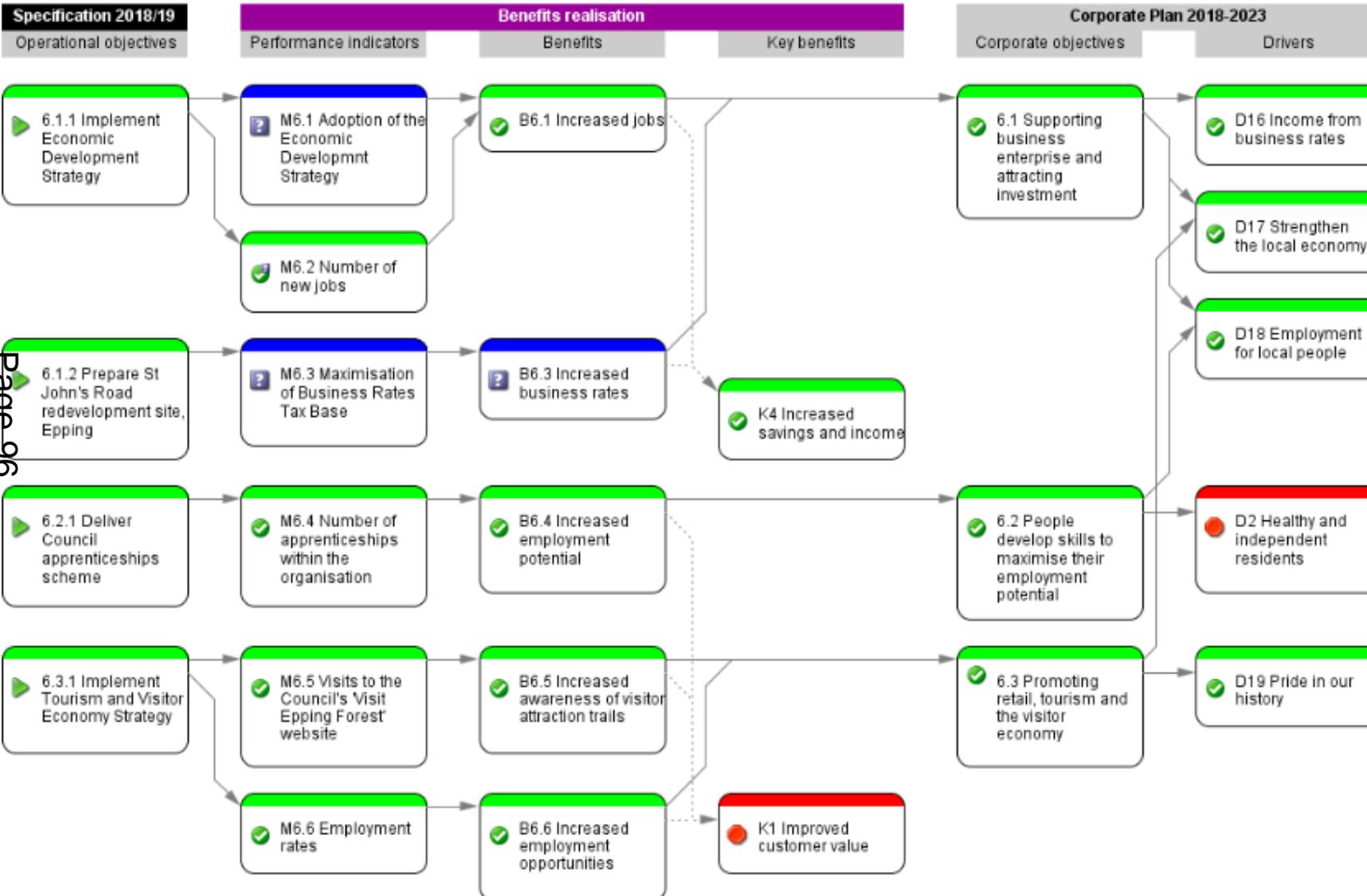
			2018/19
Target	Value		Status
Yes			?

 <i>Performance indicator</i> <b>M5.3 Meet key milestones of the Infrastructure Delivery Plan</b>				
This indicator will measure the achievement of milestones of the Infrastructure Delivery Plan (IDP).	<i>Is year-end target likely to be achieved?</i>  Not applicable		<i>Live from</i> 2019	<i>Scrutiny</i> NSC
	<i>Good performance</i>		<i>Corporate or Partnership indicator</i> Corporate	<i>Annual trend</i> 
<i>Manager</i> Interim Assistant Director (NFP502)	<i>Aim to Maximise</i>		<i>Corporate or Partnership indicator</i> Corporate	
<i>Trend chart</i>	<i>Comments</i> Milestones for this indicator will be reported once the Local Plan is adopted, which is expected to happen in May 2019.			
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	<i>Corrective action</i>			
	(Empty corrective action field)			

			2018/19
Target	Value	Status	

# Aim 6 - An environment where businesses thrive

Stronger places



**Aim 6 An environment where new and existing businesses thrive**

Stronger places

To encourage sustainable economic development, including a thriving and sustainable tourist and visitor economy, as well as improving educational achievement and career opportunities for young people, which increases employment opportunities for local people.

**Corporate objective 6.1 Supporting business enterprise and attracting investment**

Achieving the best possible outcome for businesses and residents of the district by encouraging sustainable commercial and economic development. Generating long term financial benefits and increasing employment opportunities for local people.

**Operational objective 6.1.1 Implement Economic Development Strategy**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement Economic Development Strategy	25%	31-Mar-2019	Action On Target	NSC	Local Strategic Partnership Manager (NSP01)
Page 97	31-Aug-2018 Q1 - Data collection is underway. Outline Delivery Plan has been approved by AMED. (Cabinet Committee) On target for production of strategy by February 2019.					

**Operational objective 6.1.2 Prepare St John's Road redevelopment site, Epping**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Prepare St John's Road redevelopment site, Epping	25%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
Page 97	06-Jul-2018 Q1 – After a protracted period of discussion between Frontier Estates and Epping Town Council with regard to the Town Council's replacement facilities, the tri-partite contract was due to be entered into in early June, preparing the way for the preparation and submission of the planning application for the site. The application will be for a mixed use scheme in accordance with the Design and Development Brief previously agreed.					

**Projects & programmes P114 St John's Road Development**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To facilitate the progress of the St Johns Road redevelopment scheme to construct a mixed use scheme, and involving the purchase of land from Essex County Council, the demolition of various existing buildings and the relocation of the Council's Housing Repairs team.	92%	31-Mar-2018	Implement	NSC	Acting Chief Executive

**Corporate objective 6.2 People develop skills to maximise their employment potential**

 Improving educational achievement, with fewer young people not in education, employment or training. Building opportunities for young people to progress their careers through our apprenticeship scheme – recognising and rewarding excellence.

**Operational objective 6.2.1 Deliver Council apprenticeships scheme**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Deliver Council apprenticeships scheme	25%	31-Mar-2019	Action On Target	RSC	Learning & Development Manager (RHR02)
	04-Jul-2018 Q1 - Apprentices are in their second 6 month work placements, they are 80% complete on their qualifications, all 9 have passed their first year with us and will be offered a second year plus a further apprenticeship qualification. Apprentices also successfully supported delivery of Crucial Crew where they developed and delivered a scenario based on Drugs Awareness.					

**Corporate objective 6.3 Promoting retail, tourism and the visitor economy**

 A thriving sustainable tourism and visitor economy which seizes the opportunities of our towns and countryside, history and heritage, and enhances our businesses, communities and environment.

**Operational objective 6.3.1 Implement Tourism and Visitor Economy Strategy**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement Tourism and Visitor Economy Strategy	25%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	06-Jul-2018 Q1 - District Tourism Strategy has been agreed by the Epping Forest Tourism and Visitor Board. Discussions with neighbouring authorities in relation to a joined strategy to take place.					

 <i>Performance indicator</i> <b>M6.1 Adoption of an Economic Development Strategy.</b>				
This indicator aims to ensure that a new Economic Development Strategy is adopted by the Council.	<i>Is year-end target likely to be achieved?</i>		<i>Live from</i>	<i>Scrutiny</i>
	 <b>Yes</b>		<b>2018</b>	<b>NSC</b>
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>		<i>Annual trend</i>
Local Strategic Partnership Manager (NSP01)	Aim to Maximise	Partnership		
<i>Trend chart</i>	<i>Comments</i>			
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.				
	<i>Corrective action</i>			

			2018/19
<i>Target</i>	<i>Value</i>	<i>Status</i>	
Yes			

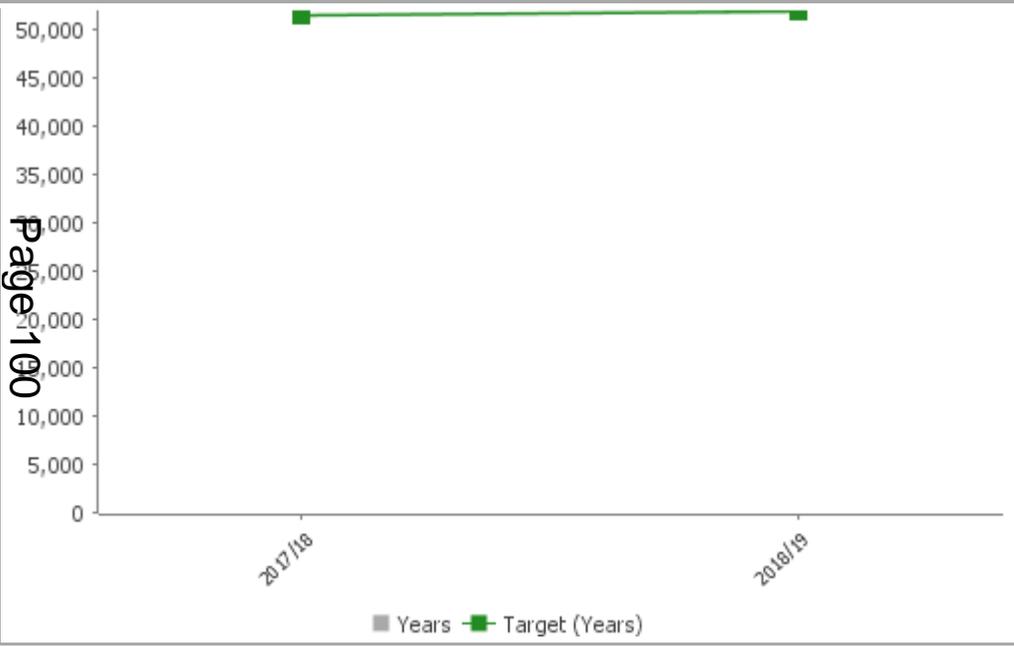
 **Performance indicator M6.2 Number of new jobs**

The indicator is intended to measure the number of new employee jobs available in the District.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
 <b>Uncertain</b>	<b>2018</b>	<b>NSC</b>

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Local Strategic Partnership Manager (NSP01)	Aim to Maximise	Partnership	

<i>Trend chart</i>	<i>Comments</i>
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16-Aug-2018 The most recent data update on NOMIS (or revision) was on 24/01/18 for the release of 2016 data. The next data release is expected in January 2019 for 2017 data. Therefore this indicator will be reported annually at quarter 4.

*Corrective action*

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	2018/19	
<i>Target</i>	<i>Value</i>	<i>Status</i>
52,015		

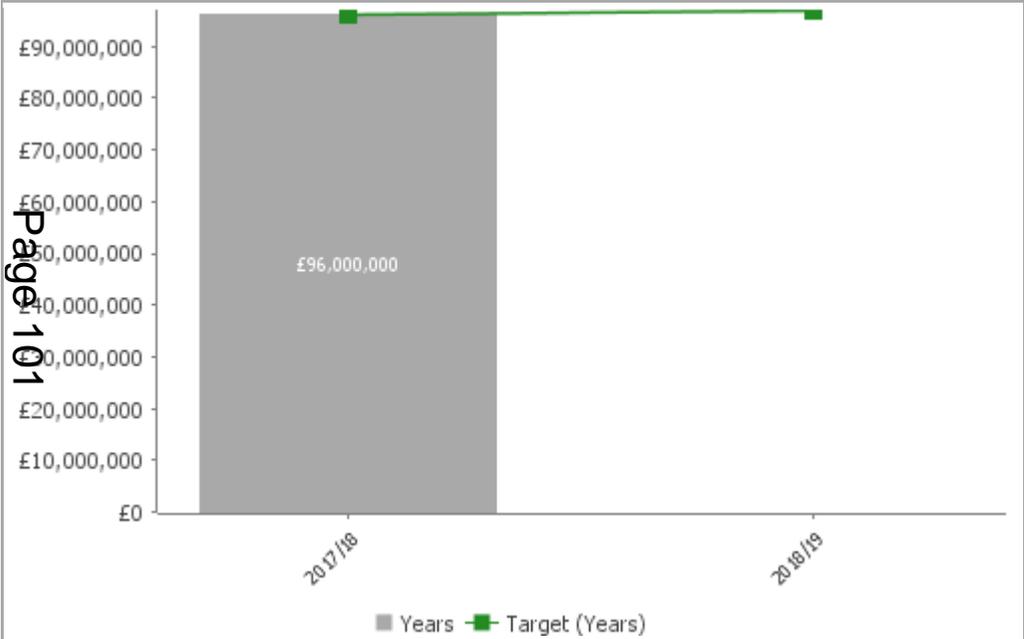
**?** Performance indicator **M6.3 Increase of Business Rates Tax Base**

To develop the business rates base within the District by encouraging businesses to be created, expanded or enter the District and which results in new rating assessments and thereby increasing the overall rateable value for the District.

Is year-end target likely to be achieved?	Live from	Scrutiny
 Uncertain	2018	RSC

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Director of Communities (CDR01)	Aim to Maximise	Corporate	

Trend chart Comments



31-Aug-2018 To use 2017/18 as baseline with 1% increase for 2018/19

*Corrective action*  
Please note this is a year end 2019 measure

2018/19		
Target	Value	Status
£97,000,000		



**Performance indicator M6.4 Number of apprenticeships within the organisation**

This indicator is aligned to the Council's objective to help young people in the District to maximise their employment potential. The Council needs to demonstrate that it has actively considered apprenticeships, either for new recruits or as part of career development for existing staff.

*Is year-end target likely to be achieved?*

Yes

*Live from*

2018

*Scrutiny*

RSC

*Manager*

Assistant Director - Human Resources (RHR01)

*Good performance*

Aim to Maximise

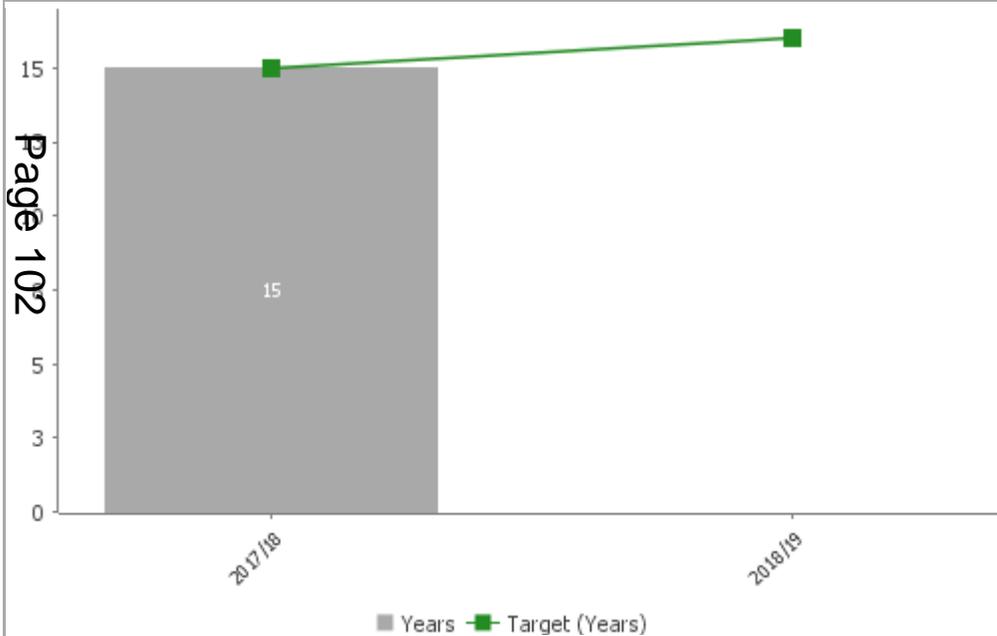
*Corporate or Partnership indicator*

Corporate

*Annual trend*



*Trend chart*



*Comments*

04-Sep-2018 Please note that data will be reported at the end of each quarter 3 for this performance indicator

*Corrective action*

		2018/19	
Target		Value	Status
14			

**Performance indicator M6.5 Visits to the Council's 'Visit Epping Forest' website**

This indicator will measure an increase in total number of visits to the Council's 'Visit Epping Forest' website.

Is year-end target likely to be achieved?

▶ Yes

Live from

2018

Scrutiny

NSC

Manager

Local Strategic Partnership Manager (NSP01)

Good performance

Aim to Maximise

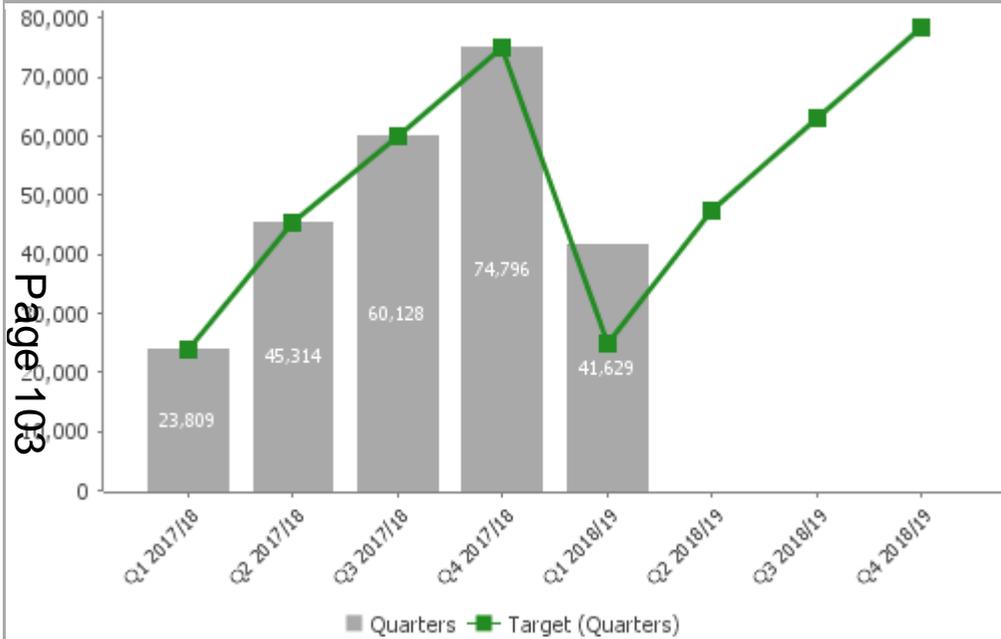
Corporate or Partnership indicator

Partnership

Annual trend



Trend chart



Comments

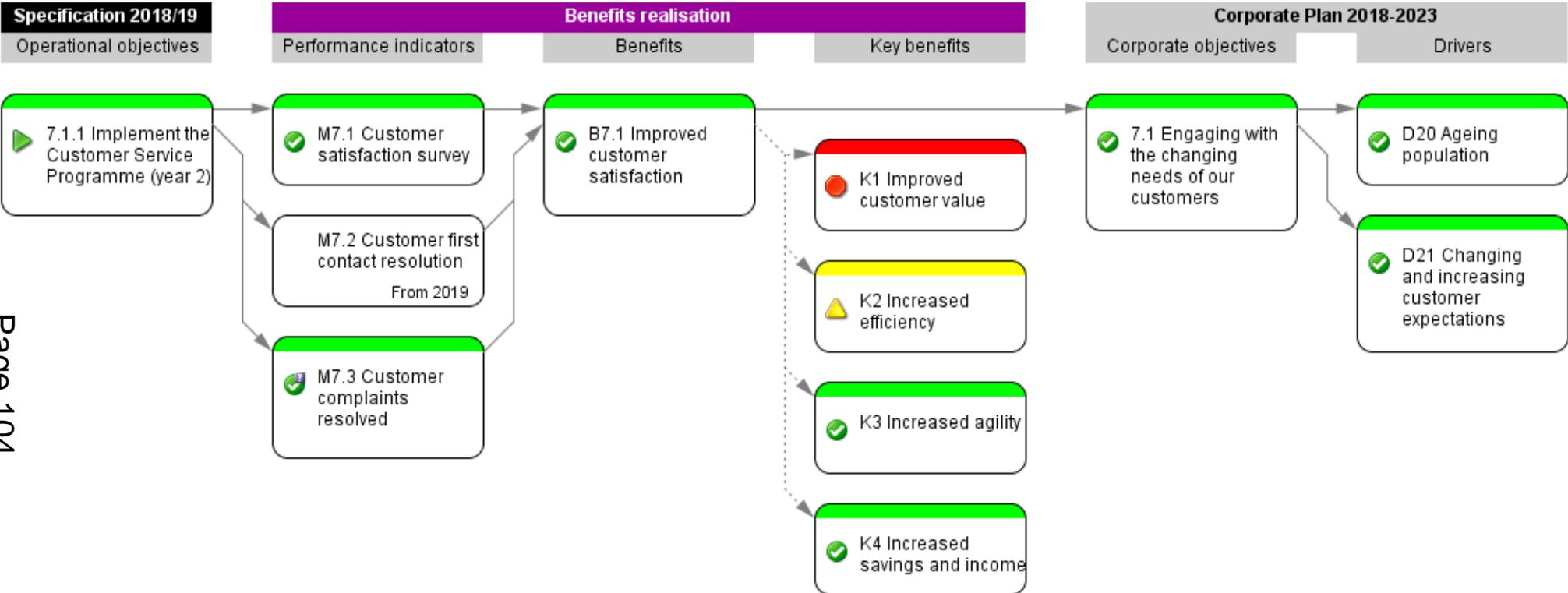
20-Jul-2018 The increased figure for Visitors to the Website is due to the improvements completed on the Website and user penetration (Analytics attached).

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
24,744	41,629	✔	47,184			62,933			78,536		

# ✓ Aim 7 - Customer satisfaction

Stronger council





**Aim 7 Customer satisfaction**

Stronger council

To engage with our customers to ensure that our services meet their expectations and needs, both now and in the future.

**Corporate objective 7.1 Engaging with the changing needs of our customers**



As our customers needs develop, we will change our approach to ensure we meet expectations and have services that are fit for customers.

**Operational objective 7.1.1 Implement the Customer Service Programme (year 2)**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the Customer Service Programme (year 2)	25%	31-Mar-2019	Action On Target	O&S	Head of Customer Service (XEX04)
Page 105	05-Jul-2018 Q1 - Transition of the main Civic Offices Reception into the Contact Centre is now complete. The next phase (Development Management) is now underway with process mapping of current workflows almost complete. Analysis of process and volumes will then be undertaken in conjunction with the Business Support Programme to ensure activity follows the Common Operating Model. The new website and CRM is in development.					

**Projects & programmes P001 Customer Service Programme**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To make improvements to the Council's Customer Service function, which has evolved in a piecemeal fashion historically, involving the establishment of a Corporate Customer Contact Centre, refurbishment of the Customer Reception at the Civic Offices, encouraging greater use of self-service channels, and the implementation of a Customer Relationship Management system.	50%	31-Mar-2019	Implement	O&S	Head of Customer Service (XEX04)



Performance indicator **M7.1 Customer satisfaction survey**

The 2017/18 customer experience survey stated that 58% of customers strongly agreed, or agreed to some extent their most recent query was resolved to their satisfaction.

Is year-end target likely to be achieved?

Yes

Live from

2018

Scrutiny

O&S

Manager

Head of Customer Service (XEX04)

Good performance

Aim to Maximise

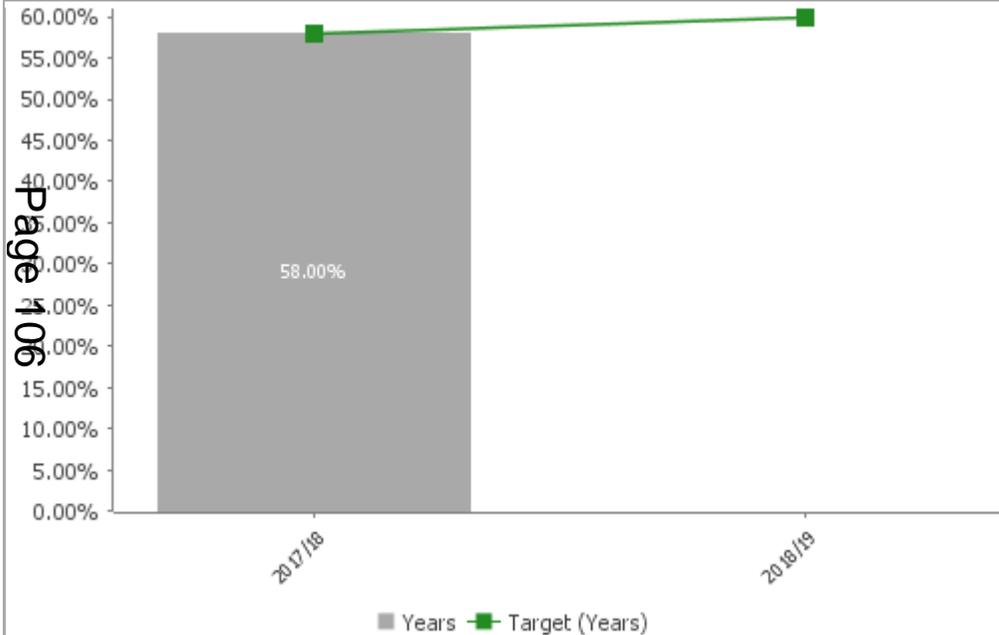
Corporate or Partnership indicator

Corporate

Annual trend



Trend chart



Comments

13-Jul-2018 Data from Epping Forest Customer Satisfaction survey, with fieldwork conducted from 13-Mar-17 to 30-Mar-17 with 502 responses overall. The sample is broadly representative of the districts population by electoral ward, age, gender and ethnic group.

Those who have contacted the council in the past 12 months rated their experience of their most recent interaction or query to the council, 58% agreed that their query had been resolved to their satisfaction, with 43% strongly agreeing. 28% disagreed, with 19% disagreeing strongly.

Corrective action

2018/19

Target

60.00%

Value

Status

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 Performance indicator <b>M7.2 Customer first contact resolution</b>			
The fundamental purpose of the corporate contact centre is to resolve customer enquires at the first point of contact, not including follow up calls.	Is year-end target likely to be achieved?		Live from
	 Not applicable		2019
Manager		Good performance	Corporate or Partnership indicator
Head of Customer Service (XEX04)		Aim to Maximise	Corporate 
Trend chart		Comments	
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.		26-Jul-2018 This is a baseline figure for this year, in order to establish an appropriate target	
		Corrective action	

	Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
	Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
		33.69%										

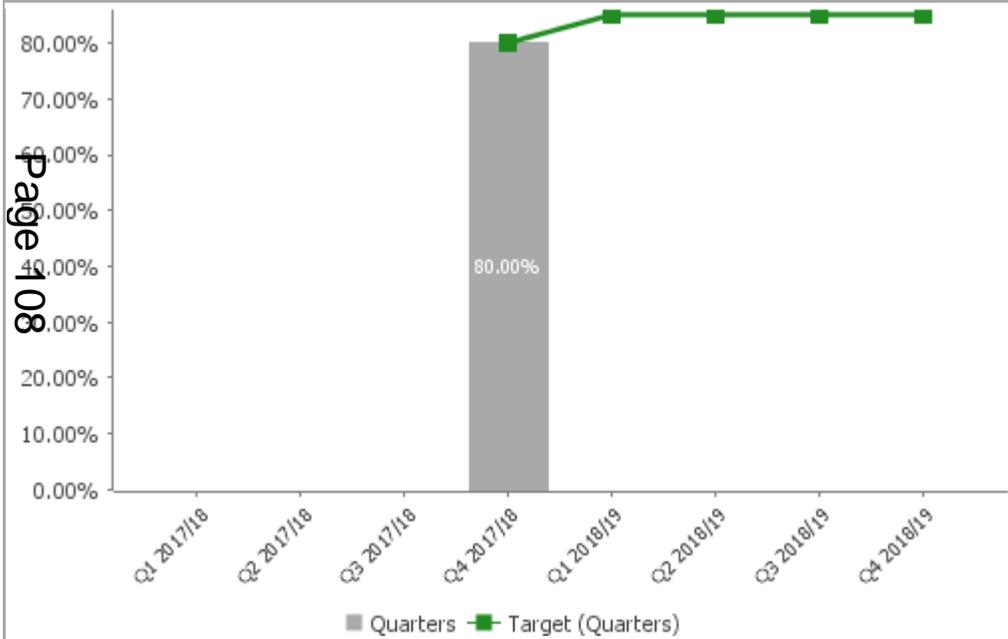
 Performance indicator **M7.3 Customer complaints resolved**

The Council's Complaints Policy has an Service Level Agreement (SLA) of 10 working days with which to resolve Stage 1 complaints for customers from receipt into the organisation. The Council is seeking to ensure that this target is achieved or exceeded for all customers.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
 Uncertain	2018	O&S

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Head of Customer Service (XEX04)	Aim to Maximise	Corporate	

*Trend chart* *Comments*



29-Aug-2018 Awaiting Q1 18/19 data - delayed due to CRM logging & ICT related issues. J Barnard agreed with D Bailey that accurate Q1 data was unavailable.

Evidence to be recorded on Pentana for Q4 2017/18 outturn.

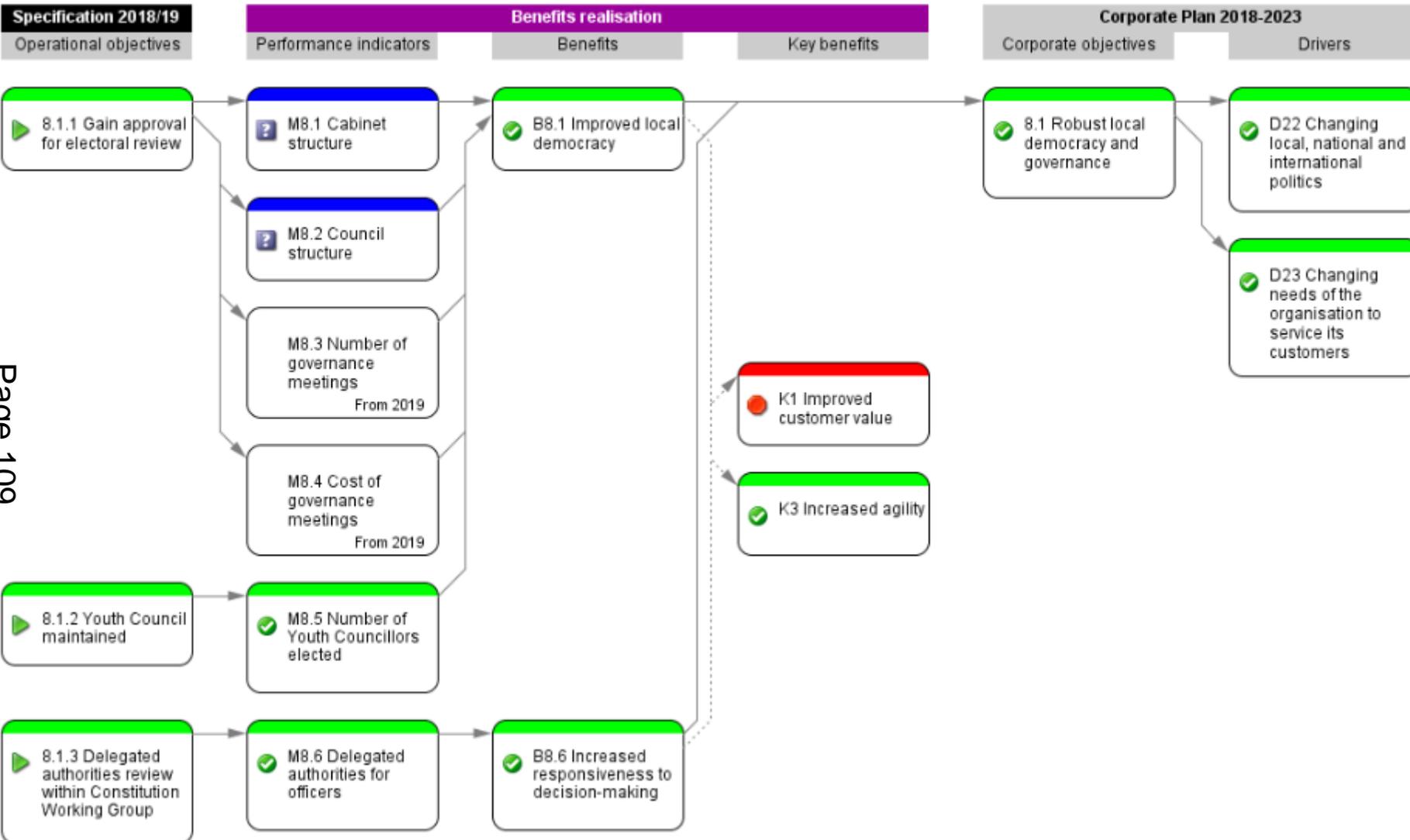
*Corrective action*

To resolve ICT issues

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
85.00%			85.00%			85.00%			85.00%		

# ✓ Aim 8 - Democratic engagement

Stronger council



**Aim 8 Democratic engagement**

Stronger council

To ensure our decision making processes are ready for the forthcoming changes at local, national and international level, and promote voter registration to give local residents a voice.

**Corporate objective 8.1 Robust local democracy and governance**

The political landscape is going through changes at a Local, National and International level. Our decision making must be ready for these future developments.

**Operational objective 8.1.1 Gain approval for electoral review**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Gain approval for electoral review	25%	31-Mar-2019	Action Pending	GSC	Assistant Director - Governance (GPM01)
	04-Jul-2018 Q1 – Action not yet due					

**Operational objective 8.1.2 Youth Council maintained**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Youth Council maintained	25%	31-Mar-2019	Action On Target	GSC	Assistant Director - Community Services & Safety (CSS01)
	05-Jul-2018 Q1 - New cohort of Youth Councillors elected and celebration event held to mark 10 year anniversary of the EFYC and youth voice in the district.					

**Operational objective 8.1.3 Delegated authorities review within Constitution Working Group**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Delegated authorities review within Constitution Working Group	25%	31-Mar-2019	Action On Target	GSC	Assistant Director - Governance (GPM01)
	04-Jul-2018 Q1 – The Constitution Working Group are reporting to full Council in July on proposals to amend officer delegation in respect of planning matters. This is anticipated to increase delegation in the range of 5-10%. If the Council approve the changes a full review of the implementation will be held in the 2019-20 municipal year. Further work on officer delegations is likely during Q2 and Q3					

 Performance indicator <b>M8.1 Cabinet structure</b>			
As a part of the proposed Electoral Review, a decision is required to instigate a review of the Cabinet structure.	Is year-end target likely to be achieved?	Live from	Scrutiny
	 Uncertain	2018	GSC
Manager	Good performance	Corporate or Partnership indicator	Annual trend
Assistant Director - Governance (GPM01)	Aim to Maximise	Corporate	
Trend chart	Comments		
	None currently - this is an event driven indicator due in 2019		
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	Corrective action		

2018/19		
Target	Value	Status
Yes		

 Performance indicator <b>M8.2 Council structure</b>			
As a part of the proposed Electoral Review, a decision is required to instigate a review of the Council structure/the Council structure is to be reviewed.	Is year-end target likely to be achieved?		Live from
	 Uncertain		2018
Manager	Good performance	Corporate or Partnership indicator	Annual trend
Assistant Director - Governance (GPM01)	Aim to Maximise	Corporate	
Trend chart	Comments		
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	None currently - this is an event driven indicator due in 2019		
	Corrective action		

2018/19		
Target	Value	Status
Yes		

 Performance indicator <b>M8.3 Number of governance meetings</b>				
As a part of the proposed Electoral Review, a decision is required to instigate a review of the Council and Cabinet structures/the Council and Cabinet structures are to be reviewed.	<i>Is year-end target likely to be achieved?</i>  Not applicable		<i>Live from</i> 2019	<i>Scrutiny</i> GSC
	<i>Good performance</i> Aim to Minimise		<i>Corporate or Partnership indicator</i> Corporate	
<i>Manager</i> Assistant Director - Governance (GPM01)		<i>Annual trend</i> 		
<i>Trend chart</i>		<i>Comments</i>		
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.		<i>Corrective action</i>		

2018/19		
Target	Value	Status
61		

 Performance indicator <b>M8.4 Cost of governance meetings</b>				
As a part of the proposed Electoral Review, a decision is required to instigate a review of the Council and Cabinet structures/the Council and Cabinet structures are to be reviewed.	<i>Is year-end target likely to be achieved?</i> <input checked="" type="radio"/> Not applicable		<i>Live from</i> 2019	<i>Scrutiny</i> GSC
	<i>Good performance</i> Aim to Minimise		<i>Corporate or Partnership indicator</i> Corporate	
<i>Manager</i> Assistant Director - Governance (GPM01)		<i>Annual trend</i> 		
<i>Trend chart</i>		<i>Comments</i>		
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.		<i>Corrective action</i>		

2018/19		
Target	Value	Status

 **Performance indicator M8.5 Number of Youth Councillors elected**

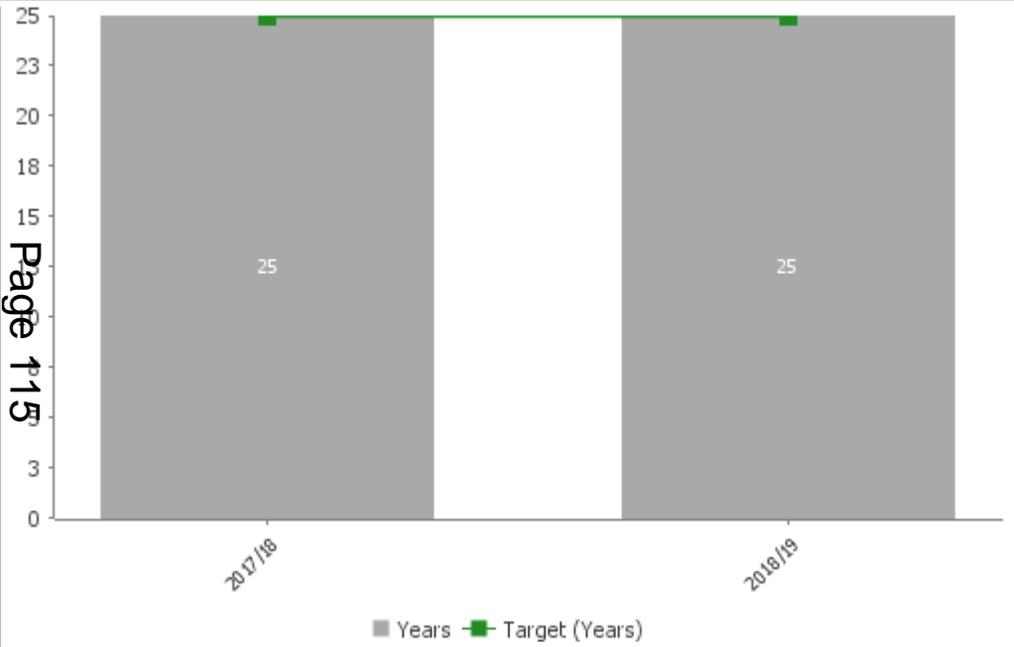
This indicator measures performance against the Council's objective to support young people to develop skills to maximise their employment potential.

Is year-end target likely to be achieved?	Live from	Scrutiny
 Yes	2018	CSC

*Manager*  
Assistant Director - Community Services & Safety (CSS01)

Good performance	Corporate or Partnership indicator	Annual trend
Aim to Maximise	Corporate	

*Trend chart*



*Comments*

04-Sep-2018 Target Achieved - new cohort of Epping Forest Youth Councillors started in May 2018. We have 25 Youth Councillors currently (2018-2020)

*Corrective action*

		2018/19
Target	Value	Status
25	25	

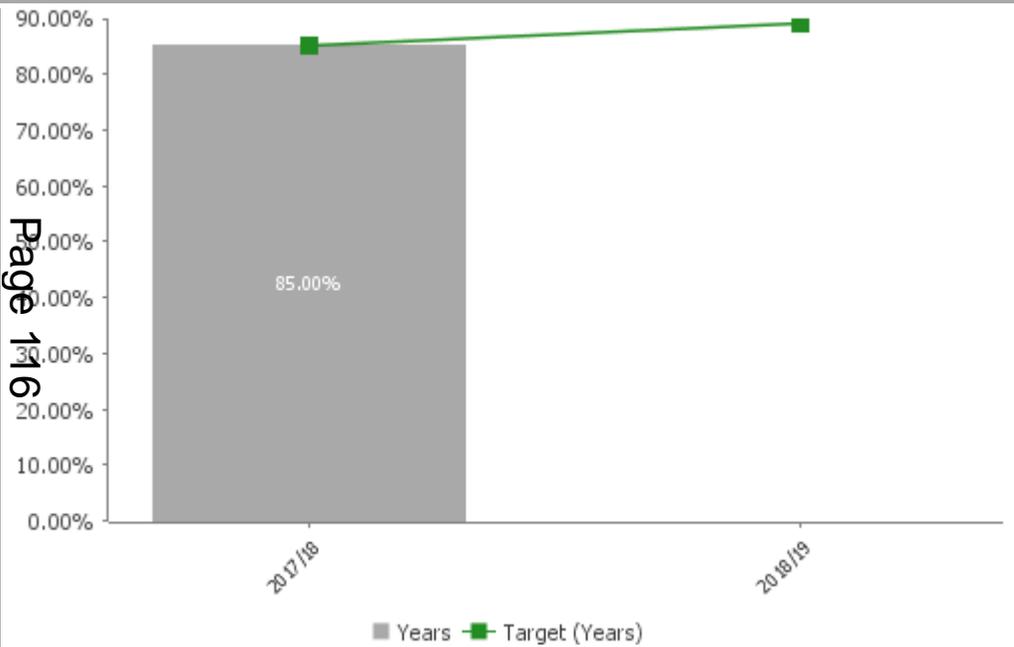
**Performance indicator M8.6 Delegated authorities for officers**

Delegated authorities are required to be reviewed by the Constitution Working Group. Planning delegations will be reviewed for 2018/19.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
▶ Yes	2018	GSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Governance (GPM01)	Aim to Maximise	Corporate	?

*Trend chart* *Comments*



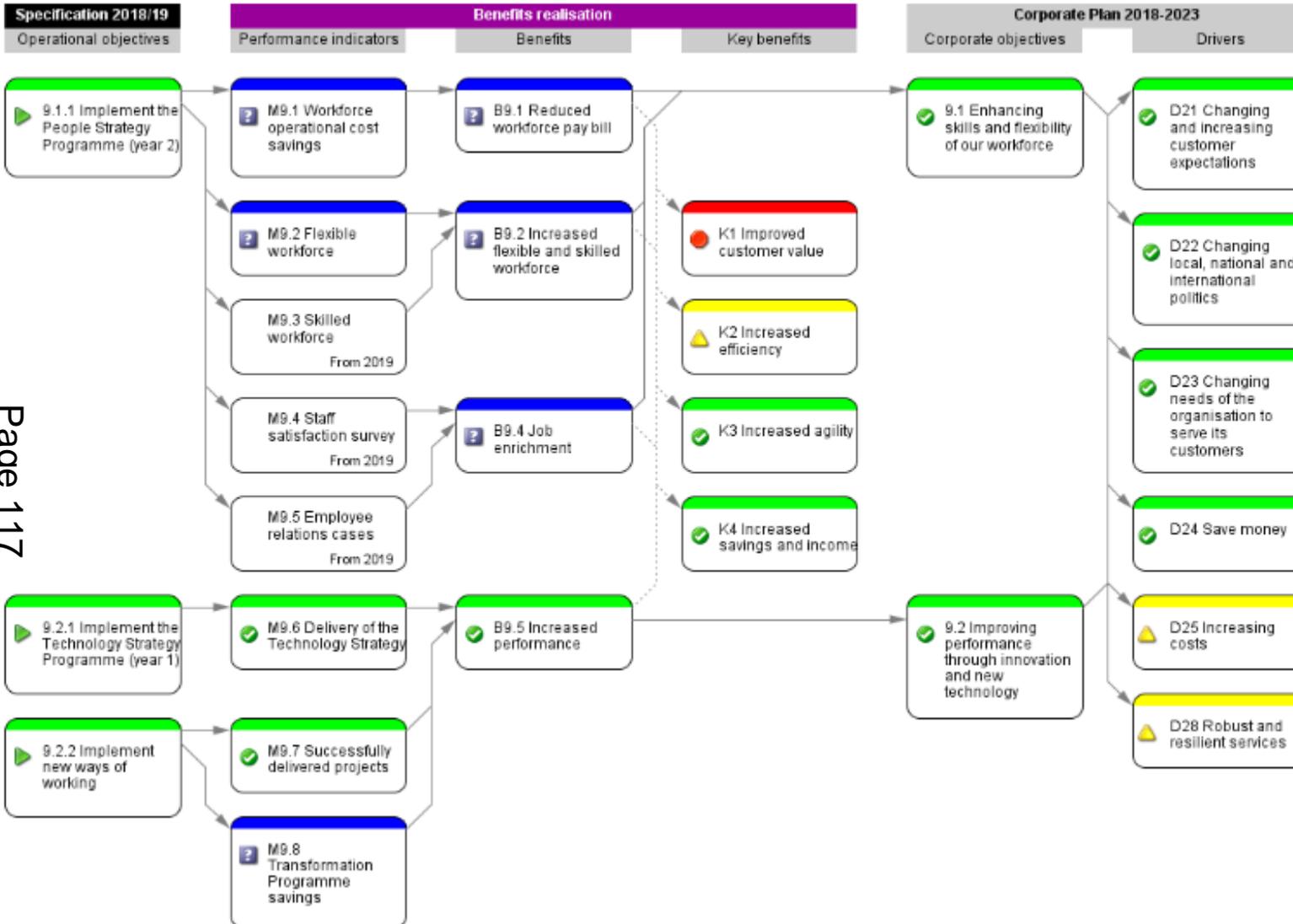
31-Aug-2018 Q1 – The Constitution Working Group are reporting to full Council in July on proposals to amend officer delegation in respect of planning matters. This is anticipated to increase delegation. If the Council approve the changes a full review of the implementation will be held in the 2019-20 municipal year. Further work on officer delegations is likely during Q2 and Q3

*Corrective action*

2018/19		
Target	Value	Status
89.25%		

▲ Aim 9 - A culture of innovation

Stronger council





**Aim 9 A culture of innovation**

Stronger council

To enhance the skills and flexibility of our workforce, as well as improve performance through innovation and new technology.

**Corporate objective 9.1 Enhancing skills and flexibility of our workforce**



Our staff play an important role in customer satisfaction and successful delivery of services. We want to make sure that our workforce is developed and invested in to meet the changing needs of customers and to keep pace with technological advancements.

**Operational objective 9.1.1 Implement the People Strategy Programme (year 2)**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the People Strategy Programme (year 2)	25%	31-Mar-2019	Action Under Control	RSC	Assistant Director - Human Resources (RHR01)
06-Jul-2018 Q1 - A number of projects from year one have amended timelines which has impacted on the start of projects in year two. A revised Tranche Plan is being agreed and Pentana will be updated accordingly.						

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**Projects & programmes P106 People Strategy Programme**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To develop the skills and attributes of the workforce to enable the Council to face the ongoing challenges and provide local services to the best of our abilities, involving the promotion of a dynamic and fluid workforce that is able to work collaboratively across boundaries and combining the ethos of public service with a commercial understanding.	55%	31-Mar-2020	Implement	RSC	Assistant Director - Human Resources (RHR01)

**Corporate objective 9.2 Improving performance through innovation and new technology**



Adapting the ways we work and looking to future opportunities will help us provide high levels of customer service, improve access to services and keep Council Tax low.

*Operational objective 9.2.1 Implement the Technology Strategy Programme (year 1)*

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the Technology Strategy Programme (year 1)	38%	31-Mar-2019	Action On Target	RSC	Assistant Director - ICT & FM
	06-Jul-2018 Q1 - overall projects are currently slightly ahead of schedule. However, any projects appertaining to the Civic Office building are on hold pending accommodation review progress.					

*Projects & programmes P186 Technology Programme 2018-2023*

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	Technology Strategy Programme 2018 - 2023 NB % Completion for this project is based on the following: Total Projects completed as % of total scheduled/planned projects. As a result addition of new projects will result in % performance dropping.	24%	31-Mar-2023	Implement	RSC	ICT Program Manager

*Operational objective 9.2.2 Implement new ways of working*

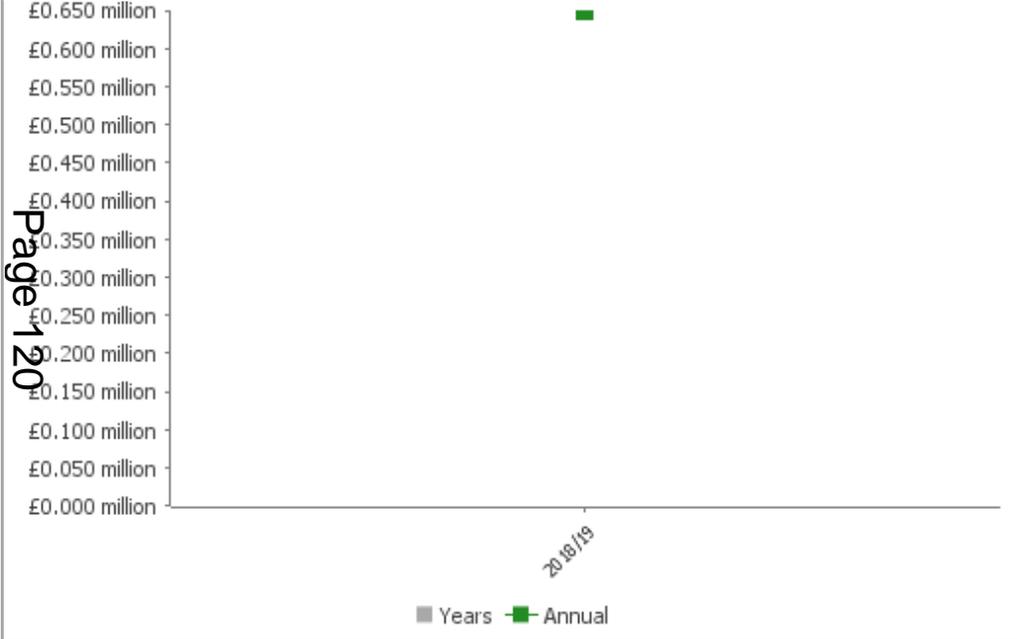
RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement new ways of working	25%	31-Mar-2019	Action on Target	O&S	Head of Transformation
	01-Aug-2018 Action on target					
	All 48 'as is' processes were mapped in Planning, plus two maps in Benefits. Work has started in Legal Services to map 56 existing processes. This work will be followed by the preparation of 'to be' process maps, before proceeding with prototyping and embedment. These processes were mapped through workshops with staff and include swim lanes and timings. Initial work has also commenced to map payroll processes. These maps are used to re-engineer processes across the customer service, business support and technical aspects of customer journeys, saving money and improving the customer experience.					

**?** Performance indicator **M9.1 Workforce operational cost savings**

This indicator is intended to measure the savings from the workforce pay bill. *Is year-end target likely to be achieved?* **▲ Uncertain** *Live from* **2018** *Scrutiny* **RSC**

*Manager* Assistant Director - Human Resources (RHR01) *Good performance* *Corporate or Partnership indicator* Corporate *Annual trend* **?**

*Trend chart* *Comments*



30-Aug-2018 Please note this is an annual indicator.

*Corrective action*

People Strategy Prog. Manager to realign the programme plan to realise the 2019 savings

2018/19		
Target	Value	Status
£0.650 million		

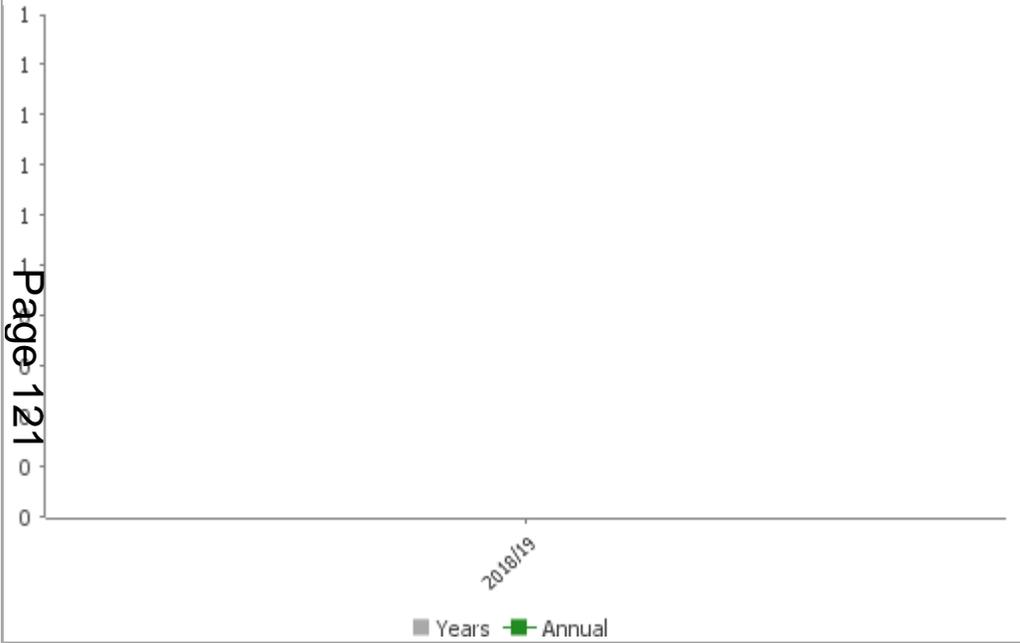
**?** Performance indicator **M9.2 Increased flexible workforce**

This indicator is a measure of the Job Descriptions in circulation by the organisation.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
⚠️ Uncertain	2018	RSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Human Resources (RHR01)	Aim to Minimise	Corporate	?

<i>Trend chart</i>	<i>Comments</i>
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Please note this is a yearly measure due in Q4 2018/19

*Corrective action*

2018/19		
<i>Target</i>	<i>Value</i>	<i>Status</i>
18 job descriptions		

 Performance indicator <b>M9.3 Increased skilled workforce</b>			
The indicator is intended to measure the relevant skills of staff.	Is year-end target likely to be achieved?	Live from	Scrutiny
	 Not applicable	2019	RSC
Manager	Good performance	Corporate or Partnership indicator	Annual trend
Assistant Director - Human Resources (RHR01)	Aim to Maximise	Corporate	
Trend chart	Comments		
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.			
	Corrective action		

2018/19		
Target	Value	Status
60%		

 Performance indicator <b>M9.4 Staff satisfaction survey</b>			
The indicator is intended to measure the satisfaction levels of staff.	Is year-end target likely to be achieved?	Live from	Scrutiny
	 Not applicable	2019	RSC
Manager	Good performance	Corporate or Partnership indicator	Annual trend
Assistant Director - Human Resources (RHR01)	Aim to Maximise	Corporate	
Trend chart	Comments		
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.			
	Corrective action		

2018/19		
Target	Value	Status

 Performance indicator <b>M9.5 Employee relations cases</b>				
This indicator is a measure of the number of Employee Relations cases across three distinct areas: (1) Sickness absence, (2) Conduct and (3) Disciplinary.	<i>Is year-end target likely to be achieved?</i>		<i>Live from</i>	<i>Scrutiny</i>
	 Not applicable		2019	RSC
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>	
Assistant Director - Human Resources (RHR01)	Aim to Minimise	Corporate		
<i>Trend chart</i>	<i>Comments</i>			
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.	<i>Corrective action</i>			

2018/19		
Target	Value	Status

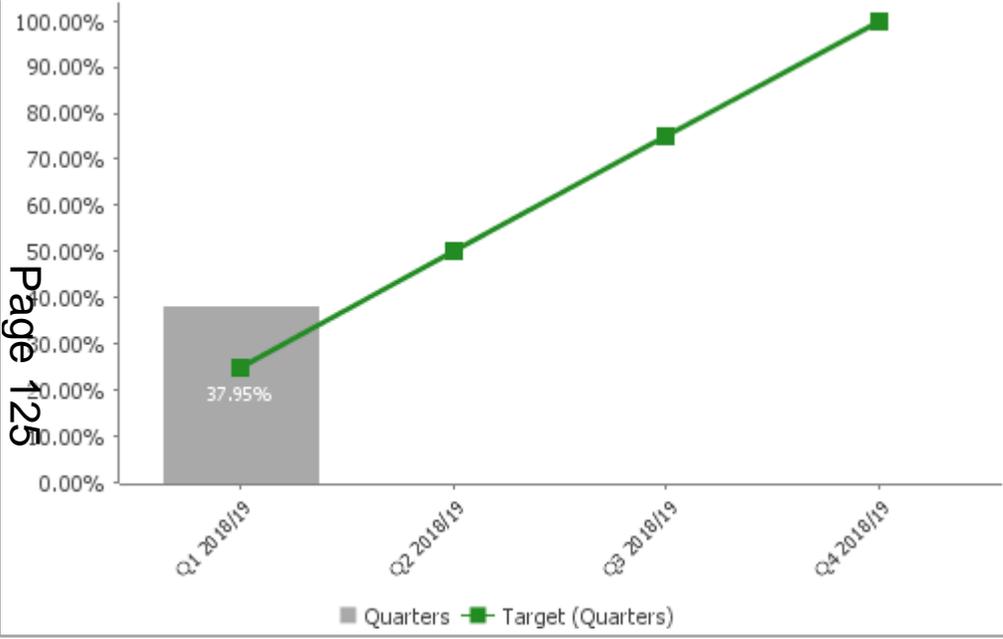
 **Performance indicator M9.6 Delivery of the Technology Strategy**

This indicator is a measure of the successful implementation of projects from the Technology Strategy Programme (year 1).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
 <b>Yes</b>	<b>2018</b>	<b>O&amp;S</b>
<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
<b>Aim to Maximise</b>	<b>Corporate</b>	

*Manager*  
Assistant Director - ICT & FM

*Trend chart*



*Comments*  
09-Jul-2018 166 Total Projects. 63 Completed. 103 Incomplete

*Corrective action*

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
25.00%	37.95%		50.00%			75.00%			100.00%		

**Performance indicator M9.7 Successfully delivered projects**

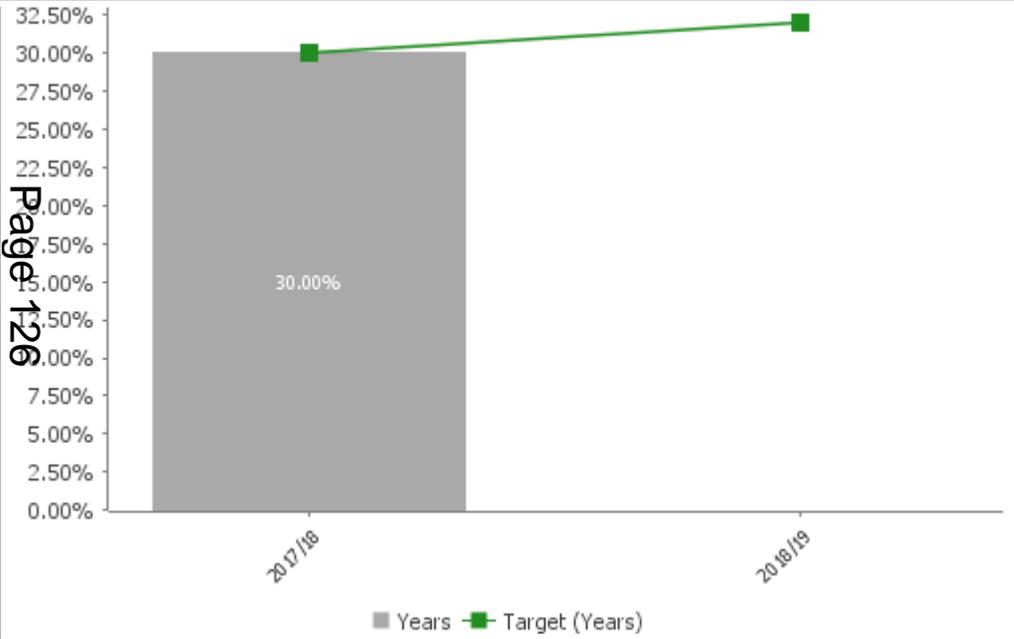
Through the Transformation Programme, the Council has recognised the importance of successfully managing and implementing change initiatives via projects.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
⚠️ Uncertain	2018	O&S

*Manager*  
Head of Transformation

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Maximise	Corporate	?

*Trend chart*



*Comments*  
30-Aug-2018 Please note this is a yearly indicator and will be reported on in Q4 2018/19

*Corrective action*

2018/19		
Target	Value	Status
32.00%		

**?** Performance indicator **M9.8 Transformation Programme savings**

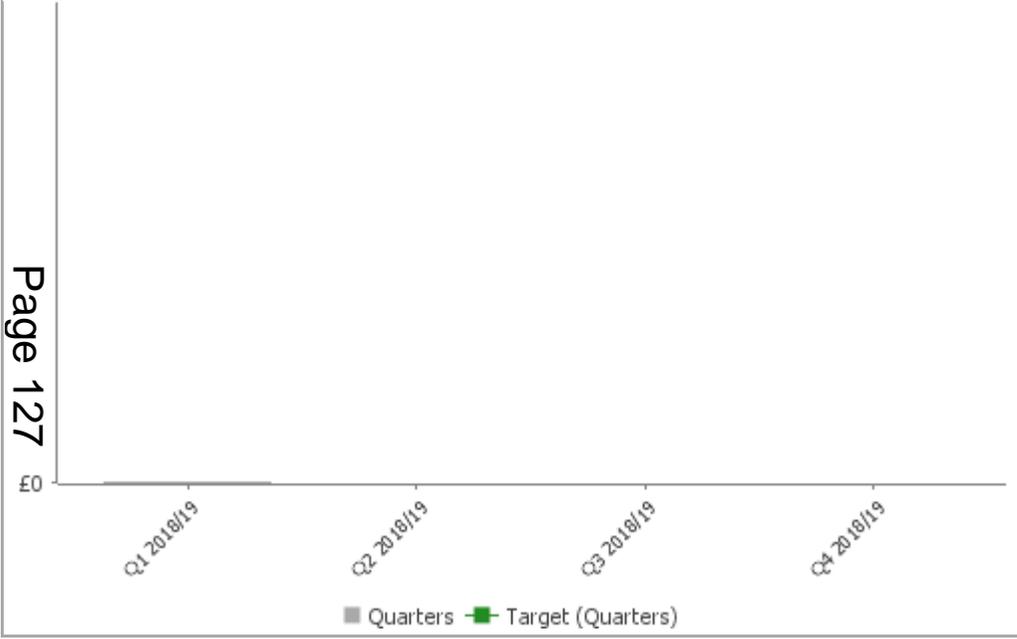
This indicator is intended to measure the savings generated by the Transformation Programme.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
⚠ <b>Uncertain</b>	2018	O&S

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
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Head of Transformation	Aim to Maximise	Corporate	?
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<i>Trend chart</i>	<i>Comments</i>
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13-Jul-2018 Work is ongoing to identify financial benefits for key pieces of change and is due to be completed over the Summer of 2018; reporting on these savings from end of Quarter 2.

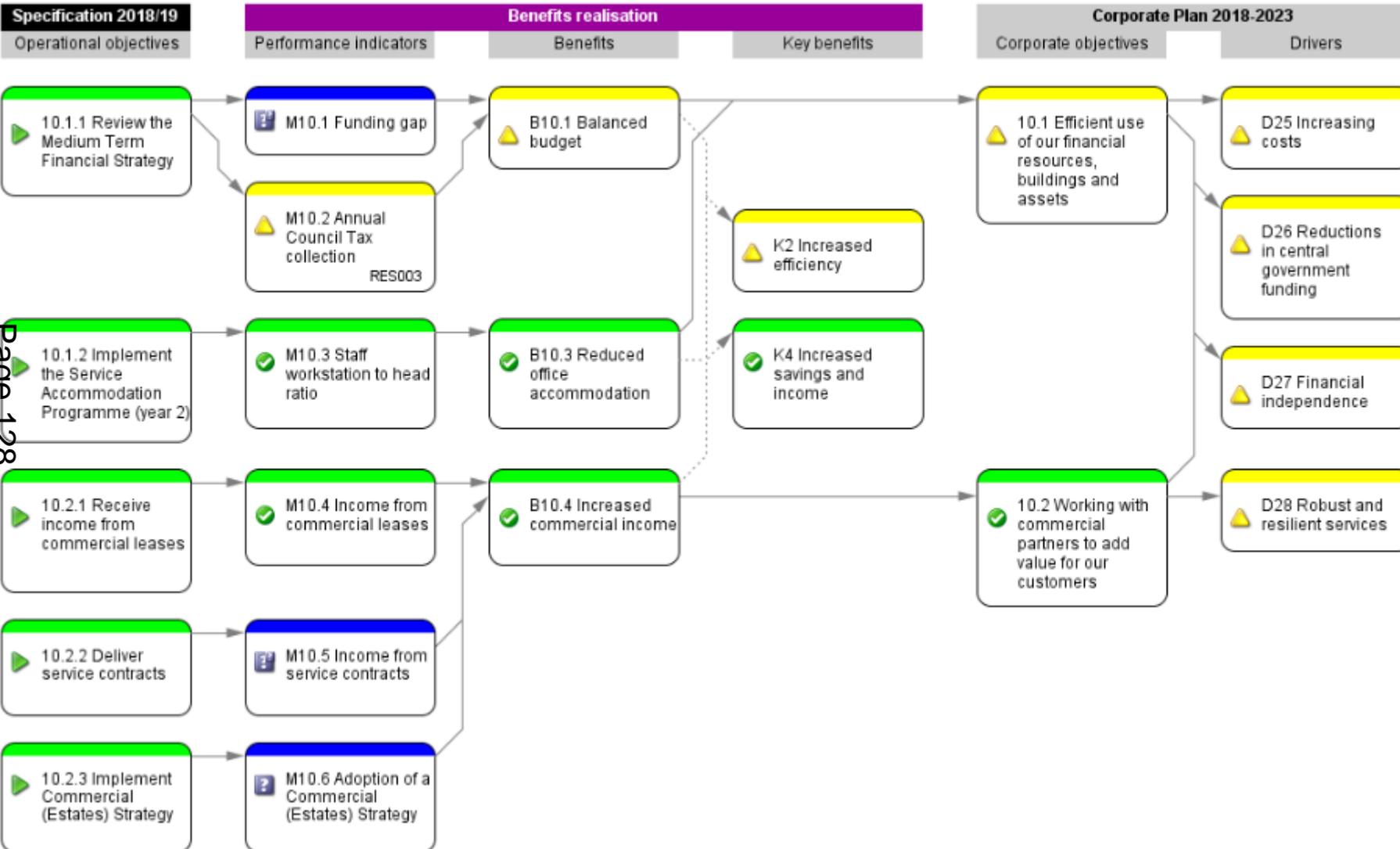
*Corrective action*

Please note this is a new measure and progress due end Q2 2018 /19 for actions.

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
	£0										

# Aim 10 - Financial independence with low Council Tax

Stronger council



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**Aim 10 Financial independence with low Council Tax**

Stronger council

To make the most efficient use of our financial resources and assets, and work with our partners to provide valued services for our customers.

**Corporate objective 10.1 Efficient use of our financial resources, buildings and assets**

As central government funding continues to decrease, we need to find alternative ways to ensure our services perform at a high level. The Council seeks to be financially self-sufficient to continue to keep Council Tax low for our residents.

**Operational objective 10.1.1 Review the Medium Term Financial Strategy**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Review the Medium Term Financial Strategy	25%	31-Mar-2019	Action On Target	RSC	Director of Resources (RDR01)
06-Jul-2018 Q1 - The Medium Term Financial Strategy will be updated for Finance Cabinet on 26th July.						

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**Operational objective 10.1.2 Implement the Service Accommodation Programme (year 2)**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the Service Accommodation Programme (year 2)	20%	31-Mar-2019	Action Behind Schedule	O&S	Head of Transformation
Q1 - Overall the programme is progressing well. Our voluntary sector partner has decanted from Homefield House to Hemnall Street. Work is on target to relocate Housing Repairs and Housing Assets to the Oakwood Hill Depot in 2019. Work on the staff transport plan is progressing, with a 70% response to the staff survey. The Community Safety Hub has been refurbished in line with Corporate design standards to deadline, and has received positive feedback from staff and partners. Work on the service accommodation project is ongoing but the deadline may need to be extended due to negotiations with Historic England. A progress report was considered by Cabinet on 14 June 2018.						

**Projects & programmes P160 Service Accommodation Programme**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To accommodate the majority of the Council's staff within a rationalised footprint of the Civic Offices building in Epping, involving the implementation of a 7:10 desk to staff ratio, agile working practices, and the vacation of the Condor Building and Homefield House.	30%	31-Mar-2023	Implement	RSC	Head of Transformation

29-Aug-2018 Action under control. Overall the programme is progressing well. Our voluntary sector partner has decanted from Homefield House to Hemnall Street. Work is on target to relocate Housing Repairs and Housing Assets to the Oakwood Hill Depot in 2019. Work on the staff transport plan is progressing, with a 70% response to the staff survey. The Community Safety Hub has been refurbished in line with Corporate design standards to deadline, and has received positive feedback from staff and partners. Work on the service accommodation project is ongoing but the deadline may need to be extended due to negotiations with Historic England. A progress report was considered by Cabinet on 14 June 2018.

**Corporate objective 10.2 Working with commercial partners to add value for our customers**

 Partnership working is increasingly valued by customers. With the pressures on public services to reduce costs yet also provide the required services, it is paramount that we join up with our partners to develop creative solutions to the problems faced by our customers.

**Operational objective 10.2.1 Receive income from commercial leases**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Receive income from commercial contracts	25%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	06-Jul-2018 Q1 – The Epping Forest Shopping Park is now fully let and providing rental income in accordance with original Development Appraisal. Tenants have been secured for the retail units at the Landmark Building.					

**Operational objective 10.2.2 Deliver service contracts**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Deliver service contracts	25%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	06-Jul-2018 Q1 – The Council's three main service contracts in relation to Leisure Management, Waste and Recycling/Street Cleansing and Off-Street Car Parking are performing in accordance with the service, quality, cost, and performance requirements of their contracts. A variation has been agreed to reflect changes to the Chinese Government's Import of Recyclable requirements with Biffa Municipal.					

**Operational objective 10.2.3 Adopt Commercial (Estates) Strategy**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Adopt Commercial (Estates) Strategy	25%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	06-Jul-2018 Q1 - The Council's Estates Service are taking a more proactive approach to the management of the Council's commercial Estate, seeking to identify opportunities to maximise benefit to the Council.					

**?** Performance indicator **M10.1 Funding gap**

This indicator is intended to measure the savings on the Continuing Services Budget (CSB) actually achieved against those within the Medium Term Financial Strategy (MTFS) (General Fund only).

Is year-end target likely to be achieved?

 Uncertain

Live from

2018

Scrutiny

RSC

Manager

Good performance

Corporate or Partnership indicator

Annual trend

Assistant Director - Accountancy (RAC01)

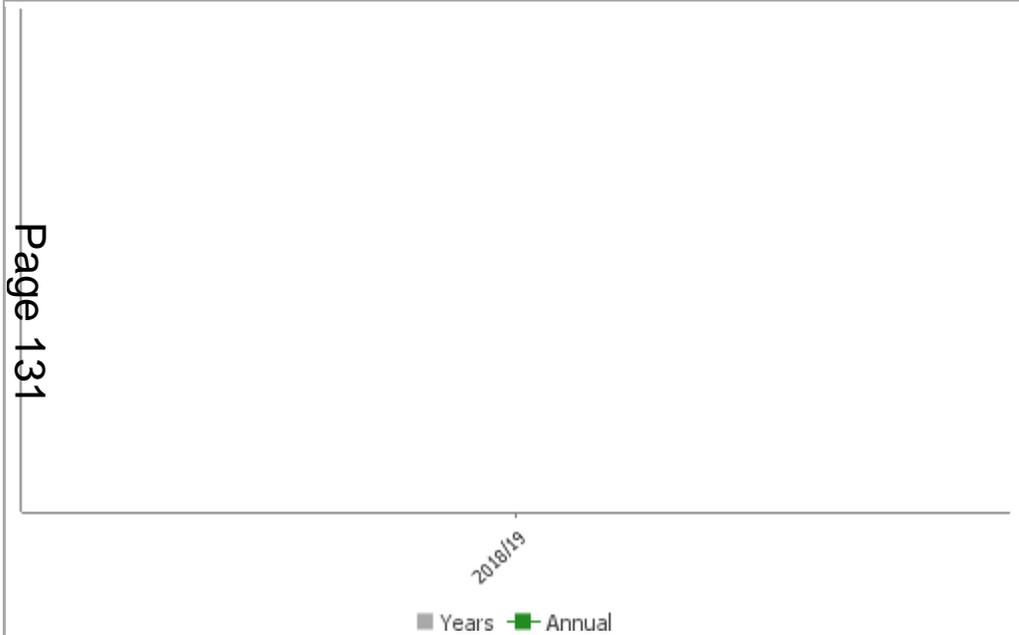
Aim to Minimise

Corporate



Trend chart

Comments



Corrective action

Please note this is an annual measure

2018/19		
Target	Value	Status

**Performance indicator M10.2 Annual Council Tax collection**

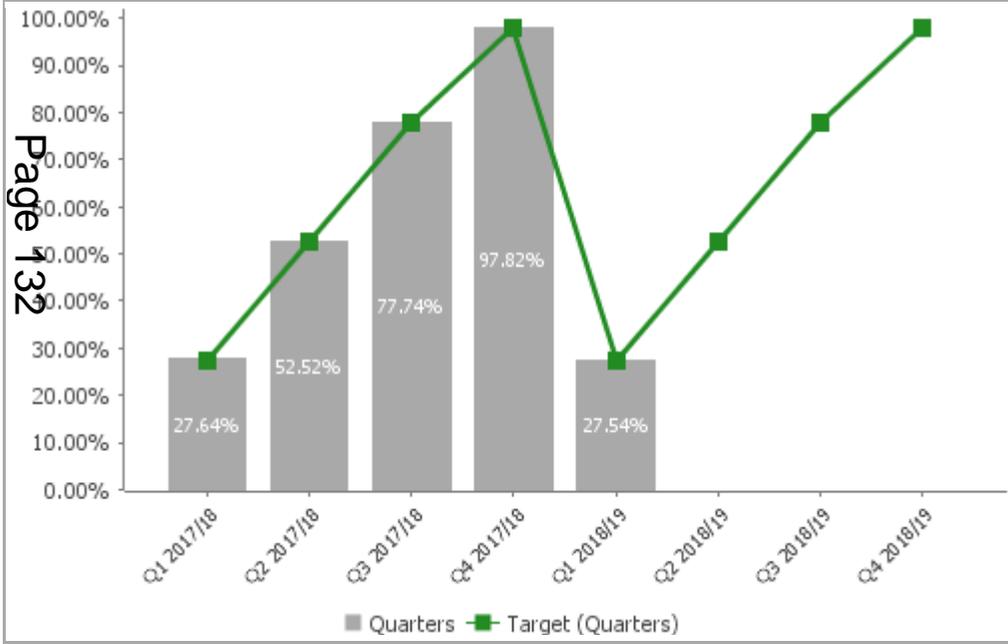
What percentage of the District's annual Council Tax was collected? This indicator monitors the rate of collection of Council Tax. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date (Previously RES003).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
▶ Yes	2012	RSC

*Manager*  
Assistant Director - Revenues (RRE01)

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Maximise	Corporate	↓

*Trend chart*



*Comments*

03-Jul-2018 The performance is at or around the target

*Corrective action*

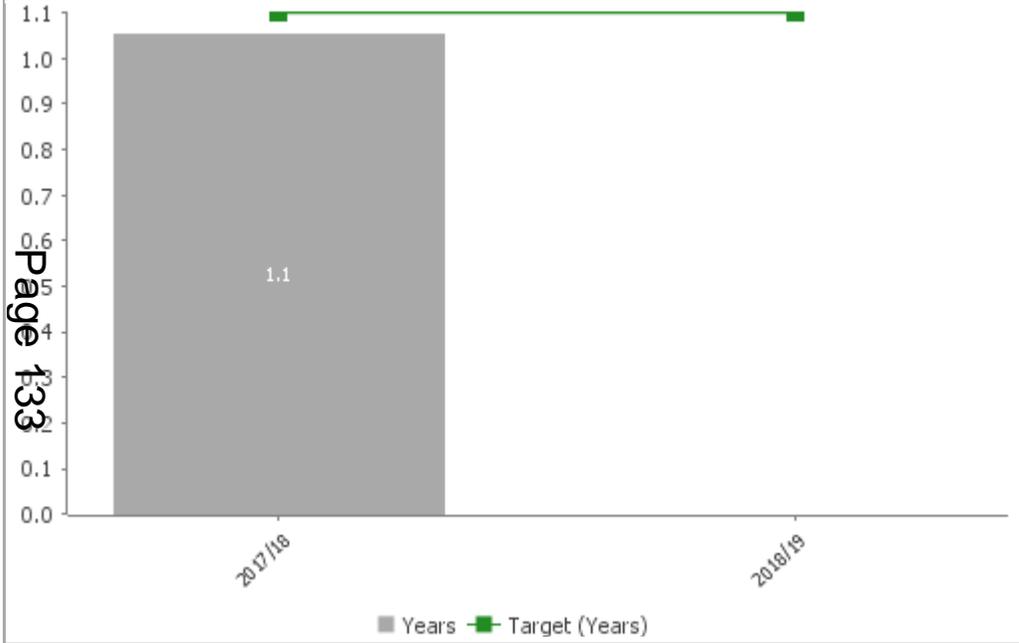
Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
27.55%	27.54%	▲	52.54%			77.84%			97.80%		

**Performance indicator M10.3 Staff desks to head ratio**

The indicator is intended to measure the ratio of staff workstations (desks) within service accommodation to the staff head count.

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Head of Transformation	Aim to Minimise	Corporate	?

*Trend chart* *Comments*



*Comments*

*Corrective action*

Measure due in Q4 2019

2018/19		
Target	Value	Status
1.1		

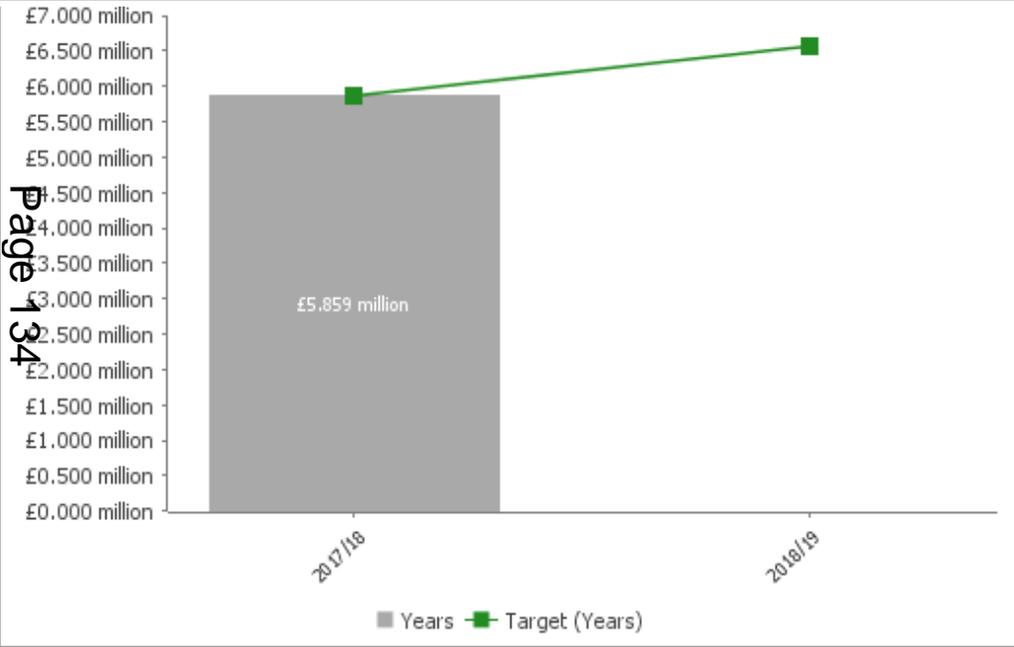
**Performance indicator M10.4 Income from commercial leases**

This indicator is intended to measure the incremental increases in income from existing and new commercial leases that the Council holds. This rolls up to the working with commercial partners to add value for our customers.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
⚠️ Uncertain	2018	RSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Accountancy (RAC01)	Aim to Maximise	Corporate	?

*Trend chart* *Comments*



*Comments*

*Corrective action*

Please note this is an annual measure

2018/19		
<i>Target</i>	<i>Value</i>	<i>Status</i>
£6.560 million		

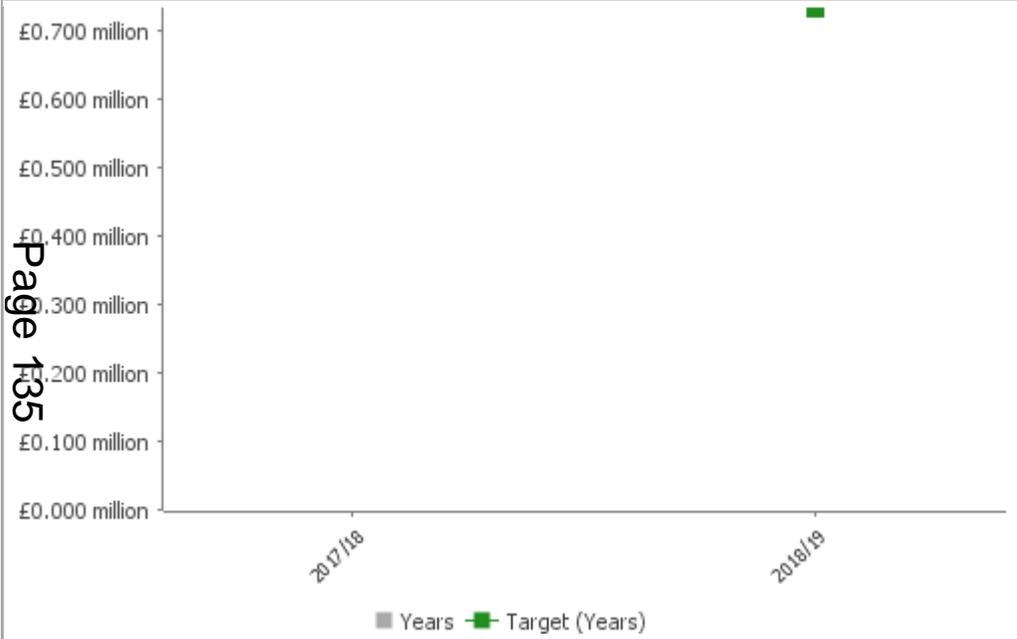
**?** Performance indicator **M10.5 Income from service contracts**

This indicator is intended to measure the incremental increases in income from the service contracts that the Council holds. This rolls up to the working with commercial partners to add value for our customers.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
⚠ Uncertain	2018	RSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Accountancy (RAC01)	Aim to Maximise	Corporate	?

<i>Trend chart</i>	<i>Comments</i>
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*Comments*

*Corrective action*

Please note this is an annual measure

2018/19		
Target	Value	Status
£0.734 million		

**?** Performance indicator **M10.6 Adoption of a Commercial (Estates) Strategy**

This indicator aims to ensure that a new Commercial (Estates) Strategy is adopted by the Council.	<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
	 <b>Uncertain</b>	<b>2018</b>	<b>NSC</b>

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Chief Estates Officer (NEV01)	Aim to Maximise	Corporate	

<i>Trend chart</i>	<i>Comments</i>
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This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	<i>Corrective action</i>
	Please note this is an annual measure

2018/19		
Target	Value	Status
Yes		

## Overview and Scrutiny Committee Work Programme 2018/19

### Chairman – Councillor M. Sartin

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)	<b>COMPLETED</b> Work programmes for the Overview and Scrutiny Committee and each of the select committees for 2018/19 agreed on 4 June 2018;	4 June 2018; 24 July 2018; 29 October 2018; 18 December 2018; 26 February 2019; 16 April 2019.
(2) Corporate Priorities 2018/19	29 October 2018	Leader of the Council to present a mid-year report on the achievement of the Council's corporate priorities for 2018/19;	
(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) Digital Innovation Zone	4 June 2018	<b>COMPLETED</b> Presentation received on progress with proposals for the Digital Innovation Zone and the local broadband improvement programme (Superfast Essex);	

(6) Customer Services	26 February 2019 (Annual Report)	Service Director (Customer Services) to report on customer service initiatives and performance, including compliments and complaints and call-handling;	
(7) Citizens Advice Epping Forest District	24 July 2018	<b>COMPLETED</b> 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;	
(8) Stansted Airport (Manchester Airport Group) (Scrutiny of External Organisation)	29 October 2018	(PICK submission) To review the planned expansion of Stansted Airport, employment opportunities for local residents and partnership working with local further education establishments etc;	
(9) Essex County Council – Passenger Transport (Scrutiny of External Organisation)	Member briefing (Provisional). Carried forward from work programme for 2017/18.	To undertake appropriate external scrutiny of local bus service provision within the Epping Forest District support by Essex County Council. The Chairman of the Committee to write to the relevant Portfolio Holder of Essex County Council to seek to arrange an appropriate member briefing rather than scrutiny through the Overview and Scrutiny Committee;  <b><i>Proposed for deletion from work programme in favour of member briefing at appropriate time.</i></b>	
(10) Epping Forest Youth Council	26 February 2019	Annual Report from Youth Council on completed and proposed activities;	

(11) South East Local Enterprise Partnership (Scrutiny of External Organisation)	16 April 2019 (Confirmed)	To review the Government's new proposals for LEPs to drive economic growth and investment in local businesses and the success of the LEP for the Epping Forest District. Appropriate lines of questioning and scope/focus of scrutiny activity to be agreed;	
(12) Epping Forest College (Scrutiny of External Organisation)	To be arranged.	To review the implications for the district arising from the merger of Epping Forest College with New City College. Appropriate lines of questioning and scope/focus of scrutiny activity to be agreed;	
(13) Essex Partnership University NHS Foundation Trust (Scrutiny of External Organisation)	To be arranged. Carried forward from reserve work programme for 2017/18.	To review the provision of local mental health services. Appropriate lines of questioning and scope/focus of scrutiny activity to be agreed;	
(14) People Strategy	18 December 2018 (Confirmed)	To undertake appropriate scrutiny of the implementation of the Council's People Strategy. Scope of scrutiny activity to be determined;	

## RESERVE PROGRAMME ITEMS

ITEM	REPORT DEADLINE/PRIORITY	PROGRESS/COMMENTS	FUTURE MEETINGS
(1) Epping Forest Sixth-Form Consortium (Scrutiny of External Organisations)	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. Appropriate lines of questioning and scope/focus of scrutiny activity to be agreed;	4 June 2018; 24 July 2018; 29 October 2018; 18 December 2018; 26 February 2019; 16 April 2019.
(2) Princess Alexandra Hospital NHS Trust (Scrutiny of External Organisations)	Carried forward from work programme for 2017/18.	Scrutiny of improvement arising from report of Care Quality Commission (October 2016) on '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. Appropriate lines of questioning and scope/focus of scrutiny activity to be agreed;  <b><i>Proposed for deletion from reserve work programme, as progress on the relocation of Princess Alexandra Hospital is to be reported through the Local Plan process.</i></b>	

(3) Essex County Council (Children's Services) (Scrutiny of External Organisation)	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. To be considered further at a later date. . Appropriate lines of questioning and scope/focus of scrutiny activity to be agreed;	
(4) Essex Police/Essex Fire & Rescue Service - Joint Governance (Scrutiny of External Organisation)	Carried forward from reserve work programme for 2017/18.	To review local operation of joint governance arrangements for Essex Police and Essex Fire & Rescue Service. Appropriate lines of questioning and scope/focus of scrutiny activity to be agreed;	
(5) Essex County Council – Local Highway Services and infrastructure (Scrutiny of External Organisation)	Added to reserve work programme on 4 June 2018.	External scrutiny of local highway services and infrastructure.  <b><i>Proposed for deletion from work programme in favour of member briefing at appropriate time.</i></b>	
(6) Transformation Programme - Travel Plan	To be arranged. Added to reserve work programme at meeting of Overview & Scrutiny Chairmen/Vice-Chairmen (3.9.18)).	To undertake appropriate scrutiny of the development and implementation of the Council's Travel Plan. Scope of scrutiny activity to be determined;	
(7) Essex Police Hub	To be arranged. Added to reserve work programme at meeting of Overview & Scrutiny Chairmen/Vice-Chairmen (3.9.18)).	To review operation of Essex Police Hub. Scope of scrutiny activity to be determined.	

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## Communities Select Committee (Chairman – Cllr Holly Whitbread)

### Work Programme 2018/19

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
<b>Standard (Periodic) Items</b>			
(1) Performance against Housing Service Standards and Review <i>(Recommendations to Housing Portfolio Holder)</i>	June 2018 (Medium)	<b>Completed - June meeting</b> <i>(Housing Portfolio)</i>	<del>12 June 2018</del> <del>04 September 2018</del> <del>24 September 2018x</del> 13 November 2018 15 January 2019 12 March 2019
(2) Communities Key Performance Indicators (KPIs) – 2017/18 Out-Turn	June 2018 (Low)	<b>Completed - June meeting</b> <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)	<b>Completed - June meeting</b> <i>(All Portfolios)</i>	
(4) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	June 2018 (Low)	<b>Completed - June meeting</b> <i>(All Portfolios)</i>	
(5) 6-Month Progress Report on Annual Housing Strategy Key Action Plan 2017/18	June 2018 (Medium)	<b>Completed - June meeting</b> <i>(Housing Portfolio)</i>	
(6) Transformation – Project Closure Report – P010 Review of the Careline Monitoring Service	September 2018	<b>Completed - September meeting</b>	

(7) Communities Key Performance Indicators (KPIs) – Quarter 1	September 2018 November 2018 (Low)	<b>Scheduled – for September meeting Re-scheduled for November meeting</b>  <i>(All Portfolios)</i>
(8) Attendance by Essex Police District Commander at next meeting - Discussion on issues to raise	September 2018 (Medium)	<b>Completed - September meeting</b>  <i>(Safer Greener Transport Portfolio)</i>
(9) 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>
(10) Annual Report of the Community Safety Partnership	November 2018 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
(11) 6-Month Progress Report on Annual Housing Strategy Key Action Plan 2017/18	November 2018 (Medium)	<i>(Housing Portfolio)</i>
(12) New Housing Strategy Key Action Plan 2018/19	November 2018 (Medium)	<i>(Housing Portfolio)</i>
(13) Six-Month Review of the HRA Financial Plan 2018/19	November 2018 (High)	<i>(Housing Portfolio)</i>
(14) Communities Key Performance Indicators (KPIs) – Quarter 2	November 2019 (Low)	<i>(All Portfolios)</i>

(15) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	January 2019 (Low)	<i>(All Portfolios)</i>
(16) HRA Financial Plan 2019/20	March 2019 (High)	<i>(Housing Portfolio)</i>
(17) Communities Key Performance Indicators (KPIs) – Quarter 3	March 2019 (Low)	<i>(All Portfolios)</i>
(18) Communities Performance Indicator Set for 2019/20	March 2019 (High)	<i>(All Portfolios)</i>
(19) Presentation of Business Plan – 2019/20	March 2019 (Low)	<i>(All Portfolios)</i>
<b>Special (Planned) Items</b>		
(20) Review of Homelessness Strategy <i>(Recommendations to Housing Portfolio Holder)</i>	June 2018 (High)	<b>Completed – at June meeting</b> <i>(Housing Portfolio)</i>
(21) Fire Safety Policy for residential Council properties	September 2018 November 2018 (High)	<b>Deferred – due to other workload and commitments and the need to finalise the proposed approach</b> <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>
<b>Items added to Work Programme during the year</b>		
(25) Report on outcome of LGA Peer Review of Museum Heritage and Culture Service	September 2019 (Low)	<b>Complete - September meeting</b> <i>(Leisure &amp; Community Services Portfolio)</i>
<b>Planned Special Items for Future Years</b>		
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 2019 (Medium)	<i>(Safer Greener Transport Portfolio)</i>

## Governance Select Committee (Chairman – Councillor G Chambers)

### 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; 23 October; 27 November; 05 February 2019; and 26 March.
(2) Key Performance Indicators (KPIs) 2017/18 - Quarterly Performance Monitoring	Q1 – 23 October 2018 Q2 – 27 November 2018 Q3 – 05 February 2018	Governance indicators only	
(3) Development Management Chairmen and Vice-Chairmen’s Meetings	23 October 2018	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 - 23 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) Corporate Plan Key Action Plan 2017/18- Quarterly reporting	Q1 – 23 October 2018 Q2 – 27 November 2018 Q3 – 05 February 2019	Governance actions only	

## Governance Select Committee (Chairman – Councillor G Chambers)

### Work Programme 2018/19

(7) 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.
(8) Transformation Projects relevant to this Committee	26 March 2019	Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny
(9) 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
(10) Review of Local Enforcement Plan	27 November 2018	J Godden / N Richardson to provide a report
(11) Review of Local Elections in May 2018	23 October 2018	Review of the processes for the District Council and Parish Council Elections. (S Hill)
(12) Transformation Programme – Project Dossier – Governance	03 July 2018	Updated Project Dossier for the Transformation Programme

**Governance Select Committee (Chairman – Councillor G Chambers)**

**Work Programme 2018/19**

(13) Review of the Petitions Scheme	23 October 2018	Further to the report that came to the Committee in February 2018 – final updates	
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## Neighbourhoods Select Committee (Chairman – Councillor N Bedford) 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 <b>(COMPLETED)</b>	<del>26 June 2018</del> 20 September 2018
(2) KPIs 2018/19 – Quarterly Review	Quarterly	Review of quarterly performance: Q1 in November 2018 Q2 in November 2018 Q3 in January 2019 KPI targets for 2019/20 in March 2019 (report req'd)	20 November 2018 29 January 2019 19 March 2019
(3) Corporate Plan Key Action Plan 2017/18 – Outturn Review	First meeting of each municipal year	Outturn Key Action Plan 2017/18 performance. <b>(COMPLETED)</b>	
(4) Corporate Plan Key Action Plan 2018/19 – Quarterly Review	Quarterly	Review of quarterly position: Q1 November 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.	
(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	Annual report to Committee.	

## Neighbourhoods Select Committee (Chairman – Councillor N Bedford)

### Work Programme 2018/19

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(10) Corporate Green Working Party – to receive progress report	As appropriate: January 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) of December 2018 meeting.	
(11) Environmental Charter – to receive 6-monthly updates	June 2018	To receive an annual update of the Council's Environmental Charter as agreed on 28 June 2016. <b>(COMPLETED)</b>	
	January 2019	To receive 6-monthly updates on the progress of the Environmental Charter from June 2018 onwards.	
(12) 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. <b>(COMPLETED)</b>	
(13) 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. (NB: next meeting (27 September 2018)).	
(14) Emergency Planning and Corporate Health and Safety Arrangements	November 2018	(a) Following the Grenfell Tower Fire – to consider our procedures.	
	November 2018	(b) To receive a Fire Risk Assessment report for the Townmead Depot, Waltham Abbey.	
	September 2018	(c) To receive a presentation on the Council's emergency planning and corporate health and safety arrangements. <b>(COMPLETED)</b>	
(15) Air Quality Officer	June 2018	Presentation made. <b>(COMPLETED)</b>	
(16) Public Health Officer	June 2018	Presentation made. <b>(COMPLETED)</b>	

<b>Resources Select Committee 2018/19 (Councillor A Patel)</b>			
<b>Item</b>	<b>Report Deadline / Priority</b>	<b>Progress / Comments</b>	<b>Programme of Future Meetings</b>
(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 - <b>COMPLETED</b>	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 - <b>COMPLETED</b>	
(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 - <b>COMPLETED</b>	

(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 - <b>COMPLETED</b>	
(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. <b>COMPLETED</b>	
(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. <b>COMPLETED</b>	
(10) Sickness Absence Outturn	July 2018	To review the Sickness Outturn report for 2017 /18 <b>COMPLETED</b>	
(11) Sickness Absence	Half-yearly progress report for 2018/19 to be considered at December meeting.	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. - <b>COMPLETED</b>	
(13) Quarterly Financial Monitoring	<del>Oct. 2018;</del> Dec. 2018; & Apr. 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) Business Rates	July 2018	To receive a report updating the Committee on Issues surrounding Business Rates. <b>COMPLETED</b>	
(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	April 2019	Updating report on the Government's Universal Credit Scheme.	
(18) Resources Directorate Business Plan 2019/20	April 2019	Presentation by all relevant Portfolio Holders.	
(19) Transformation Projects relevant to this Committee	As Appropriate	Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.	
(20) Transformation Projects closure and benefits reports	As Appropriate	That any Directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.	
(21) Business Rates Retention Consultation Papers	TBC	Government consultation on Business Rate Retention expected in the Autumn	
(22) Work on People's Strategy	December 2018	Updating report	
(23) Use of Agency Staff in the Council	TBC	Review of Agency Staff in the Council.	

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**OVERVIEW AND SCRUTINY COMMITTEE**  
**SCRUTINY OF EXTERNAL ORGANISATIONS**

Organisation	Overview & Scrutiny Committee	Aspects of scrutiny undertaken
Citizen's Advice Epping Forest District	24 July 2018	Provision of independent advice services for the District's residents.
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.