



Overview and Scrutiny Committee Tuesday, 18th December, 2018

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

**Council Chamber, Civic Offices, High Street, Epping
on Tuesday, 18th December, 2018
at 7.30 pm .**

**Derek Macnab
Acting Chief Executive**

**Democratic Services
Officer:**

R. Perrin Tel: (01992) 564243
Email: democraticservices@eppingforestdc.gov.uk

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.

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

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

1. WEBCASTING INTRODUCTION

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

The Chairman will read the following announcement:

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

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

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

2. APOLOGIES FOR ABSENCE

3. SUBSTITUTE MEMBERS

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

4. MINUTES (Pages 7 - 18)

To confirm the minutes of the meeting of the Committee held on 29 October 2018.

5. DECLARATIONS OF INTEREST

To declare interests in any items on the agenda.

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

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

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

6. 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.

7. EXECUTIVE DECISIONS - CALL-IN

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

8. PEOPLE STRATEGY

(G Blakemore) To verbal update members on the People Strategy.

9. OVERVIEW & SCRUTINY SELECT COMMITTEE FRAMEWORK - REVIEW (Pages 19 - 38)

To consider the attached report.

10. REVIEW OF POLLING DISTRICTS, POLLING PLACES AND POLLING STATIONS (Pages 39 - 40)

To consider the attached report.

11. FORWARD PLAN OF KEY DECISIONS - REVIEW

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.

The structure and responsibilities of the Council's Executive Portfolios have been realigned to reflect the implementation of the Council's new senior management framework although the Forward Plan remained in the previous Portfolio's and would be updated in due course. (To follow)

12. CORPORATE PLAN KEY ACTION PLAN 2018/19 - QUARTER 2 PROGRESS (Pages 41 - 130)

(Interim Transformation Programme Manager) To consider the attached report.

13. OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMMES 2018/19 - REVIEW (Pages 131 - 150)

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.

14. SCRUTINY OF EXTERNAL ORGANISATIONS - REVIEW (Pages 151 - 152)

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.

15. EXCLUSION OF PUBLIC AND PRESS

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

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

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

Background Papers: Article 17 - Access to Information, Procedure Rules of the Constitution define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not

include published works or those which disclose exempt or confidential information and in respect of executive reports, the advice of any political advisor.

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

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EPHING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

Committee: Overview and Scrutiny Committee **Date:** Monday, 29 October 2018

Place: Council Chamber, Civic Offices, High Street, Epping **Time:** 7.30 - 10.11 pm

Members Present: 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

Other Councillors: Councillors N Avey, G Chambers, K Chana, A Grigg, A Lion, G Mohindra, D Stocker and C Whitbread

Officers Present: D Macnab (Acting Chief Executive), S Tautz (Democratic Services Manager), G. Nicholas (Senior Project Improvement Officer), T Carne (Public Relations and Marketing Officer), R Perrin (Senior Democratic Services Officer) and A Rose (Marketing & Digital Content Officer)

By Invitation: Manchester Airport Group Officer Alistair Andrew (Planning Manager), Jonathan Oates (Corporate Affairs Director) and Marcella M'Raberty (Corporate Social Responsibility Manager)

31. 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.

32. SUBSTITUTE MEMBERS

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

33. MINUTES

RESOLVED:

That the minutes of the committee meeting held on 24 July 2018 be signed by the Chairman as a correct record.

34. DECLARATIONS OF INTEREST

Councillor G. Mohindra declared a pecuniary interest in the following item of the agenda item 6 – Stansted Airport – Scrutiny of External Organisation by virtue of his role as a Essex County Council Cabinet Member for Economic Development owing to a current live planning application for Stansted Airport. He advised that he did not expect to speak on the item.

35. STANSTED AIRPORT - SCRUTINY OF EXTERNAL ORGANISATION

The Chairman welcomed the three officers from the Manchester Airport Group (MAG), Alistair Andrew (Planning Manager), Jonathan Oates (Corporate Affairs Director) and Marcella M'Raberty (Corporate Social Responsibility Manager) who

were in attendance to talk about the provision of local airport services at Stansted Airport. The committee had raised specific issues that included:

- (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.

The Planning Manager advised that following MAG's acquisition of Stansted Airport in 2013, a Sustainable Development Plan had been published in 2015. This set out the short to medium term ambitions for the airport and making best use of the single runway and existing airport. Currently, the airport had received planning permission for a new arrivals facility that would begin in January 2019, creating separate arrivals and departures facilities for the future. The airports intentions were to expand passenger numbers by 8 million, although not through the intensification of aircrafts landing and taking off at the airport or increasing the noise footprint.

He stated that the airport had 50% of passengers accessing the airport through public transport and the live planning application had included mitigation proposals for access at the M11, junction 8 and improvements to the bus station and car parks onsite. It also took into account Uttlesford Local Plan and housing needs until 2033.

The Corporate Affairs Director advised that £150 million had been invested since MAG's takeover, resulting in trebled the number of airlines, numerous new facilities and 40 new destinations being available which had led to the increase of 10 million passengers per annual. The airport benefited from an increased number of check-in desks, more retails units and seating in the departure lounges and it was the fastest growing major airport in UK. There had been a number of issues in 2018 that had effect performance although they were largely out of the airports control including weather, delays relating to air traffic control staff, congestion in air space. Furthermore, the largest airline had undergone a retendering of their baggage handling operation which included significant investment, increase in staff and equipment, to make the operation more efficient and resilience.

The Corporate Social Responsibility Manager advised that the airport was the biggest employer in east of England, employing 12,000 people, of those 200, were within the Epping Forest District. The airport had a dedicated employment skills facility which was opened every day, providing free training programmes to job seekers and existing staff and there were currently 377 vacancies. Furthermore 250 children from the district had visited the facility for educational purposes.

The Planning Manager advised that MAG intended to increase the use of public transport using national rail and the Stansted Express, matching up the quieter periods at the airport with quieter periods on public transport and the use of 12 car trains. He advised that the airport had no influence over the taxi fares charged to and from the airport and MAG had not procured an independent taxi service.

The Planning Manager advised that data was tracked regarding noise complaints with no more 1% of complaints being received from the Epping Forest District within

4 years. The key noise issues were related to night noise and aircraft arrival traffic in Sheering, Epping Green and Sawbridgeworth.

Councillor M. Sartin stated that with the next generation of quieter aircrafts, noise complaints may not increase, although did MAG have any control over the larger cargo planes. The Planning Manager advised that the cargo planes had longer leases and were therefore older and noisier than the more modern aircrafts which was a world wide issue. MAG were encouraging the use of quieter aircrafts and included plans to reduce them from accessing to the airport overtime.

Councillors N. Bedford had concerns about the increased capacity of the airport because of previous issues he had experienced regarding the waiting times for baggage. The Corporate Affairs Director advised that with the intensification of the airport over 5000 jobs would be created. In addition, the largest baggage handler has been overhauled which included a £12 million investment, built in resilience, changes to the baggage policy and the airport monitoring the situation.

Councillor S. Neville asked whether MAG was aware of the noise pollution guidelines from the World Health Organisation and how it would be monitored. The Planning Manager advised that they were aware of the guidelines, although they were not UK policy or set by the Government, which was what the airport followed. Live noise monitoring was available on the web track system published on the Stansted Airport website and there were several fixed monitoring points. The general air quality was monitored by airport and data was drawn from the local district councils, although this tended to focus on highways pollution because the aircraft pollution was dispersed over a larger area.

Councillor J. Lea asked how the passenger number could increase by 8 million, if the number of aircrafts had not and whether the congestion outside the airport reduced. The Planning Manager advised that the figures had included the increased aircraft interior providing an 10 extra seats per aircraft and that the average aircraft capacity would increase. The Corporate Affairs Director advised that £1 million had been spent improving the entrance of the terminal which included reconfiguring road lines, encouraging better flow through this area and the recruitment of additional marshals. The drop off charge ensured that gridlock was prevented and that passengers had a better experience. The airport provided a free drop off point in the mid-stay car park and many passengers were using public transport.

Councillor A. Mitchell asked how the disabled facilities would be improved. The Planning Manager advised that Passenger of Reduced Mobility were able to advise the airport beforehand and would be provided with a staff member if required, from the moment they arrived through to departure.

Councillor R. Baldwin advised that he had concerns over the particle emissions and how efficient the aircraft actual were. The Planning Manager advised that air quality issues had been considered thoroughly in the current planning application. The next generation of aircraft were significantly more economic in the amount of fuel they consumed and how they dealt with the emissions. The assessment carried out for the planning application provided monitoring that compared to an industry model and demonstrated no breaches in air quality standards, which would continue to be observed.

Councillor H. Whitbread asked what promotion was being undertaken for employment opportunities, in particular apprenticeship schemes for young people. The Corporate Social Responsibility Manager advised that the Stansted Employment and Skills Academy was built onsite and any one interested, could walk in. MAG

worked closely with the local schools, Job Centre Plus, the Princess Trust and other organisations. Both primary and secondary schools requests were welcome and relevant speakers would be organised. Epping Forest Primary schools that were due to visit included Coopersale & Theydon Garnon C.E, Theydon Bois and a Loughton primary school had registered an interest.

Councillor D. Wixley asked whether they anticipated any effects of Brexit. The Corporate Affairs Director advised that MAG needed to maintain consumer confidence in air travel pre and post the Brexit world. He remained confident that a deal in aviation would be reached and MAG were supportive of the Government communications and were pressing for further details if a no deal scenario occurred.

Councillor S. Heather asked whether there was a short cut through the airport for passengers of restricted mobility. The Corporate Affairs Director advised that there was not, although the airport provided a pre-registered escorted service through the airport. The airport had a Disability Forum which brought together staff, businesses and disability campaigners.

Councillor N. Bedford asked whether any lessons had been learnt from the recent fire at the airport. The Corporate Affairs Director advised that the incident was still under investigation, although the airports response was governed by Civil Aviation Authority and Department for Transport. The first response ensured the safety of passengers, although this resulted in the requirement of all passengers having to go through security again.

Councillor G. Mohindra asked the Corporate Affairs Director to comment on Boarder Force. He advised that the current targets that were adhered to were not meeting the customer's needs and masked poor performance. Their Service Level Agreement required a performance of clearing passenger within 25 minutes for EU travellers and 45 minutes for non-EU travellers, which was not acceptable. The MAG were pushing for a long term strategy on resources and staffing from Boarder Force.

36. 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.

37. CORPORATE PLAN KEY ACTION PLAN 2018/19 - QUARTER 1 PROGRESS

The Leader of the Council, Councillor C. Whitbread presented a mid-year report on the achievement of the authority's corporate priorities and plans for the next five years.

He advised that following the prudent financial planning over the last decade, the Council had effectively managed to resource and maximised assets, enabling it to be in a stronger financial position. The Cabinet had set an ambitious savings target to achieve £2.5m over the next three years, in order to protect front line services, keep Council Tax low and cease the reliance on government grants by the end of 2023. In order to achieve this, the Council had determined three overarching aims that included the People Strategy, the Accommodation Strategy and the ICT Strategy. The Cabinet remained committed to the re-development of the condor building, as set out in the Local Plan and the use of smarter and flexible working. The new common operating model had been implemented, which focused on the customer and a drive of efficiencies that brought together business functions across the Council.

Furthermore, the Local Plan was back on track following the Judicial Review and had been submitted with the examination in public expected in March/April 2019. Regarding economic development, the shopping park was trading well and the council was now in the position to take forward the St John's road site, Epping, to potentially develop a new leisure centre. In addition to this, the Leisure Management Contract had delivered £12m of investment, including the new leisure centre and swimming pool in Waltham Abbey and the Council House Building Programme had started to provide good quality homes, to local people. Furthermore, the community policing funded by the Council had made an impact on the fear of crime and was working well with Park Guard.

The Financial Issues paper and budget process had begun, with positive bids being brought forward through the Invest to Save scheme and all members were welcomed to engage in the budget process, especially the joint meeting of Finance Performance Management Cabinet Committee 24 January 2019.

After the Leaders report, the Interim Transformation Manager, G. Nicholas advised that the Corporate Plan 2018-2023 was the authority's key strategic planning document and laid out the journey the council would take to transform the organisation to be 'Ready for the Future'. The plan linked 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) detailed how the Corporate Plan was being delivered through operational objectives, with these in turn linked to annual service business plans. The success of the Corporate Plan was assessed through the achievement of a set of benefits, each measured through one or more performance indicator, focussed on what the Council achieved for the customers. Management Board, Cabinet and the select committees had overview and scrutiny roles, to drive improvement in performance and ensure corrective action was taken where necessary.

The Interim Transformation Manager highlighted the performance indicators that had not achieved their quarterly targets and the reasons for this, as follows;

- M2.1 – Number of safeguarding concerns – The target had now been met in quarter 2.
- M2.2 - Number of days to process benefits claims – The target had not been met in quarter 2, although processes were being adapted to make the required improvements and there had been a number of long term sickness absences.
- M3.1 - Number of community Champions and volunteers – The target had now been met in quarter 2.
- M4.3 - Number of new residential properties built or acquired by the Council – It remained static because of delays in the service provisions, design issues and performance problems with the employee agent, which were all being monitored.
- M10.2 - Annual Council tax collection – The target had been marginally missed and again in quarter 2.

Councillor N. Bedford enquired what a 'Tuck in pledge' was, in relation to M1.2 - Number of 'take-away' restaurants signed up to 'Tuck in pledge'. The Acting Chief Executive, D. Macnab advised that it was a health improvement initiative by Essex County Council to encourage healthy eating in conjunction with owners and operators in fast food premises in the district.

Councillor S. Neville asked what the processes and plans were, that had been put in place to prevent M2.2 - Number of days to process benefits claims, from missing the target again. The Acting Chief Executive, advised that process mapping had taken place across the authority with over 2500 process identified, with the intention to reduce and prevent duplications. The performance indicator M2.2 had been effected by long term sickness absence, which the Council had policies in place to reduce, although there were other issues such as ongoing challenges to retain staff due to the close proximity of the other London boroughs. Councillor S. Neville followed up by asking whether the Council was aware of good practise in other local authorities. The Acting Chief Executive advised the Council was part of a Benefits Managers Network and 'Shared Services' had been investigated. This was continually kept under review.

Councillor D. Dorrell asked for clarification on M2.1 - Number of safeguarding concerns. The Acting Chief Executive advised that the measure reflected the number of safe guarding concerns that had been raised and acted upon, rather than measuring the number reported.

Councillor A. Patel asked whether it was possible for the quarterly reports to include anticipated progress for the select committees when they reviewed a project which had been discussed at the last Resources Select Committee. The Interim Transformation Manager advised that the system could not provide anticipated progress, although target dates could be included. The Acting Chief Executive advised that suggestions put forward by the Resources Select Committee would be considered by Leadership Team.

Councillor A. Lion asked about M1.4 - Bed and Breakfast accommodation for homeless people appearing as a success, although it had not started, therefore should it be classified in a different way. The Interim Transformation Manager advised that it has been corrected and any future measures would have a question mark rather than a green status.

Councillor A Patel asked how M3.5 - Fear of Crime was measured. The Interim Transformation Manager advised that it was a yearly measure that had been provided as an annual survey by Essex Police. It had details at a district and ward level and he would report back on the level of details that could be provided.

Councillor D Wixley asked for clarification on the operational objective 4.2.2 - Develop accommodation for homeless people and whether it included rough sleepers. The Acting Chief Executive advised that it was an indicator of people who found themselves homeless. The council was aware of rough sleepers in the District and the housing staff had previously made offers of accommodation, which had been declined, although this indicator was for general homelessness.

Councillor A Patel advised that a number of the targets were annual and he wondered how the select committees could influence these throughout the year. The Acting Chief Executive advised unfortunately most of the annual indicators relied on third party data, which provided annual trends. Although, as some of the indicators were new and the data could be reviewed.

RESOLVED:

That the committee noted the outturn position for Quarter 1 2018/19, in relation to the achievement of the Corporate Plan for 2018-2023.

38. EXECUTIVE DECISIONS - CALL-IN

There had been no decisions called in for consideration at this meeting.

39. FORWARD PLAN OF KEY DECISIONS - REVIEW

The committee considered the Council's programme of Key Decisions for 2018/19.

Planning and Governance

Councillor S. Neville queried whether the District Electoral Review should be a decision for the Council. Councillor C. Whitbread advised that Council would have to look at its future democratic arrangements but this would not take place until the Local Plan had been agreed and the Council was aware of where the growth would take place in the District. The Electoral Review was a statutory process and although the Cabinet could trigger the process, it would ultimately be the Council's decision.

Finance

Councillor S. Murray asked whether the aim to review the Local Council Tax Support Scheme 2019/20, was to save money or whether there was another agenda. Councillor G. Mohindra advised that there was no hidden agenda.

Environment

Councillor S. Murray asked whether the Waste Management Review would be asking residents to either pay for the dry recycling bags or limit the number of bags they were allowed. Councillor N. Avey advised that the decision was not due until next year and he would report back to members when he had further discussions.

Councillor N. Bedford asked whether smaller fleet carriers could be purchased when the waste contracts were renewed, due to the amount of damaged kerbs that have arisen across the District. Councillor N. Avey advised that he would discuss the issues at the next Waste Management Board.

Housing

Councillor S. Murray asked for more detail on Sheltered Housing Assets. Councillor C. Whitbread advised that he required further details and he would report back.

Leisure & Community Services

Councillor M. Sartin enquired about the Gymnastics Centre – North Weald Airfield. Councillor C. Whitbread advised that a report was coming forward at the next Cabinet meeting on 10 November 2018.

Councillor N. Bedford advised that there were no turn-style entrance systems at Ongar Leisure Centre, which was reportedly enabling people to walk in and use the swimming pool facilities for free. Councillor C. Whitbread advised that he would look into this concern.

Assets & Economic Development

Councillor H Whitbread commented that she was happy to see the future of St John's School Site on the work programme.

Councillor S. Murray asked whether the report regarding Epping Forest Shopping Park had included reference to the traffic flows around this area and the pollution issues. Councillor A. Grigg advised that she had been made aware of the issues and would be looking into it. The economic impact study may cover this issue, although it may need to be looked at separately. There were issues with parking problems at the shopping park and they were investigating solutions in consultation with the tenants. Any issues outside the shop park would have to be reported to Essex County Council (ECC) as they were responsible for highways. Councillor S. Murray commented that he had received a large number of complaints about traffic on Rectory Lane and Oakwood Hill. Councillor G Mohindra advised that there were a significant number of road improvement works going on in the area, which had meant other roads were being used and ECC were aware of the issues and were looking into them.

Councillor D. Wixley raised concerns over pedestrians crossing the roads at Oakwood Hill and Chigwell Lane to access Langston Road. Councillor G. Mohindra strongly recommended that pedestrians used the pedestrian cross 40 meters down the road by Debden Station. Councillor A. Grigg advised that a conversation with ECC had taken place and they were aware of the issue, although they were satisfied that the scheme met the safety requirements necessary. The Council had looked into a pedestrian crossing although ECC had not been keen because of issues with respect to traffic flows.

40. OVERVIEW & SCRUTINY SELECT COMMITTEE FRAMEWORK - REVIEW

The Democratic Services Manager presented a report regarding a review of the overview & scrutiny select committee framework for 2019/20.

He advised that the Council's People Strategy, had now progressed and the two Strategic Directors and eight Service Directors had been appointed with the intention from the Leader, to realign the responsibilities of the Cabinet with this new structure. Furthermore, it was assumed appropriate to review the overview and scrutiny framework as well. Following a joint meeting of the Overview and Scrutiny Chairmen and Vice-Chairmen held on 3 September 2018, the option favoured was for the establishment of two select committees as follows;

Communities & Neighbourhoods Select Committee

Covering the following service areas:

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

Governance & Resources Select Committee

Covering the following service areas:

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

It was proposed that the lead officer for each of these select committees would be one of the Council's new Strategic Directors and that a focused and achievable work programmes would be developed, drawing from the Portfolio Holder and service

delivery aims and objectives. There would be no increase in meetings or membership to the select committees and it would continue to appoint in accordance with the pro-rata provisions.

Furthermore, the adoption of the new overview and scrutiny framework was not a matter reserved to the Council, although any changes would need to be considered by the Constitution Working Group. The Government was currently preparing new statutory guidance on overview and scrutiny, to reflect the changing role of scrutiny and this was expected to be published in December 2018.

Councillor J.H. Whitehouse enquired whether any consultation had been completed with members and possible training requirements for overview and scrutiny. Councillor M. Sartin advised that the committee had decided to reconsider the framework of the select committee last year and training was provided at the start of each year. The Democratic Services Manager advised that overview and scrutiny training was provided each year following local elections.

Councillor S. Neville had concerns over the suggested framework leading to less scrutiny; that the changes to the national scrutiny framework could impact on this; and asked whether external scrutiny would still take place. The Democratic Services Manager advised that the national changes would be unlikely to prescribe how the Council established its internal arrangements, but that they would probably be around giving scrutiny a wider remit. He advised that external scrutiny would continue. Councillor M. Sartin advised that some items were cyclical and did not always require a presentation to the committee but a members briefing or an item placed in the Members Bulletin would be more beneficial.

Councillor D. Wixley advised that he could see some benefits that would enable the appointed members on those committees a larger overview of the council. He asked whether this would be an opportunity for other members to take part in Task and Finish panels. Councillor M Sartin advised that Task and Finish Panel were open to all members and notification for these panels were normally promoted in the Members Bulletin.

Councillor D. Wixley commented that once the Council had been through the reorganisation, it may be a good opportunity for training and a presentation of how the Council had been restructured, which the Chairman concurred.

Councillor S. Murray asked what consultation took place with members and the established groups before the recommendations were made. The Democratic Services Manager advised that this formed part of the consultation and no other discussion had taken place. The recommendations presented before members had been developed from discussion with the Chairman and Vice-Chairman of Overview and Scrutiny and the current select committees. Councillor S Murray advised that he had concerns over the recommendations. The Acting Chief Executive advised that the drive for the changes to the framework had been officer led to align with the new officer structure, service areas and Portfolio Holder responsibilities. He stated that the two select committees would have a membership of 15 and the Overview and Scrutiny Committee would have the same, therefore 45 members would be involved in the scrutiny of the Council. There was a need to make a distinction between service briefings and the scrutiny of service which had not always occurred.

Members concurred, although it was thought that further consultation was required. The Democratic Services Manager advised that there was sufficient time to complete a consultation on the framework and that the committee could determine whether there was a need to establish a Task and Finish Panel following the consultation.

RESOLVED:

- (1) That all members be consulted on the proposed select committee framework arrangements through the Members Bulletin as soon as possible; and
- (2) That the results of such consultation be reported to the next meeting of the committee.

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

The Democratic Services Manager updated members on the Overview and Scrutiny Committee Work Programme for 2018/19. There were several proposed deletions from both the programme and reserve programme, in favour of a member briefing. These included (9) Essex County Council – Passenger Transport, (2) Princess Alexander Hospital NHS Trust and (5) Essex County Council – Local Highways Services and Infrastructure.

Councillor S. Murray asked that both the Principal of the Epping Forest College and the Principal of New City College be invited with regards to Epping Forest College, to enable both the curriculum and the land and building issues to be considered.

Councillor S. Neville asked whether a date had been arranged for a member briefing regarding the (9) Essex County Council – Passenger Transport. The Chairman advised that officers had been unsuccessful in arranging this.

Select Committees**Communities Select Committee**

Councillor H. Whitbread advised that the committee had considered the Museum, Heritage & Cultural Local Government Association Peer Challenge, which had highlight how good the Council's services were and an extra meeting had been held to consider two consultation documents regarding a Social Housing Green Paper and Use of Receipts from Right to Buy Sales.

She advised that the next meeting on 13 November 2018, had the District Commander, Chief Inspector Lewis Basford attending, which was open to all members.

Governance Select Committee

Councillor G. Chambers advised that the committee had considered feedback from the Chairman and Vice-Chairman of the Area Plans Sub-Committee and District Development Management Committee, which had resulted in security guards being present at meetings. In addition to this, a review of local elections and the petition scheme had also been discussed.

Neighbourhoods Select Committee

Councillor N. Bedford advised that committee was on target.

Resources Select Committee

Councillor A. Patel advised that the committee had considered the ICT Strategy, Fees and Charges and the Financial Issues Paper. The next meeting would be considering the People Strategy in relation to value for money, how it would be realized and agency costs.

42. SCRUTINY OF EXTERNAL ORGANISATIONS

The committee noted their schedule of recent external scrutiny carried out since 2014.

Councillor N. Bedford requested that if an organisation had attended multiple times, this would be better if this was grouped together on the schedule. The Democratic Services Manager advised that the schedule would be updated to reflect this.

CHAIRMAN

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Report to the Overview and Scrutiny Committee

Date of meeting: 18 December 2018

Subject: Overview & Scrutiny Select Committee Framework - Review

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

Democratic Services Officer: R. Perrin (01992) 564532

Recommendations/Decisions Required

- (1) That the Committee consider the results of consultation undertaken amongst all members of the Council, with regard to the proposed establishment of a new overview and scrutiny select committee framework;**
 - (2) That, subject to recommendation (1) above, the Committee:**
 - (a) agree the establishment of a Task and Finish Panel to consider options for the establishment of an appropriate select committee framework with effect from the commencement of the 2019/20 municipal year, in accordance with the Overview and Scrutiny rules of the Council's Constitution;**
 - (b) agree the draft terms of reference and work programme for the proposed Task and Finish Panel for the remainder of the 2018/19 municipal year;**
 - (c) make appointment to membership of the proposed Task and Finish Panel for the remainder of the 2018/19 municipal year;**
 - (d) make appointment to the positions of chairman and vice-chairman of the proposed Task and Finish Panel for the remainder of the municipal year; and**
 - (e) the recommendations of the proposed Task and Finish Panel be considered by the Committee at its meeting to be held on 19 April 2019.**
1. At its meeting on 29 October 2018, the Committee considered a proposal for the establishment of a new overview and scrutiny select committee framework to reflect the implementation of the Council's People Strategy.
 2. The report made to the Committee at its meeting on 29 October 2018, setting out the detailed proposal for the establishment of a new overview and scrutiny framework based on a structure of two cross-service select committees, is attached as Appendix 1 to this report.
 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 comprises seven new service directorates covering the operations of the authority and the Leader of the Council has recently realigned the responsibilities of the Cabinet to reflect the management

structure and achieve improved efficiency and effectiveness in the delivery of the Council's services. It therefore remains appropriate to also review the alignment of the overview and scrutiny framework with the executive and senior management structure going forward.

4. At that time, the Committee expressed concern at the perceived limitation of capacity for scrutiny activities arising from the proposed reduction in the number of select committees and deferred consideration of the proposed new framework to allow appropriate consultation on the proposal to be carried out amongst all members of the Council.
5. Consultation on the proposed new select committee framework was undertaken through the Council Bulletin commencing on 2 November 2018 and ran for a four-week period, closing on 30 November 2018. The consultation was promoted within the Council Bulletin on two separate occasions during this period and the results of the consultation exercise (as at the publication of this agenda) are attached as Appendix 2.
6. It is disappointing that only a limited response was received to the consultation and that no real direction has therefore resulted from the responses received, other than generally to support the retention of the current framework of the scrutiny committees. Arising from such responses to the consultation exercise, the following options for the future select committee framework appear to be available:
 - (a) No change. The retention of the existing framework of four select committees would appear to address the concerns raised by the Overview and Scrutiny Committee at its meeting on 29 October 2018 and in some of the consultation responses. However, the retention of the existing framework would mean that the select committees were not aligned with the new portfolio or service structures and that opportunities for increased efficiency and effectiveness in scrutiny activity might not be achieved;
 - (b) An alternative framework of four select committees aligned with the new portfolio and service structure. This would appear to address the concerns raised by the Overview and Scrutiny Committee and in some of the consultation responses. This approach would mean that some of the responsibilities of the existing select committees (and their titles) would need to be changed and that the select committees might have an imbalance of service areas, given that the portfolio and service structure comprises seven service areas. This approach would present opportunities for increased efficiency and effectiveness in scrutiny activity;
 - (c) A revised framework of two or three select committees aligned with the portfolio and service structure. This approach would mean that some of the responsibilities of the existing select committees (and their titles) would need to be changed and that the select committees might have an imbalance of service areas, given that the portfolio and service structure comprises seven service areas; and
 - (d) The establishment of a task and finish panel to consider (a) to (d) above and any other options for the select committee framework and to report to the Overview and Scrutiny Committee on proposals for the establishment of a new framework arrangement.
7. It is suggested that the establishment of a task and finish panel to consider all issues related to the proposed establishment of a new overview and scrutiny select committee framework and any other options for the framework that have not already been identified, would be the most sensible way forward. The task and finish panel approach was utilised in the development of the current select committee framework and draft terms of reference for a new task and finish panel are attached for consideration by the Committee as Appendix 3 to this report, together with an initial draft work programme for the remainder on 2018/19 (Appendix 4). The terms of reference, membership and

work programme for a task and finish panel must be approved by the Overview and Scrutiny Committee.

8. Any task and finish panel would need to work quickly, in order that the establishment of an appropriate select committee framework with effect from the commencement of the 2019/20 municipal year could be considered by the Committee at its meeting in April 2019. The Overview and Scrutiny rules of the Constitution (Article 6) require that task and finish panels be flexible as to the number of councillors appointed to membership, although here is no restriction on the number of members that can be so appointed. Additionally, any councillor may be a member of a task and finish panel, save that a member of the Cabinet may not be a member of any panel which bears directly on their portfolio.
9. Task and finish panels cannot be comprised of members of a single political group and it is a requirement of the Overview and Scrutiny rules of the Constitution that a chairman and vice-chairman should be appointed to each panel.
10. Subject to consideration of the results of the consultation exercise, the Committee is requested to agree the establishment of a task and finish panel to consider options for the establishment of an appropriate select committee framework.

Resource Implications:

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

Legal and Governance Implications:

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

Safer, Cleaner, Greener Implications:

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

Consultation Undertaken:

At its meeting on 29 October 2018, the Committee considered the proposed establishment of a new overview and scrutiny select committee framework. Consultation on the proposed new select committee framework was undertaken through the Council Bulletin commencing on 2 November 2018.

Background Papers:

None.

Impact Assessments:

Risk Management

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

Equality:

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

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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

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.

OVERVIEW & SCRUTINY COMMITTEE (18 DECEMBER 2018)

OVERVIEW & SCRUTINY SELECT COMMITTEE FRAMEWORK – REVIEW

MEMBER CONSULTATION

(1) Response by Councillor N. Bedford

I have looked at the proposals in greater detail and on reflection my recommendation would be to leave the O&S select committees alone for twelve to eighteen months to allow the system to bed in with the new directors etc they may even want to recommend tweaking the process themselves;

The work would be too much for the realigned proposals, and possibly lead to longer meetings or having to cut short agenda items without full scrutiny;

Why not make the proposed changes a project in itself that gets a proper airing with recommendations that come from the panels members themselves;

I think the recommendations and proposals put forward re the possible realignment may be applicable in the future but I do believe the new directors and structure needs a bedding in period, overall, I do think we are working well at the moment and it allows a lot of member involvement I cannot see the benefit of change at this point.

(2) Response by Councillor G. Chambers

Firstly, I take this opportunity to repeat the Standards committee should remain separate. However, I appreciate this is not for consultation at this stage. Members should lead on any future review or proposal. Members have agreed not to change the standards at least three times now but it keeps coming back to full council.

With regards to the officers led proposal I could see some merit to the below committee.

Communities & Neighbourhoods Select Committee

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

I would prefer to see no change to the select meetings. It's also concerns me that the drivers come from senior officers. It should be in my opinion elected members that drive scrutiny not the officers. Senior Officers need to be more aware it seems that elected members should be driving scrutiny.

The consultation on this was almost non existence and should be investigated further. The cabinet was not even aware which shows in my opinion how some senior officers feel they can act. How can the cabinet not be aware or not consulted on a proposal?

The proposal should be 100 percent scrapped and a members scrutiny working group be formed to look at making a future proposal if its needed.

Officers must not be leading on scrutiny it should be members making the proposal. For example if council passes a motion which a single member puts forward then significant help should be given to support the member in that motion.

I ask a simple question to the reader who will benefit from this new proposal?

*Less members engagement will definitely occur. (This is not scrutiny this is a watering down of involvement. With the recent planning changes the public and the press will see this as a power grab from officers).

*The only people who will benefit are the officers.

- They will have less meetings to arrange and less time to spend with our elected members. Members maybe pleased at first to have less meetings and indirectly less scrutiny. However, I can see many of my colleagues across party who will have real concerns with this proposal.

Therefore, my comments are very clear no change to the current system.

I cannot as a matter of conscious be able to support the current TWO committee proposal without greater members involvement.

(3) Response by Councillor S. Kane

I believe the proposed split between Communities & Neighbourhoods and Governance & Resources is very uneven in terms of workload. My preference would have been to maintain 4 committees

Property Services	
Planning Services	Housing & Property Services
Technical Services	
Commercial & Regulatory Services	Contract & Technical Services
Customer Services	
Community & Partnership Services	Customer Services
Support Services	
Strategy & Member Services	Business Support Services

At most, drop to three committees by combining Customer & Support Services.

I believe this (the use by the Cabinet of the overview and scrutiny framework for policy development and pre-decision scrutiny activity) could and should be a very useful method of enhancing member engagement in policy making. The challenge here is the timing of scrutiny meetings in relation to Cabinet meetings. Increasingly the business of cabinet can be fast-paced (for a council) with Management Board/Cabinet meetings being quickly followed by Cabinet, leaving little time for scrutiny to evaluate/contribute to the process before a decision is required. Should pre-decision activity be incorporated into the work programme I would not want to see the decision process slowed.

Again, this (the use by the Overview and Scrutiny Committee of its existing opportunity for the review of the forward plan of executive key decisions) is an opportunity for scrutiny to take a more pro-active role in the business of the council

Personally, I question the value of such scrutiny of external organisations. Often very informative and valuable but in no way could this be considered a scrutiny function, better to invite external organisations to member briefings and have a presentation with Q&A

(4) Response by Councillor A. Lion

This is a detailed report and suggests that scrutiny is a complex process. The objective is in the title Overview & Scrutiny i.e. having high level and critical visibility of both the Executive policy and officer delivery and then getting into detail of scrutiny and to drill down to a level required. However, I am surprised this didn't seem to have wider member input. In reading though I am trying to understand what problem the report is trying to solve and what the issues are with the current 4 panel grouping. We have the two ends of the spectrum, cut down to 2 panels to align with the new strategic directors (who don't have day to day responsibility) or look to 8 to align with service directorates. I don't see any driver, justification, business case for cutting down to two. With 8 service directorates it's going to be a difficult a job trying to get to an acceptable level of scrutiny. I think it is far too early to do this and there needs to be a balance so keep to the mid ground until there is more experience within the organisation.

If this evolves to two, I see that there is an affinity for a customer facing grouping and a back-office grouping, not sure the proposed groups fully reflect that.

I firmly believe we need to base work programmes on the corporate plan, service area business plans and have recourse to audit teams to provide an independent review where required.

(5) Response by Councillor C. P. Pond

I can see the sense in 2 committees reflecting the new structure but had understood that the 2 Strategic Directors would be concentrating on policy issues rather than being responsible for specific service issues.

Support a balanced work programme but concern that there would be too much work to be achievable unless changes to what comes to the select Committees are made .ie Performance Standards could be sent out for comments on line.

Support more use of Task and Finish panels. Councillors not on the main committees could be encouraged to join these. Specific work on a single topic with a deadline is often more satisfying. As councillors we should suggest relevant topics. O and S and Cabinet should consider the findings seriously.

It is a shame that 30 spaces would be lost if only 15 are on each one. However, they would be very difficult to work with more than 15. Hopefully would be more T and F.

Bear in mind there would be less time when reducing to 2. Cabinet could be proactive in suggesting current and new policy areas. O and S would add to work programme if suitable.

Forward Plan for the council - maybe a session with O and S rather than splitting into 2.

7 Reports on external bodies. Good to receive reports from EFDC reps but would not be enough time for Select Committees to consider. Keep in full council.

Training - needs to stress importance of effective Scrutiny and give help in suggesting topics.

(6) Response by Councillor P. Stalker

As a member of O&S and vice chair of Resources I have been involved in discussions about the proposed framework from the beginning. I fully support Cllr Sartin's paper on this and have no reservations about the move to two Select committees. I still see ample opportunities for Councillor representation and development under the new framework.

(7) Response by Councillor H. Whitbread

I currently sit on two select Committees, Communities and Governance. I Chair the Communities Select Committee. I have substituted for the other two committees on a number of occasions and I have an understanding of their work programmes.

I largely support these proposals, because I feel that sometimes the committees, particularly Governance, can be very light on business. It must be noted that the last Governance meeting I attended was under 30 minutes long. To me this does not seem a good use of officers or members time, when perhaps the substantive agenda item could have been added to the work programme of another committee.

Also, there is a great deal of overlap between committees, particularly communities and neighbourhoods. Placing them together in one committee would avoid this.

Scrutiny is of vital importance to the democratic workings of the council. Through the re-working of the scrutiny committees I believe that there is the opportunity to deliver more effective and in-depth scrutiny. Committees can take a more focused approach. It would be sensible to have a greater focus on reports before they are made policy rather than regularly analysis reports for noting.

In addition, I believe that there needs to be a different approach to how we analyse KPIs. Members who sit on committee may require more information about interpretation and it may be helpful to have more detailed indexes.

The makeup of the agenda of the committee should be reviewed - with a focus on priority items at members discretion.

It is clear that a committee's program must be not balanced and achievable. It should reflect the objectives and interests of members, which are reflective of community priorities and public interest.

A more focused approach to scrutiny may help to keep members engaged - it may also encourage furthermore in-depth scrutiny, potentially with the formation of more task and finish panels - or break out groups.

I believe that the current number of members, when in full attendance works reasonably well for a select committee. However, I think the new committees could facilitate a few additional members. I believe that subject to work load, the meetings should be held with the same regularity. Perhaps also the scrutiny meetings should be webcast more regularly, especially when discussing issues of particular public interest, to make scrutiny more transparent.

With the changing shape of the council, I believe that the committee should reflect this. It seems sensible to have the two strategic officers as a lead officer for each committee.

Overall, I believe that from my experience it would be a sensible proposition to reduce the number of select committees. This will help make the business of the committees over clear and minimise overlap. If correctly harnessed, this is also an opportunity for a greater level and detail of scrutiny.

(8) Response by Councillor J. H. Whitehouse

The current scrutiny system isn't working well but I don't agree with the proposed arrangements. In the Cabinet form of governance, scrutiny needs to be strong and these proposals reduce scrutiny by 50%.

I agree with the comments of the joint meeting of Overview and Scrutiny chairmen that scrutiny needs to cover the whole range of the Council's business but this cannot be done with so few scrutiny meetings. The proposed two Select Committees are unbalanced. Communities and Neighbourhoods SC has much more to scrutinise than Governance and Resources SC. The Community and Neighbourhoods SC services also impact more on residents.

Now that the new structure with seven services has been published I suggest we need to look at the responsibilities within each and consider which it is reasonable to put together. I think three select committees are the minimum that are needed and that more time should be given to select committees that scrutinise services that directly affect the public than to internal support services.

Members need more knowledge of council services/teams in order to scrutinize. This used to be gained through information evenings or presentations before Council or, in the days of the committee system, by being a member of a committee. (I am referring to individual services within the overall service as 'teams'.) Since it's unrealistic to have a presentation from each at the select committee, an information pack outlining what each team does and its aims and current priorities should be provided to members when they join a select committee and should be updated for all members as these change.

With regard to Task and Finish panels a quicker process for setting them up is needed and more awareness of the varied ways of organising them (e.g.: one full day). It was agreed that the recommendations of the Task and Finish Panels would be reviewed after (I think) 3 months to ensure that action was happening and again after 12 months. This isn't happening. The reports from past Task and Finish Panels should be easily available as a library on the website, along with the annual report of Overview and Scrutiny.

I agree that more use should be made of OSC and the select committees for policy development, pre-decision scrutiny and the review of the forward plan.

Training about scrutiny is important for members and especially the difference in questioning, but this only works if the chairmen are also trained in the difference between chairing a scrutiny committee compared to other council committees. A very good training session on asking questions for scrutiny was provided several years ago.

Members' views are asked on the requirement to report to Council on outside organisations 'in order that such matters do not unnecessarily congest the work programmes of the select committees'. I'm not aware how the reports affect the select committees. These reports to Council are the only feedback members get of what is happening on the bodies to which Council appoints representatives. They don't take long and I think they should continue.

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OVERVIEW & SCRUTINY SELECT COMMITTEE FRAMEWORK TASK & FINISH PANEL

DRAFT TERMS OF REFERENCE

Origin

At its meeting on 18 December 2018, the Overview and Scrutiny Committee agreed that a Task and Finish Panel be constituted to consider the future structure of the overview and scrutiny select committee framework and its alignment with the new executive portfolio and management structure of the Council.

Draft Terms of Reference

- (1) That the Panel consider the future structure of the select committee framework to ensure that it complements the new executive portfolio and management structure of the Council, taking into consideration the options presented to the Committee at its meeting held on 29 October 2018;
- (2) The Panel should consider:
 - (a) the retention of the existing framework of four select committees;
 - (b) the introduction of an alternative framework of four select committees aligned with the new portfolio and service structure and the responsibilities of each select committee, to present opportunities for increased efficiency and effectiveness in scrutiny activity;
 - (c) the introduction of an alternative framework of two or three select committees aligned with the new portfolio and service structure. and the responsibilities of each select committee, to present opportunities for increased efficiency and effectiveness in scrutiny activity; and
 - (d) any other structure arrangement considered appropriate; and
- (3) That the Panel review the terms of reference of the existing select committees in terms of relevance and consider whether these could be improved.

Aims and Objectives:

- (1) To report findings to the Overview and Scrutiny Committee and to submit final recommendations for consideration by the Committee at its meeting on 19 April 2019;
- (2) To gather evidence and information in relation to the review of the select committee framework through the receipt of data, presentations and other means considered necessary;
- (3) To have due regard to relevant legislation and the Overview and Scrutiny rules of the Constitution (Article 6); and
- (4) To consult political groups and independent members at the final stage of the review.

Timescales

Commencement:

The work of the Task and Finish Panel should commence as soon as possible.

Completion:

The final recommendations of the Task and Finish Panel with regard to the future structure of the overview and scrutiny select committee framework should be presented to the Overview and Scrutiny Committee at its meeting to be held on 19 April 2019.

Overview & Scrutiny Select Committee Framework Task & Finish Panel
(Chairman – to be appointed)

Item	Report Deadline/ Priority	Progress Comments	Programme of Future Meetings
To consider the future structure of the select committee framework to ensure that it complements the new executive portfolio and management structure of the Council;	Submission of final recommendations to the Overview & Scrutiny Committee on 19 April 2019;	First meeting to be held as soon as possible. Future meetings to be held on an ad-hoc basis;	To be arranged.

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SCRUTINY



Report to the Overview and Scrutiny Committee

Date of meeting: 18 December 2018

Subject: Review of Polling Districts, Polling Places and Polling Stations

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

Democratic Services Officer: R. Perrin (01992) 564532

Recommendation:

That the Committee agree that the Governance Select Committee report directly to the Council at its meeting in July 2019, on any proposals arising from the next review of polling districts, polling places and polling stations.

1. At its meeting on 23 October 2018, the Governance Select Committee considered a comprehensive report of the Returning Officer reviewing the planning and delivery of the local elections held in May 2018 and addressing other matters related to the responsibilities of the Returning Officer and the Electoral Registration Officer.
2. The Committee was advised that the Electoral Registration and Administration Act 2013 had introduced changes to the timing of compulsory reviews of parliamentary polling districts and polling places and that the next review for the constituencies within the Epping Forest District was required to be completed between 1 October 2018 and 31 January 2020. Whilst it is for local authorities to decide when to carry out reviews within the determined period, the Returning Officer considers that the review should commence in January 2019, as this approach will enable the completion of the annual canvass for the Register of Electors for 2018 and allow the completion of the review prior to the commencement of the canvass for 2019.
3. The findings of the review of parliamentary polling districts and polling places and any recommendations arising therefrom, is a matter for the Council to approve. Although the Governance Select Committee would normally recommend the findings of the review to the Overview and Scrutiny Committee and then to full Council, given the desirability of completing the review by July 2019, the Committee has requested that it be authorised to submit its report directly to the Council in order to ensure that the review timescale can be achieved.
4. The Committee is therefore requested to agree that the Governance Select Committee report directly to the Council at its meeting in July 2019, on any proposals arising from the review of polling districts, polling places and polling stations.

Resource Implications:

The recommendation of this report seeks to ensure that proposals arising from the review of polling districts, polling places and polling stations can be considered on a timely basis.

Legal and Governance Implications:

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

Safer, Cleaner, Greener Implications:

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

Consultation Undertaken:

At its meeting on 23 October 2018, the Governance Select Committee considered arrangements for the next compulsory review of parliamentary polling districts and polling places.

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 Overview and Scrutiny Committee

Date of meeting: 18 December 2018

Portfolio: Leader of the Council

Subject: Corporate Plan 2018-2023 –
Performance Report Q2 2018/19

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

Democratic Services Officer: R Perrin (01992 564532)

Recommendations/Decisions Required:

- (1) That the Committee review the outturn position for Quarter 2 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 indicators, 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.

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.

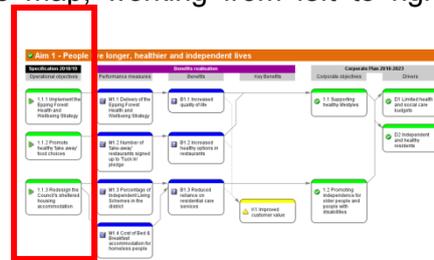
10. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives.

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.

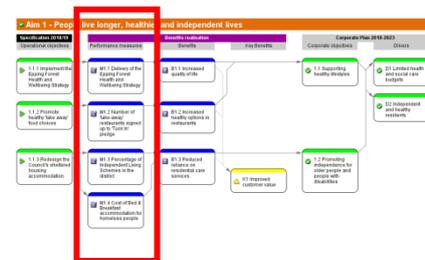
How to Read the Performance Report

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.

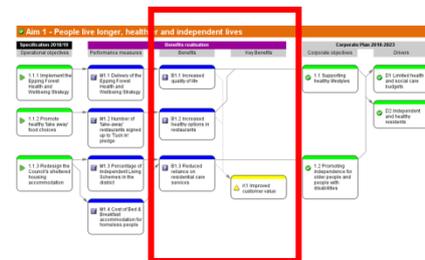
Working from the left-hand side of the benefits maps (see example), the first column contains the annual Specification – formally the Key Action Plan – as a set of operational objectives covering both Businesses As Usual (BAU) and business transformation (projects and programmes).



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

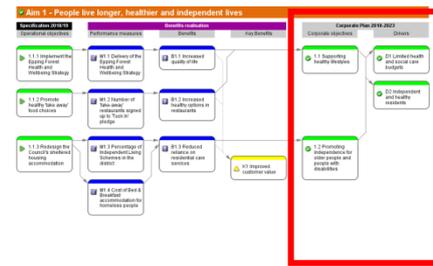


14. The benefits for stakeholders sit at the centre of the benefits maps. One or more performance measures makes up each (intermediate) benefit. Individual performance measures may contribute to one or more benefit. Where this is the case, weightings that show how the performance of these indicators '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"> Performance Indicator (or Risk) that is neither red nor green; or An Action that is unassigned, i.e. it doesn't have an owner
	Red	Indicates: <ul style="list-style-type: none"> A Performance Indicator below target, or An overdue Action based on the deadline date, or A Risk with a high rating
	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:

O&S	Overview and Scrutiny Committee
CSC	Communities Select Committee
GSC	Governance Select Committee
NSC	Neighbourhoods Select Committee
RSC	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

This is quarter 2 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.

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 2 2018/19

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

Date of completing the assessment: 01/11/2018

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 2 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">1. Provide an update2. Enhanced picture of corporate performance against the benefits maps and performance indicator set.
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none">• service users• employees• the wider community or groups of people, particularly where there are areas of known inequalities? <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>No</p>

2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>No, it is just a quarter 2 update.</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 consultation¹

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>Update report, no impact</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	None in this category as there are no equality implications arising from the specific recommendations of this report	
Disability		
Gender		
Gender reassignment		

Marriage/civil partnership		
Pregnancy/maternity		
Race		
Religion/belief		
Sexual orientation		

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 'YES', use the action plan at Section 6 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 Interim Transformation Manager: Gareth Nicholas

Date: 01/11/2018

Signature of person completing the EqlA: Monika Chwiedz

Date: 01/11/2018

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.

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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
 - 1.2 Promoting independence for older people and people with disabilities
- 2.1 Safeguarding and supporting people in vulnerable situations
- 3.1 Enabling communities to support themselves
 - 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
 - 4.2 Improving the district housing offer
- 5.1 Planning development priorities
 - 5.2 Ensuring infrastructure supports growth
- 6.1 Supporting business enterprise and attracting investment
 - 6.2 People develop skills to maximise their employment potential
 - 6.3 Promoting retail, tourism and the visitor economy

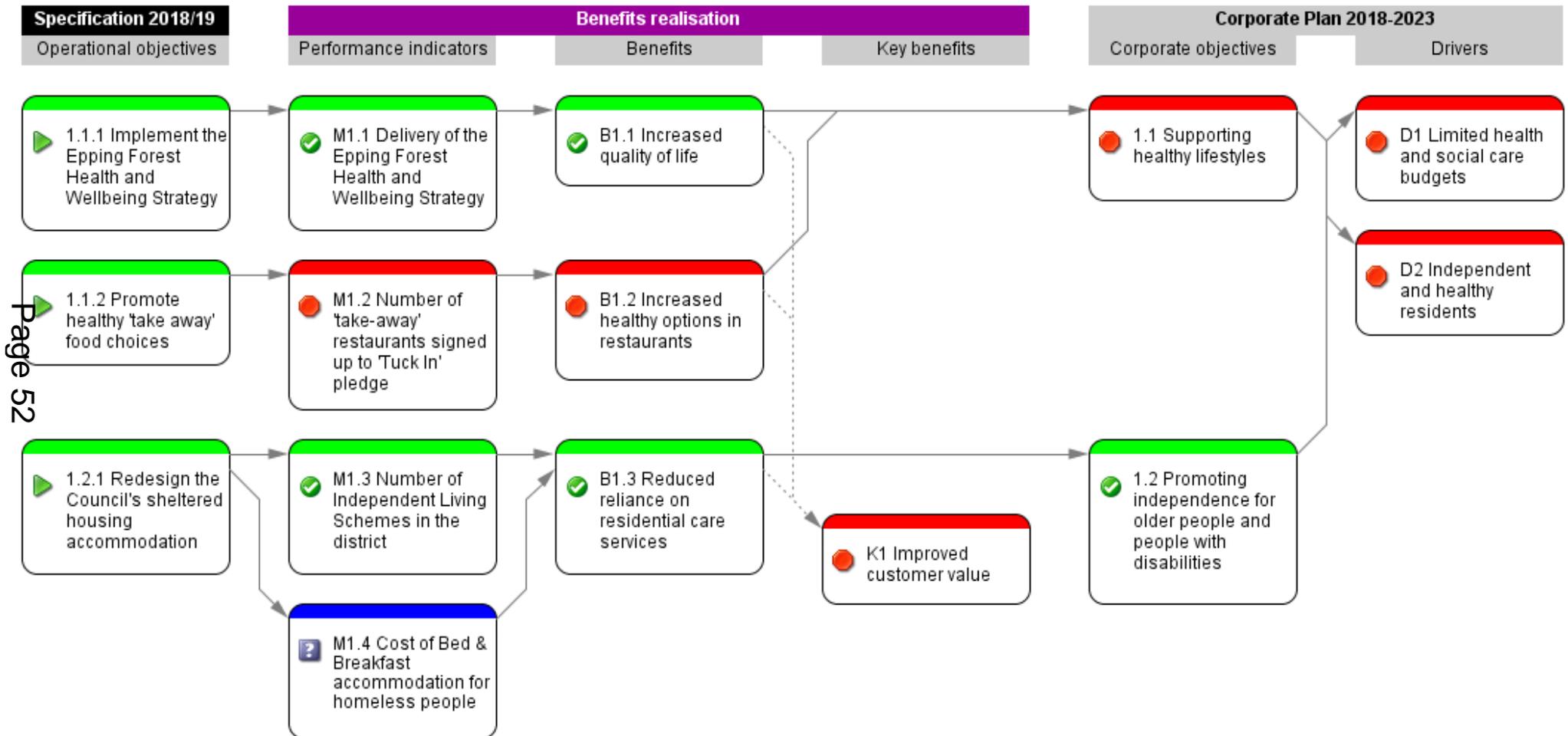
Stronger council

- 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
 - 9.2 Improving performance through innovation and new technology
- 10.1 Efficient use of our financial resources, buildings and assets
 - 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	50%	31-Mar-2019	Action On Target	CSC	Assistant Director - Community Services & Safety (CSS01)
Page 53	Q2 - Each of the three thematic Health & Wellbeing Action Groups have facilitated positive partnership working and are making good progress in the delivery of key projects. Each Action Group has identified and agreed its three priorities for 2018-19. Overall, projects are 30% complete. Action Plans for each multi-agency group will be taken to the next EF Health & Wellbeing Board meeting on 30th October.					
	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.					

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	50%	31-Mar-2019	Action On Target	NSC	Assistant Director - Environment & Neighbourhoods (NNS01)
	Q2 - TUCK IN group have funded an evaluation of the project. Objectives of evaluation, - Identify blocks/restrictions hampering LA involvement and activities to engage businesses, what are they finding as common concerns from businesses about signing up - Businesses that are signed up; What were their main concerns about signing up, have they benefitted; what further support do they need to promote TUCK IN and healthier options. Evaluation to be undertaken at EFDC on 31st October, findings fed back in project report to TUCK IN group.					
	Q1 - 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	50%	31-Mar-2019	Action Pending	CSC	Director of Communities (CDR01)
	Q2 - This action is pending the implementation of the new Senior Management Structure					
	Q1 - 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**

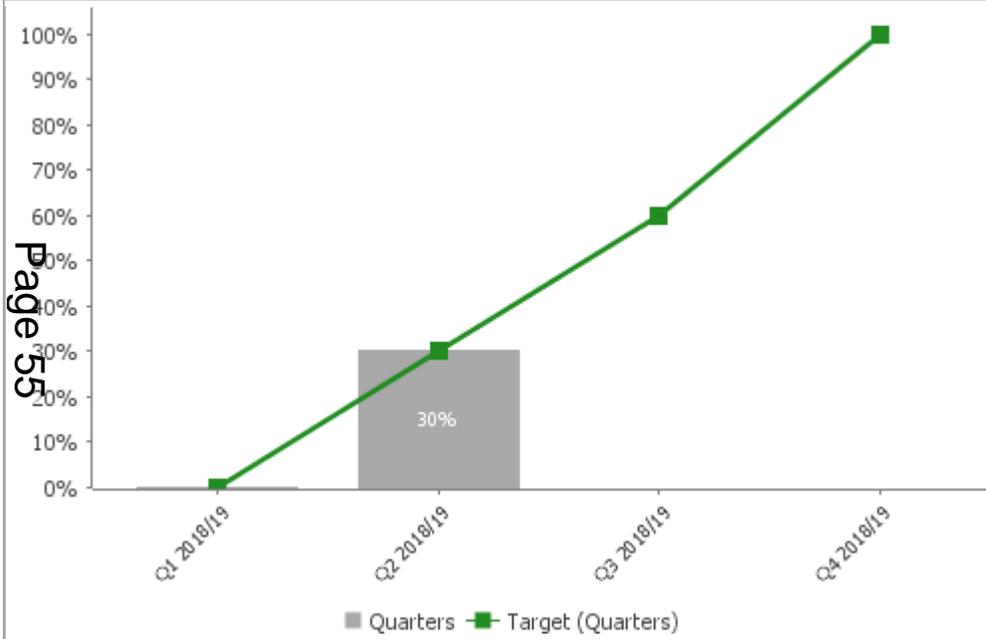
This indicator is a measure of the successful implementation of projects contributing to the multi-agency Epping Forest Health & Wellbeing Strategy 2018-28 (Year 1).

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

Trend chart



Comments
Q2 - Each of the three thematic Health & Wellbeing Action Groups have facilitated positive partnership working and are making good progress in the delivery of key projects. Each Action Group has identified and agreed its three priorities for 2018-19. Overall, projects are 30% complete. Action Plans for each multi-agency group will be taken to the next EF Health & Wellbeing Board meeting on 30th October.

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
0%	0%		30%	30%		60%			100%		

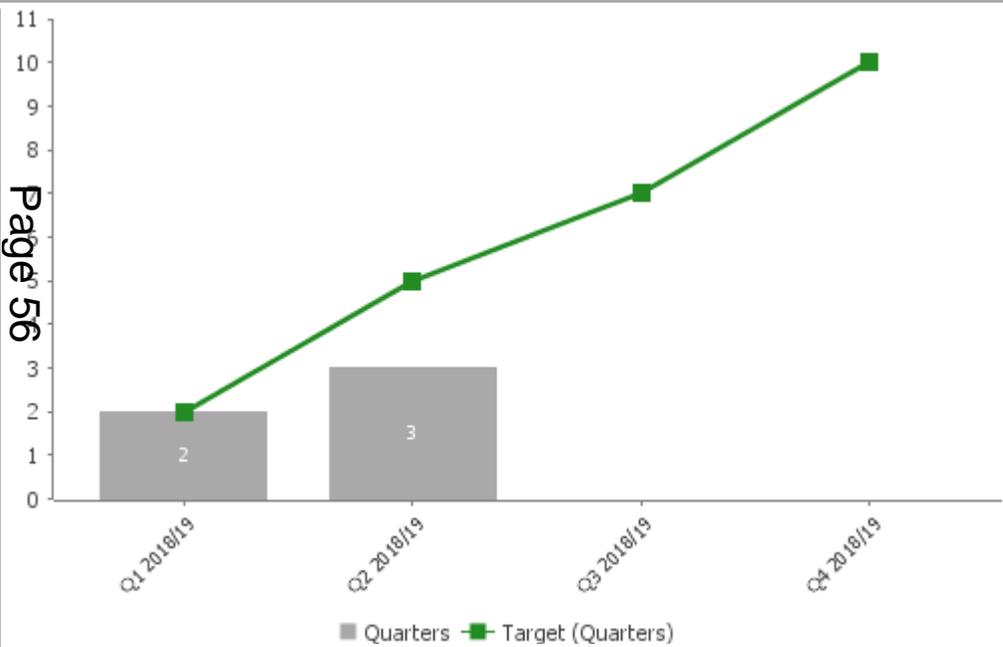
Performance indicator M1.2 Number of 'take-away' restaurants signed up to 'Tuck In' pledge

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>
⚠️ Uncertain	2018	NSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Environment & Neighbourhoods (NNS01)	Aim to Maximise	Partnership	⬆️

Trend chart *Comments*



Q2 - target has not been met. 1 restaurant signed up, which is Rock N Roe in Valley Hill.

Corrective action

Q2 - Meeting with Fabrizio Ferrari, EFDC Public Health Improvement Officer Mon 13th October to discuss potential to target W/Abbey with TUCK IN and link with NHS/GP surgeries and patients on weight loss/health programmes. Option of healthier takeaways to enable healthy choices to be made.

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
2	2	✅	5	3	⚠️	7			10		



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

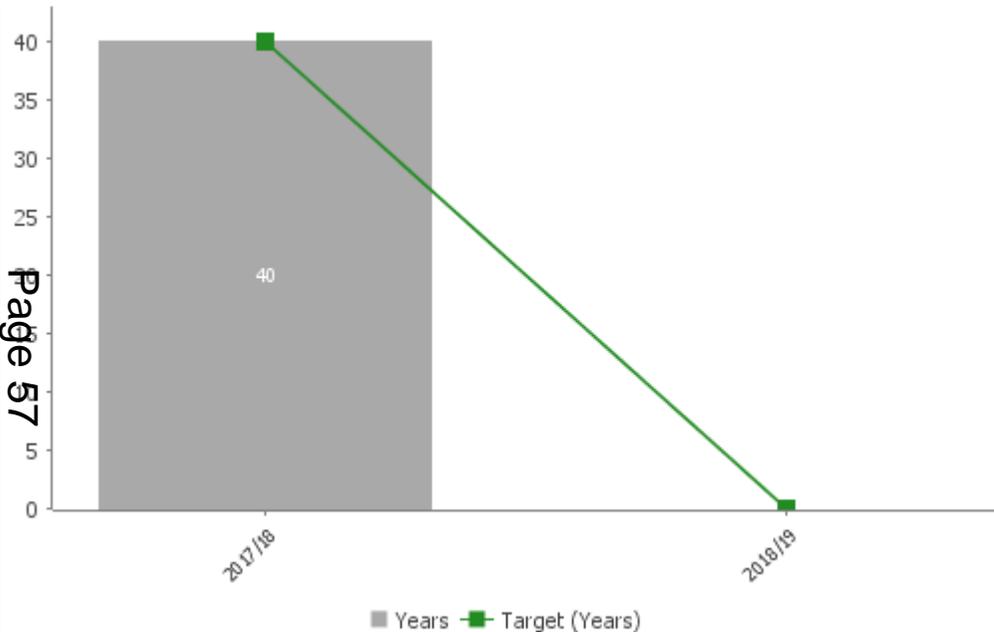
To promote an increase in the supply of Independent Living Homes for older people in the District, over the Corporate Plan Period (2018-23).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
● Not applicable	2018	CSC
<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Maximise	Corporate	?

Manager
Director of Communities (CDR01)

Trend chart

Comments



Q2 - No new schemes have been commenced or completed this year. 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

N/A

2018/19		
Target	Value	Status
0		

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

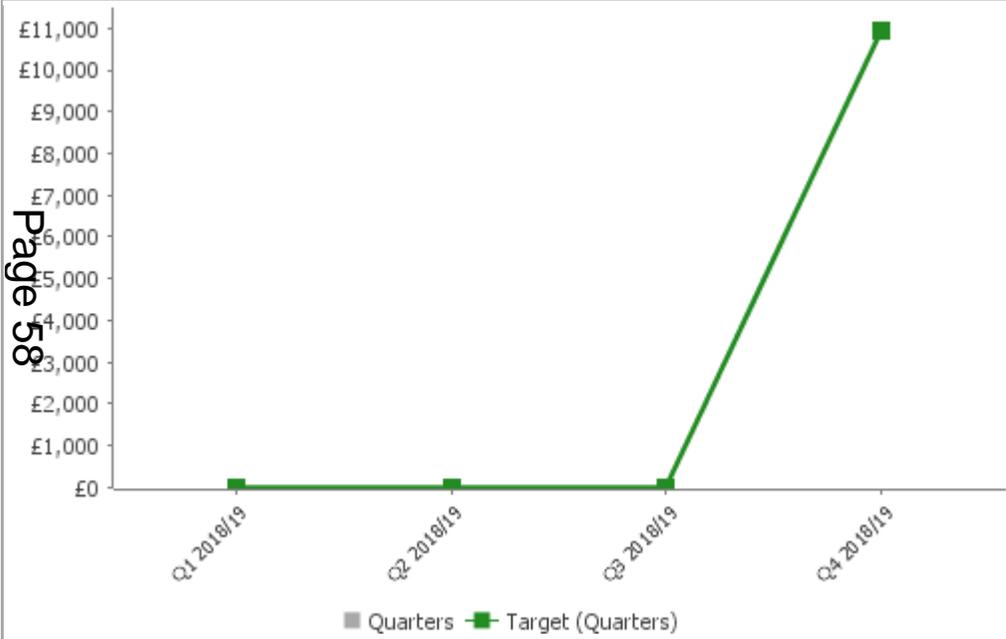
The indicator is intended to measure the savings generated by the reduction in the cost of Bed & Breakfast (B&B) accommodation for homeless people when accommodated in pods (temporary modular accommodation).

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

Manager
Assistant Director - Housing Operations (COP01)

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

Trend chart



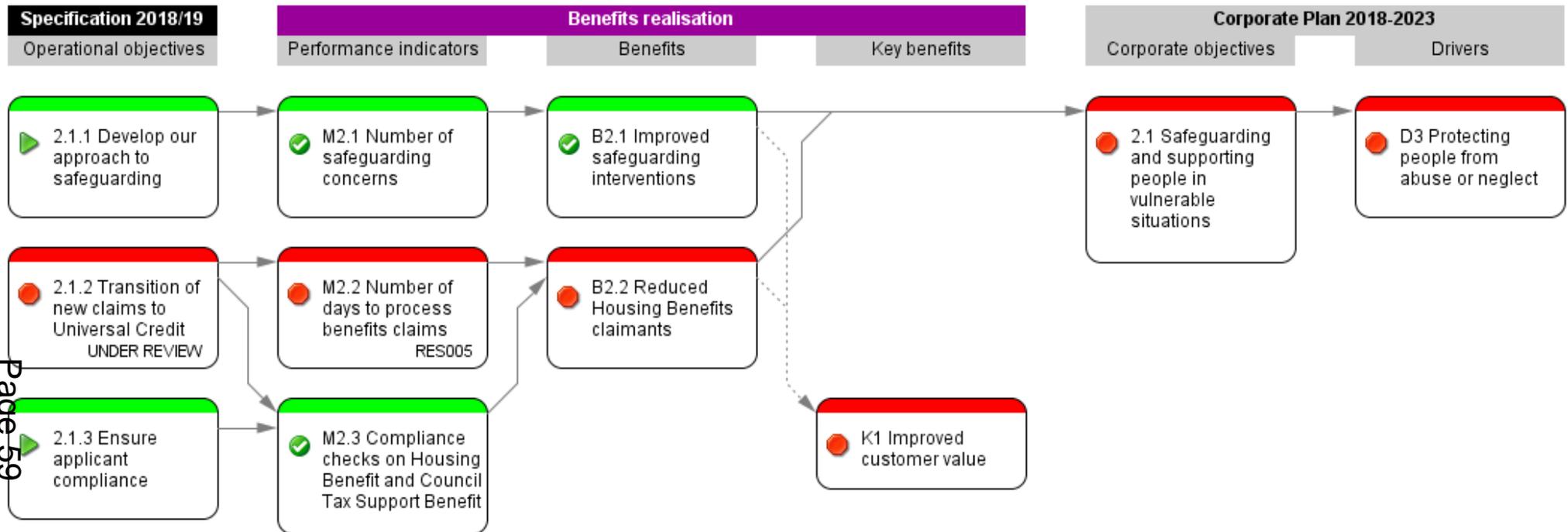
Comments
Indicator not being measured until Q4 2019/20

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
£0			£0			£0			£10,950		

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

Stronger communities





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	50%	31-Mar-2019	Action On Target	CSC	Assistant Director - Community Services & Safety (CSS01)
Page 60	Q2 - A large amount of safeguarding cases identified at EFDC involve mental health issues, we are attempting to identify improved referral pathways into the different mental health teams across the County to help support our residents to assist them getting the help and support they need earlier.					
	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 1 st 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.					

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	
	Q1 & Q2 - Please note this action will be replaced by a new action.					

Operational objective **2.1.3 Ensure applicant compliance**

<i>RAG</i>	<i>Description</i>	<i>Progress</i>	<i>Due date</i>	<i>Expected outcome</i>	<i>Scrutiny</i>	<i>Manager</i>
	Ensure applicant compliance	50%	31-Mar-2019	Action On Target	RSC	Assistant Director - Benefits (RBE01)
	Q2 - Performance is on target to achieve and exceed the target					
	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**

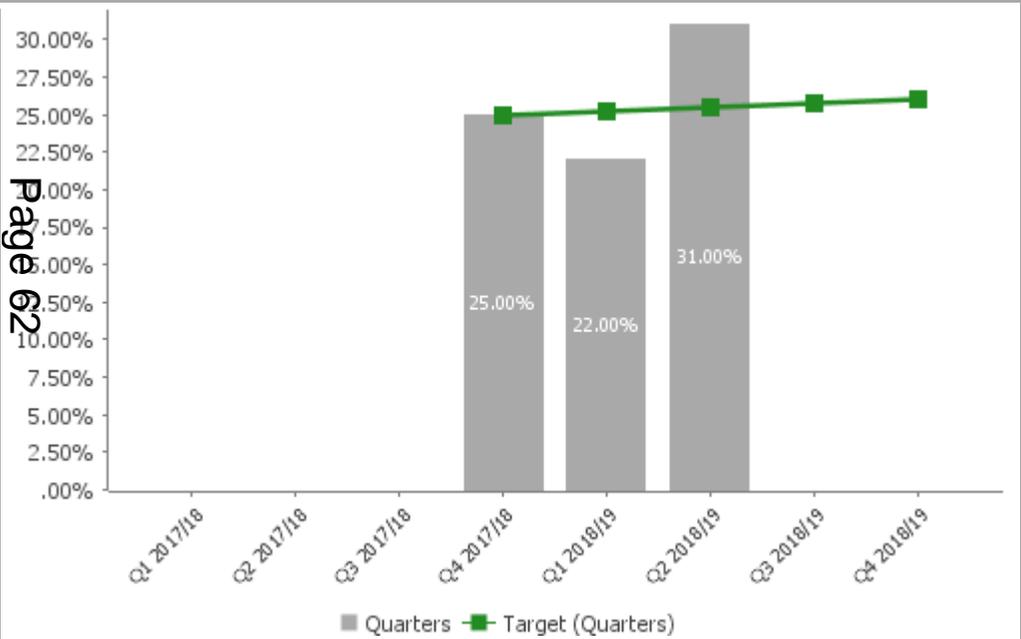
Safeguarding aims to protect or promote the welfare of individuals and/or groups of people, which ensures prevention of harm for children, young people and adults with care and support needs (*Epping Forest District Council Safeguarding Policy and Procedures*).

<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
Q2 - A large amount of safeguarding cases identified at EFDC involve mental health issues, we are attempting to identify improved referral pathways into the different mental health teams across the County to help support our residents to assist them getting the help and support they need earlier.

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
25.25%	22.00%		25.50%	31.00%		25.75%			26.00%		

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

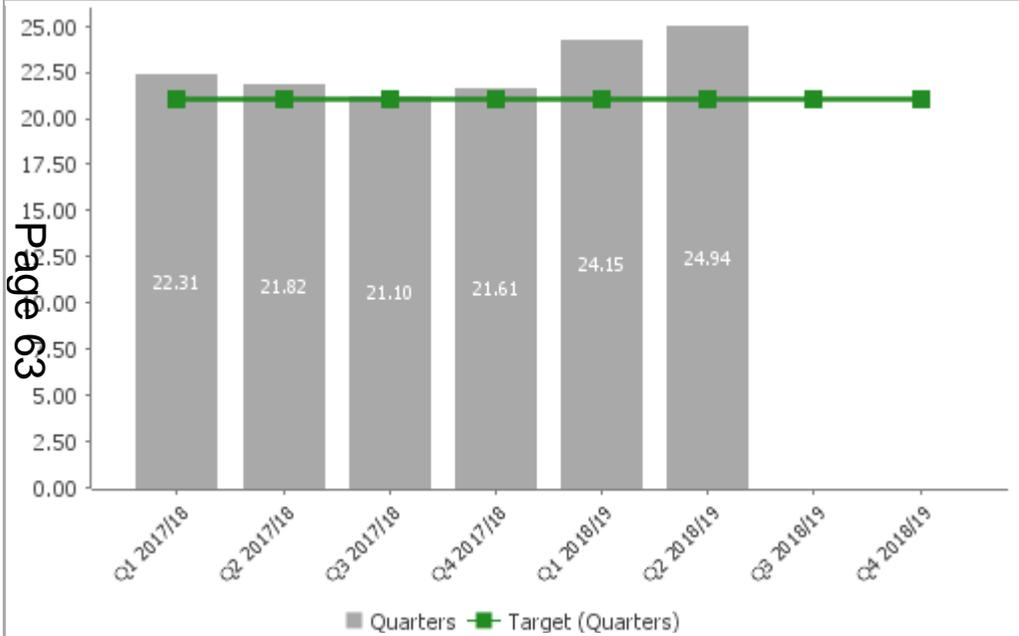
On average, how many days did it take us to process new benefit claims?
 This indicator monitors the administration of Housing and Council Tax Benefit.
 Targets and performance are measured in days (Previously RES005).

<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

Q2 - Performance is monitored weekly and, following a deterioration in performance, processes have been changed. Processing times have improved and should be reflected in quarter 3.

Corrective action

Continue to monitor resources closely as a best effective measure

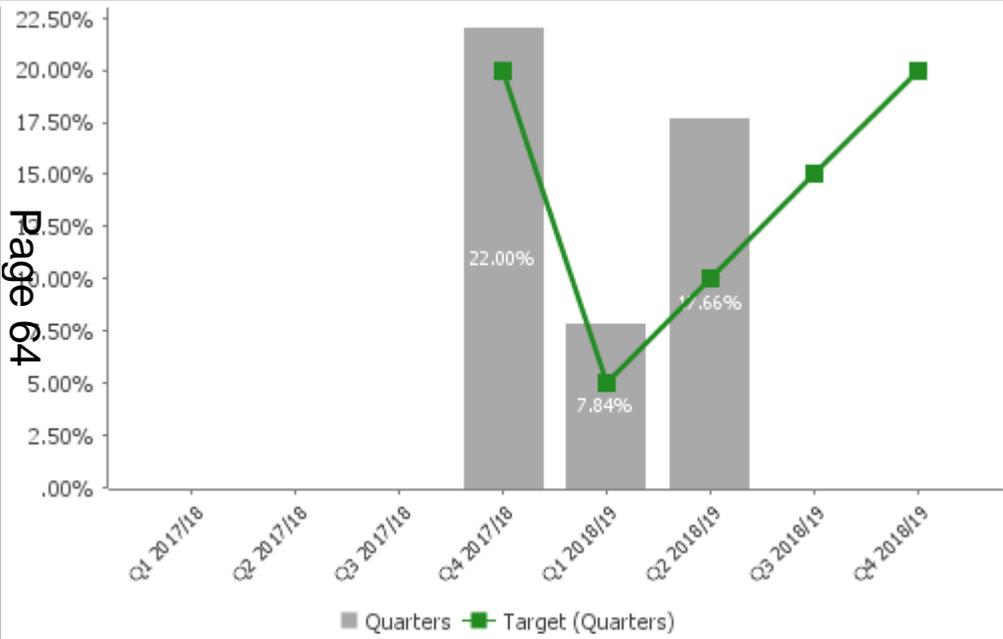
Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
21.00	24.15		21.00	24.94		21.00			21.00		

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

Trend chart



Comments

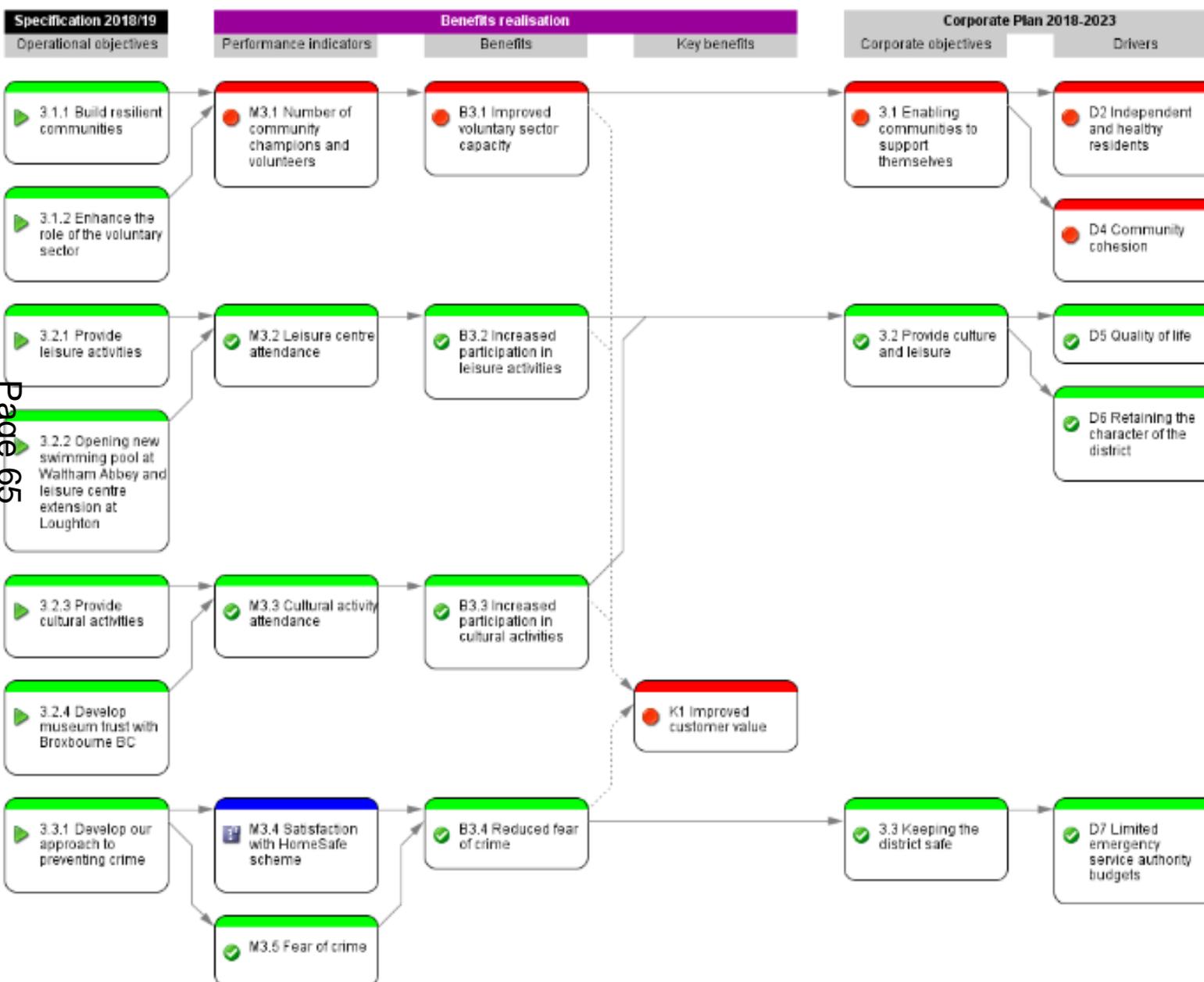
Q2 - Performance is on target to achieve and exceed the target

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
5.00%	7.84%		10.00%	17.66%		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	50%	31-Mar-2019	Action On Target	CSC	Assistant Director - Community Services & Safety (CSS01)
Page 66	Q2 - A Buckhurst Hill Social Isolation Pilot Project Report is being produced with key findings, recommendations, lessons learnt and next steps. A number of initiatives have been identified to be developed in Buckhurst Hill to help reduce social isolation which will be implemented in Quarter 3. An Essex wide social isolation and loneliness working group has been set up to develop further initiatives to tackle social isolation and loneliness and EFDC will play an active role within this group. Recruitment of community champions has begun and is on track to meet the target of 6 initial community champions. An induction and training will be delivered to the first cohort of community champions in quarter 3.					
	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	50%	31-Mar-2019	Action On Target	CSC	Assistant Director - Community Services & Safety (CSS01)
	Q2 - Objective relating to Year 3 of the current Grant Aid SLA with VAEF have been agreed in line ECC`s pan-Essex targets for CVS`s and that the SLA Objectives will be signed shortly.					
	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.
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Page 67

Operational objective 3.2.1 Provide leisure activities

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Provide leisure activities	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 – As per Q1, Leisure activities being met and delivered					

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.	41%	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	70%	31-Mar-2019	Action On Target	NSC	Assistant Director - Environment & Neighbourhoods (NNS01)
	Q2 - Loughton refurbishment completed in September. The Waltham Abbey centre opens on 17th November.					
	Q1 - Leisure Centre is ahead of schedule and due to open in early November 2018.					

Operational objective 3.2.3 Provide cultural activities

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Provide cultural activities	50%	31-Mar-2019	Action On Target	CSC	Museum, Heritage & Culture Manager (CHC01)
	Q2 - Total users 157308 (cumulative 287425). Users in person 11176 (cumulative 19902). Both these figures represent an increase on the 2017 -18 usage figures of 91866/7325 for this period.					
	Q1 - total users for cultural activities during q1 is 130117, where 8726 attended in person					

Page 68

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	50%	31-Mar-2019	Action On Target	CSC	Museum, Heritage & Culture Manager (CHC01)
	Q2 - All trustees appointed, trust has met four times, the trust is registered with Companies House registration with the Charity Commission is now proceeding with a case officer allocated. While the 13th October launch has been postponed. The trust is working on a joint bid with MHC for project funding to the HLF					
	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 13 th 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.

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	50%	31-Mar-2019	Action On Target	CSC	Director of Communities (CDR01)
Page 69	Q2 - The Hub is now working at full capacity, with a daily call conference facility which enables the co-located Community Safety and Police Officers react to rapidly emerging issues. Fortnightly district tasking is held on a Tuesday where tasking priorities and requests are agreed for the next two weeks. Tasking includes Officers from CID, Integrated Offender Management and Intelligence Teams to provide an accurate assessment of crime across the district. Over the first three months we have received 20 tasking requests, 19 of which were accepted. The CS officers have also carried out 32 self-generated cases and supported EFDC staff carrying out their functions on 16 occasions.					
	Q1 - The Epping Forest Community Safety Hub will be officially launched on 20 th 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.					

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

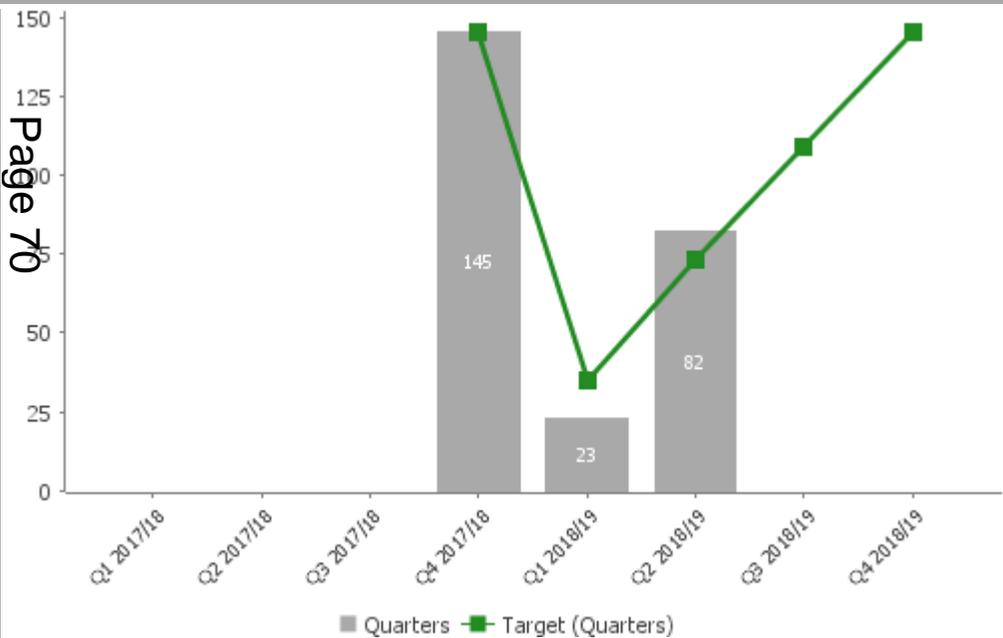
The aim of this indicator is to measure the increase in the number of community leaders and volunteers in the Epping Forest District. Volunteering is of importance in community terms, as it helps to create more resilient, vibrant and self-supporting communities.

<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

Q2 - VAEF have placed 50 volunteers within organisations across the district. The Community, Health & Wellbeing team have successfully recruited 9 Community Champions across the district and represent Buckhurst Hill, Chigwell, Loughton, Nazeing, Ongar, Theydon Bois and Willingale. They will commence an induction training on 9th October.

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
35	23	⬇	73	82	✔	109			145		

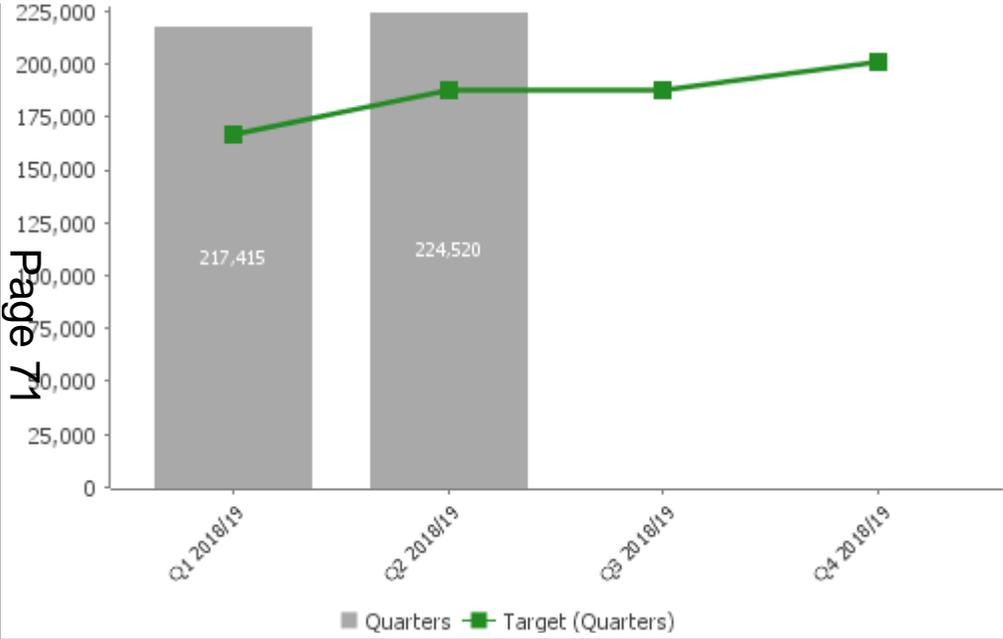
Performance indicator M3.2 Leisure centre attendance

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
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Q2 - The performance data for the current reporting period is estimated only. The reporting periods of the leisure contractor and our own reporting periods do not match therefore some data is not yet available, hence the estimates used.

Corrective action

N/A

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	224,520	✔	187,874			200,970		

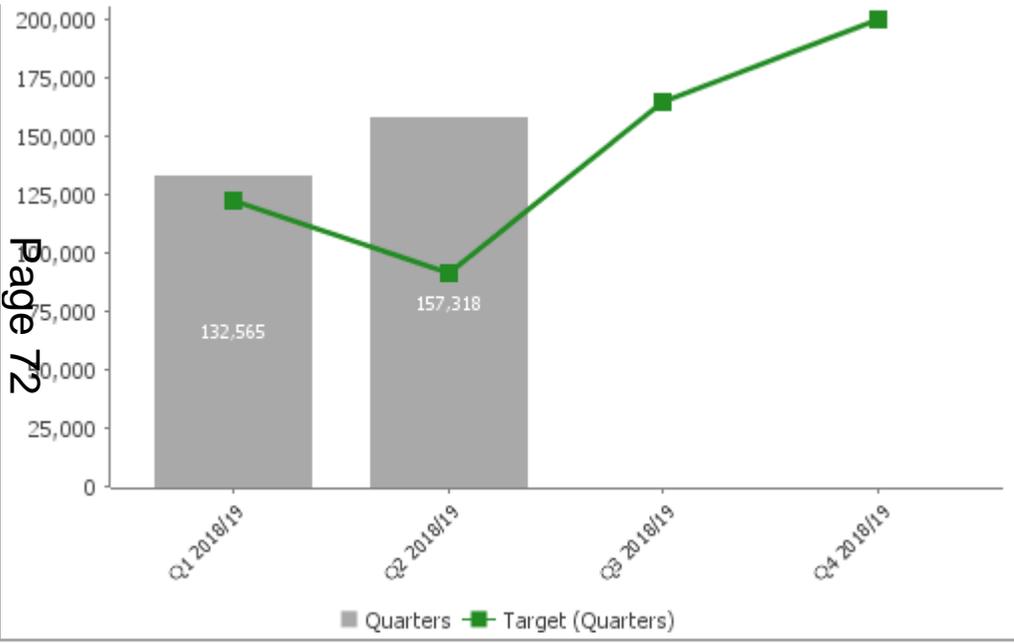
 **Performance indicator M3.3 Cultural activity attendance**

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

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

Trend chart



Comments

Q2 - target met.

Corrective action

N/A

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	157,318		164,456			200,000		

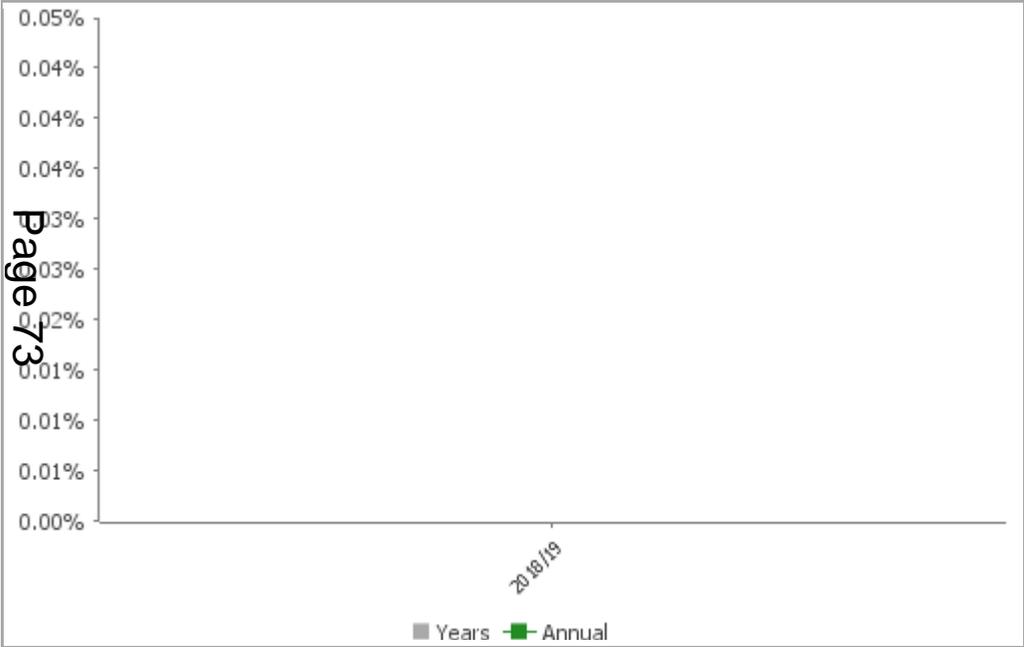
? Performance indicator **M3.4 Satisfaction with HomeSafe scheme**

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	?

Trend chart Comments



Q2 - The indicator is for 2019/20 onwards and therefore a baseline will be collected for 2018/19

Corrective action

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2018/19		
Target	Value	Status

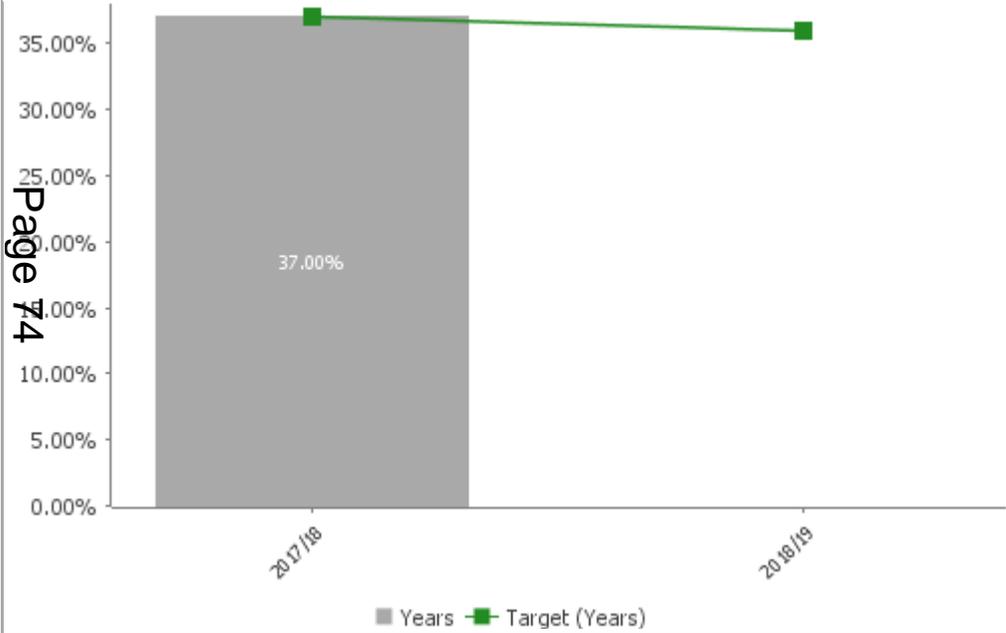
Performance indicator M3.5 Fear of crime

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>
● Not applicable	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*



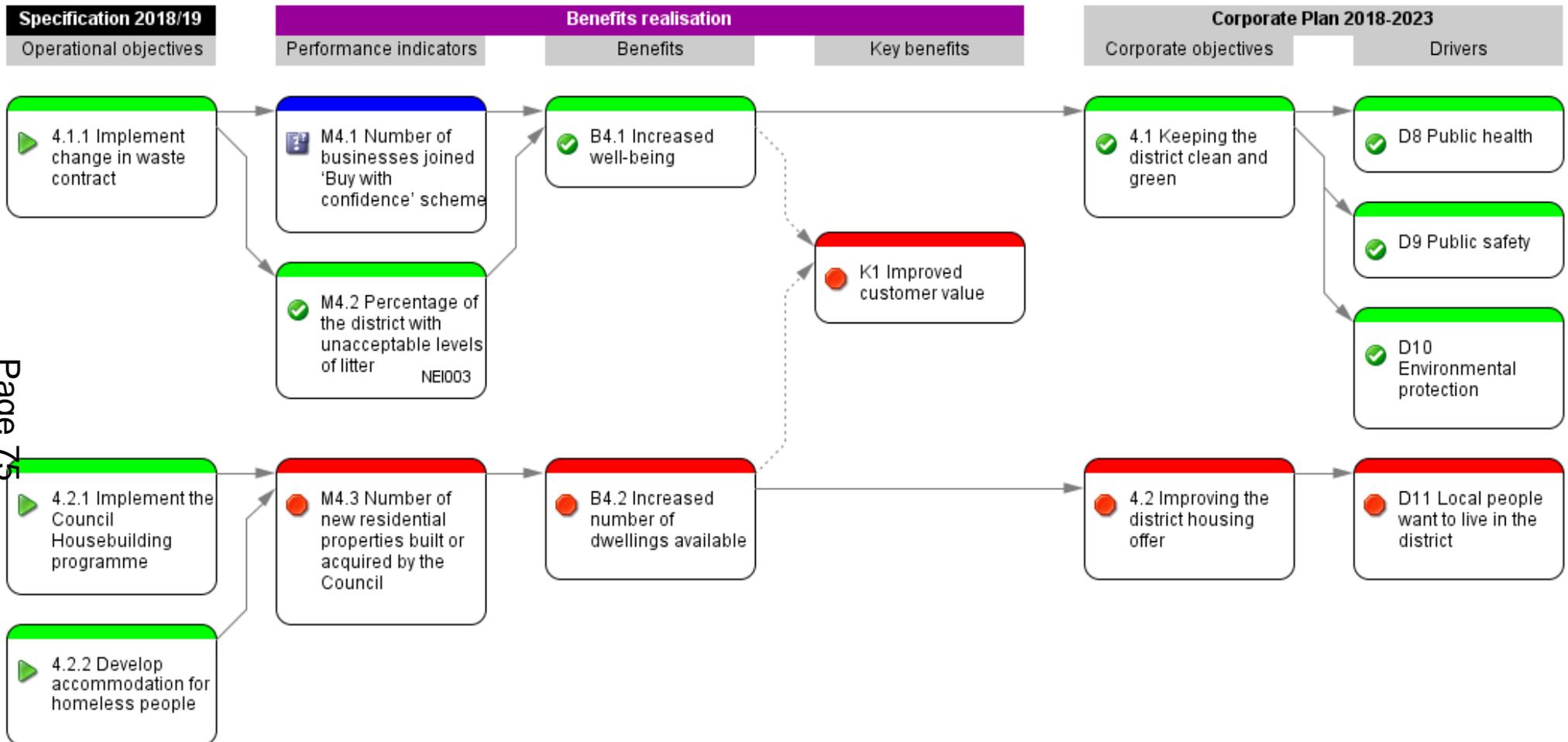
Q2 - Please note this is an annual indicator

Corrective action

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	50%	31-Mar-2019	Action On Target	NSC	Assistant Director - Technical (NTS01)
Page 7	Q2 - At the July WMPB it was decided to review the whole principle for charging for green waste collection. After the restructure a number of changes to waste management services will be reviewed to see if any further progress can be made.					
	Q1 - The Waste Management Partnership Board (WMPB) has established an 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	50%	31-Mar-2019	Action Under Control	CSC	Assistant Director - Housing Property (CPY01)
	Q2 - No handovers were completed in Quarter 2 due to the ongoing contamination and drainage issues. An initial mobilisation workshop was held for the new members of the Framework Alliance during this period.					
	Q1 – Ph 2 (Burton Rd, Loughton) is due to complete in Dec. 2018. 5 of the 34 homes on 2 sites in Ph 3 are completed, with the remaining 29 homes due for completion on 5 sites between Jul. 2018 and Aug. 2019 – although issues have arisen at two of the sites that will now delay their completion. The newly-appointed consultants and contractors for Ph 4-6 are working collaboratively on an appropriate prog. of works and 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.	83%	12-Dec-2020	Implement	CSC	Senior Project Manager (Housing).

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

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Develop accommodation for homeless people	50%	31-Mar-2019	Action On Target	CSC	Assistant Director - Housing Property (CPY01)
Page 77	Q2 - ECD Architects went to tender to appoint the approved contractor for construction of the homeless pods to be situated at Norway House. We are looking at an estimated completion date of January 2019. In addition to extra security measures the hostel management team and members of the Housing Options team will be attending a Managing Conflict, Aggression and Lone working training course, tailored to meet their specific needs in the New Year.					
	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.	52%	31-Jul-2019	Initiation	CSC	Senior Project Manager (Housing)

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

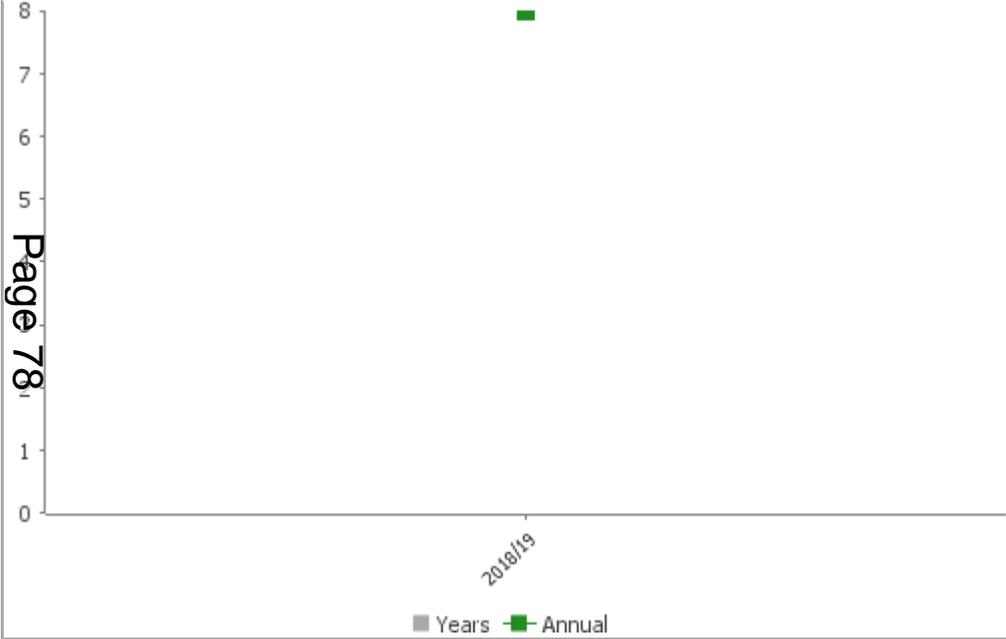
This indicator is a measure of the successful implementation and promotion of the 'Buy with confidence' (BWC) scheme.

<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>
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Acting Chief Executive	Aim to Maximise	Corporate	?
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<i>Trend chart</i>	<i>Comments</i>
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No comments

Corrective action

Q2 - health check completed on the measure. Initially not successful. Businesses were approached to join the scheme but advised they were 'too busy' already. EDFC is still keen to proceed with the scheme to challenge illegal fly-tipping and to guide customers to legitimate and reputable waste removal businesses. £2000 has been agreed in order to subsidise entry for first 10 companies (£500 from waste department, £500 from ENO and £1000 from ECC).

<i>Target</i>	<i>Value</i>	<i>Status</i>
8		

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

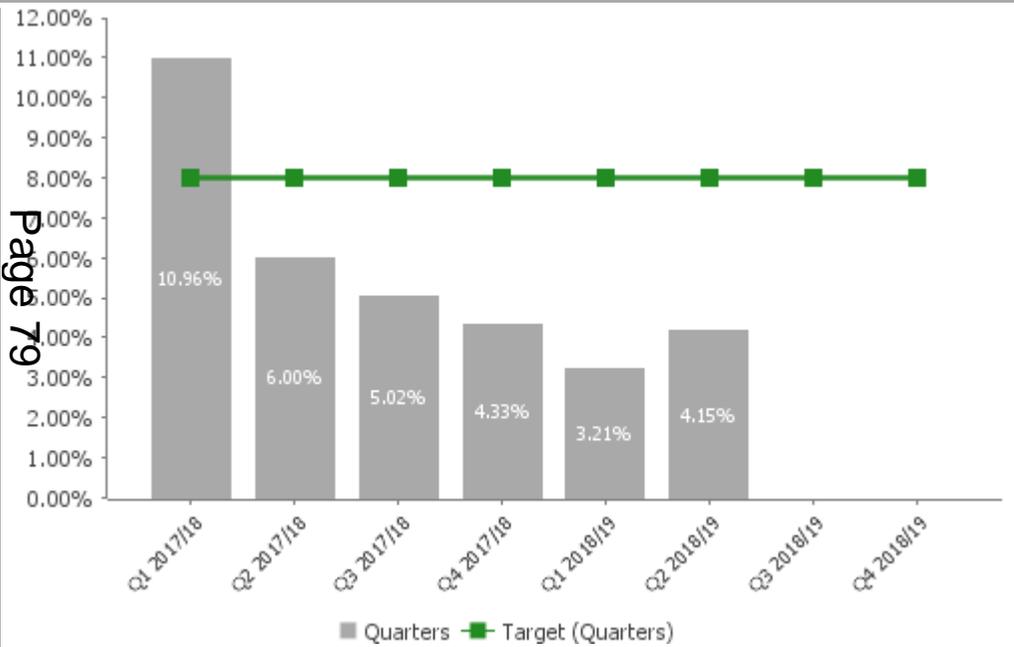
This indicator seeks to reduce unacceptable levels of litter. Performance is based on surveys of prescribed sites carried out over four quarterly periods each year, and represents the percentage of relevant land with deposits of litter which exceed the acceptable level (Previously NEI003).

<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
Q2 - Reasonable standards being achieved

Corrective action
N/A

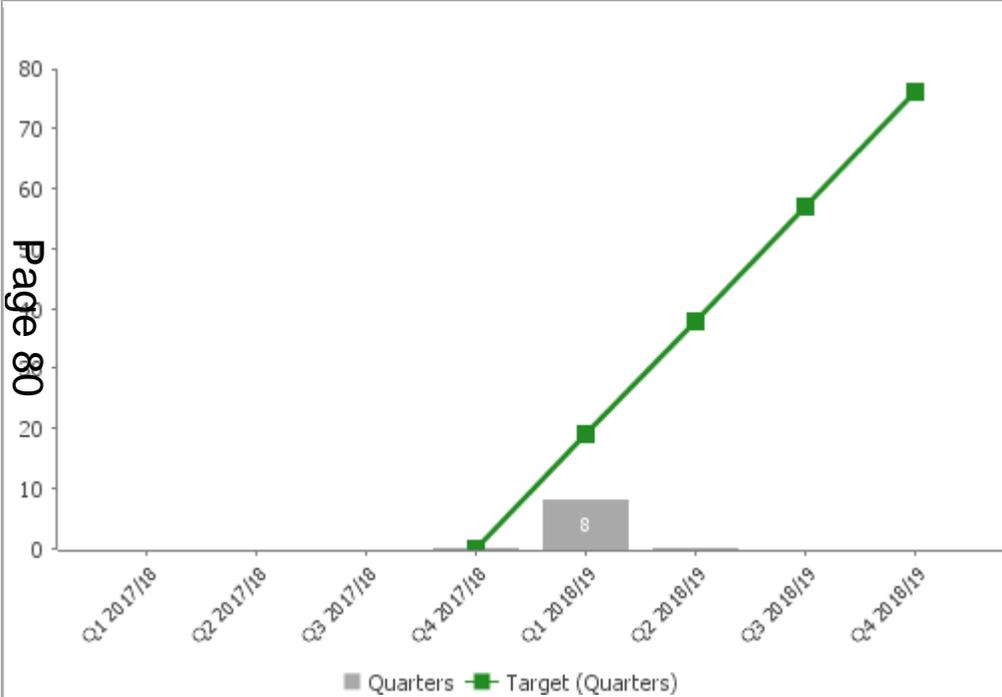
Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
8.00%	3.21%		8.00%	4.15%		8.00%			8.00%		

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.

<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>
Assistant Director - Housing Property (CPY01)	Aim to Maximise	Corporate
		↓

Trend chart



Comments

Q2 - 0 houses completed in Q2
Springfield, Parklands and Centre Avenue

- Legal issues relating to our statutory appropriation of land under the Town & Country Planning Act 1996
- Boundary issues which are being dealt with ongoing Centre Drive
- Drainage issues

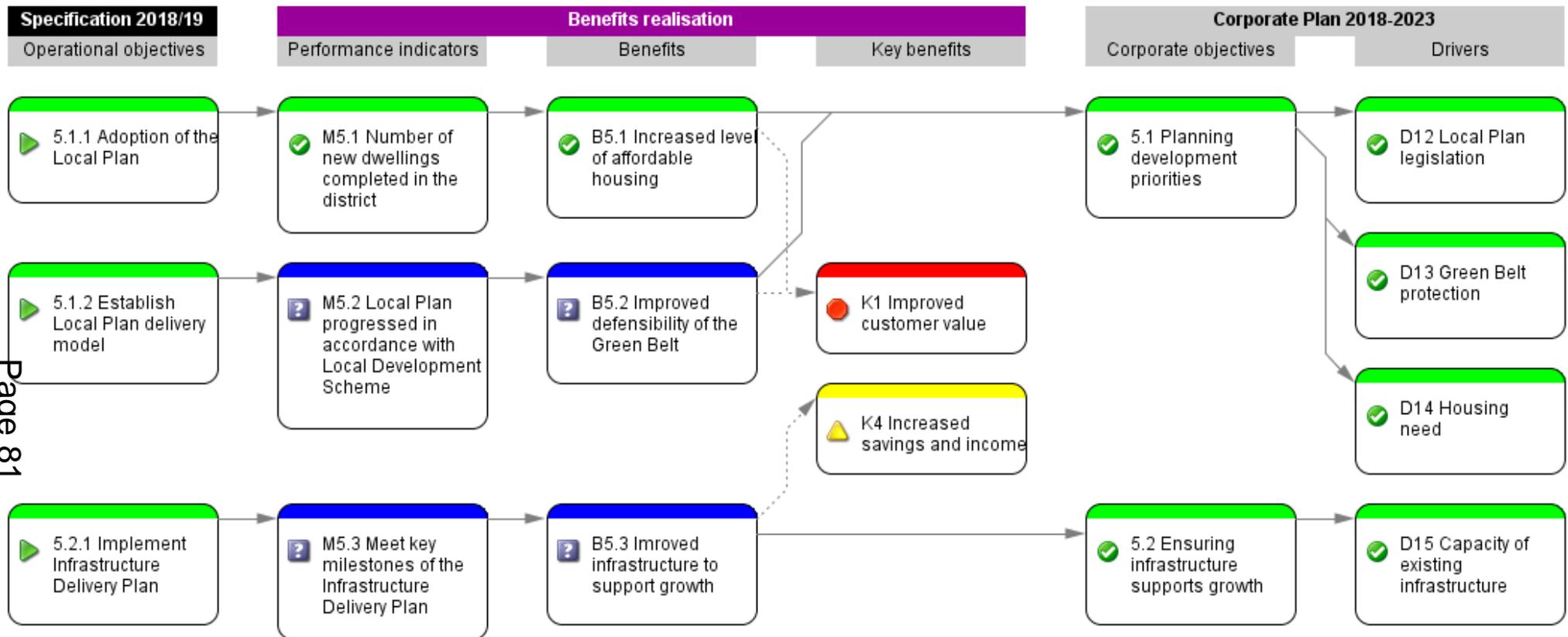
Corrective action

Q2 - Handover of the phase 3 site Parklands in Coopersale took place on 10th October. The contract to appoint a framework of new contractors for phases 4 onwards are currently with Legal for signing and sealing. Once contract in place, contractors will be conducting investigatory site visits after which remedial plans will be agreed to address contamination and drainage issues experienced in ph. 1 to 3.

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
19	8	⚠️	38	0	⚠️	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	50%	31-Mar-2019	Action Under Control	NSC	Acting Chief Executive
Page 82	Q2 - The Council has successfully defended the Judicial Review brought by CK Properties Theydon Bois on all four counts. CK Properties sought leave to appeal to the High Court which was refused. The case is now with the Court of Appeal. The legal process has delayed the submission of the plan as the injunction has yet to be lifted.					
	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).

Operational objective 5.1.2 Establish Local Plan delivery model

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Establish Local Plan delivery model	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - The Council has adopted its preferred delivery model clearly identifying the masterplan areas and has established an implementation team to take forward the allocated sites in conjunction with site promoters. A format has been established for Planning Performance Agreements.					
	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.
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Operational objective 5.2.1 Implement Infrastructure Delivery Plan

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement Infrastructure Delivery Plan	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - The Council has commissioned consultants to produce evidence to support the development of the Infrastructure Delivery Plan. Essex County Council have been involved with respect to Highways improvements. Appendix 6 of the Submission Version of the Local Plan lists specific site requirements with respect to community infrastructure in relation to health, education etc.					
	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.

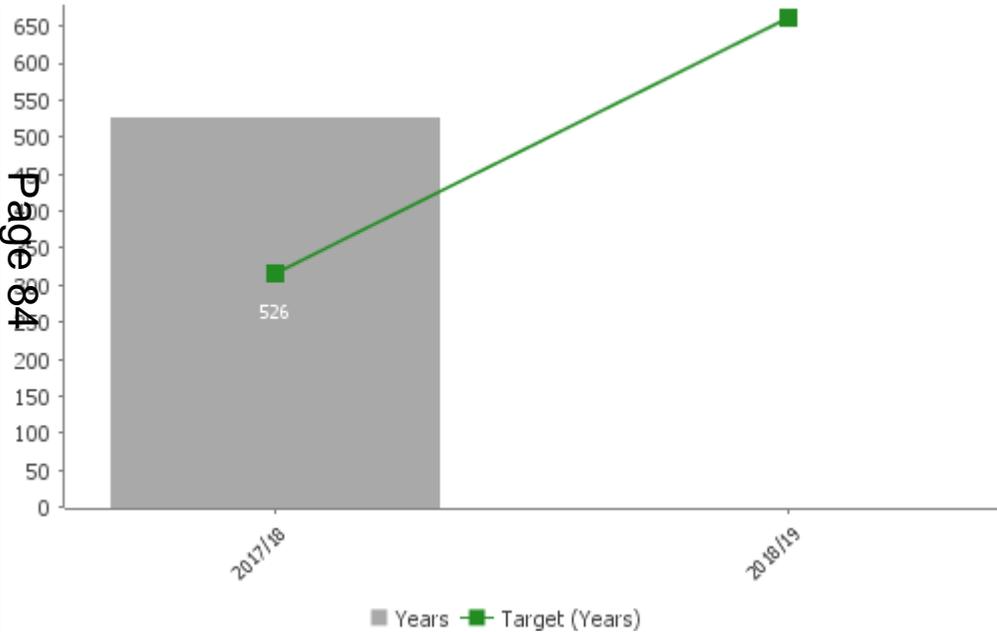
Is year-end target likely to be achieved?	Live from	Scrutiny
● Not applicable	2018	CSC

Manager
Interim Assistant Director (NFP502)

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

Trend chart

Comments



Q2 - Please note this is an Annual indicator.

Corrective action

--

2018/19		
Target	Value	Status
661		

 <i>Performance indicator</i> 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>  No		<i>Live from</i> 2018	<i>Scrutiny</i> NSC
	<i>Manager</i> Interim Assistant Director (NFP502)		<i>Good performance</i> Aim to Maximise	<i>Corporate or Partnership indicator</i> Corporate
<i>Trend chart</i>		<i>Comments</i> Q2 - There is a six-month delay in the progress of Local Plan against milestones set in the LDS. The Council was planning to submit the Plan by 31 March 2018, but a Judicial Review (and subsequent appeals) prevented the Council from doing so. All the legal proceedings have now been concluded and the Council has formally submitted the Plan to the on 21st September 2018. The delay in submission is going to have a knock-on impact on the examination and adoption of the Plan. As it stands we have not been given any timescale yet by the appointed Inspector as to when examination hearings will take place, but given the circumstance it is likely that examination hearings will take place sometime during spring 2019.		
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.		<i>Corrective action</i> The Council to update its LDS and adjust Local Plan milestones accordingly		

2018/19		
Target	Value	Status
Yes		

? Performance indicator **M5.3 Meet key milestones of the Infrastructure Delivery Plan**

This indicator will measure the achievement of milestones of the Infrastructure Delivery Plan (IDP).	<i>Is year-end target likely to be achieved?</i>		<i>Live from</i>	<i>Scrutiny</i>
	● Not applicable		2019	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.	Please note this measure will be live from 2019, once the local plan has been agreed			
	<i>Corrective action</i>			

Page 86

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

Aim 6 - An environment where businesses thrive

Stronger places

Specification 2018/19

Operational objectives

Benefits realisation

Performance indicators

Benefits

Key benefits

Corporate Plan 2018-2023

Corporate objectives

Drivers





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	50%	31-Mar-2019	Action On Target	NSC	Local Strategic Partnership Manager (NSP01)
	Q2 - Evidence base for the strategy is being finalised. Internal Officer workshop to be scheduled for November and will be followed by a session with partners and stakeholders to inform the Draft Strategy. On target for production of strategy by February 2019					
	Q1 - Data collection is underway. Outline Delivery Plan has been approved by AMED. (Cabinet Committee) On target for production of strategy by February 2019.					

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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	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - Final negotiations are still to conclude with Frontier Estates and Epping Town Council.					
	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	50%	31-Mar-2019	Action On Target	RSC	Learning & Development Manager (RHR02)
	Q2 - 14 apprenticeships in place, 1 more due to start early next year.					
	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	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - Strategy is being implemented, for example focus on Waltham Abbey – there is a major Food Fair 5 – 6 May 2019 created with cross border partners. Discussions have taken place with neighbouring authorities including an initial meeting with members and officers from Broxbourne, E. Herts, Harlow and Uttlesford which has agreed that there are positive visitor economy outcomes from cross-border working and that further meetings and workshops are required to take this forward, the first of which is being arranged for November.					
	Q1 - District Tourism Strategy has been agreed by the Epping Forest Tourism and Visitor Board. Discussions with neighboring authorities in relation to a joined strategy to take place.					

? Performance indicator **M6.1 Adoption of an Economic Development Strategy.**

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>
	▶ Yes		2018	NSC
<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>			
	N/A			

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

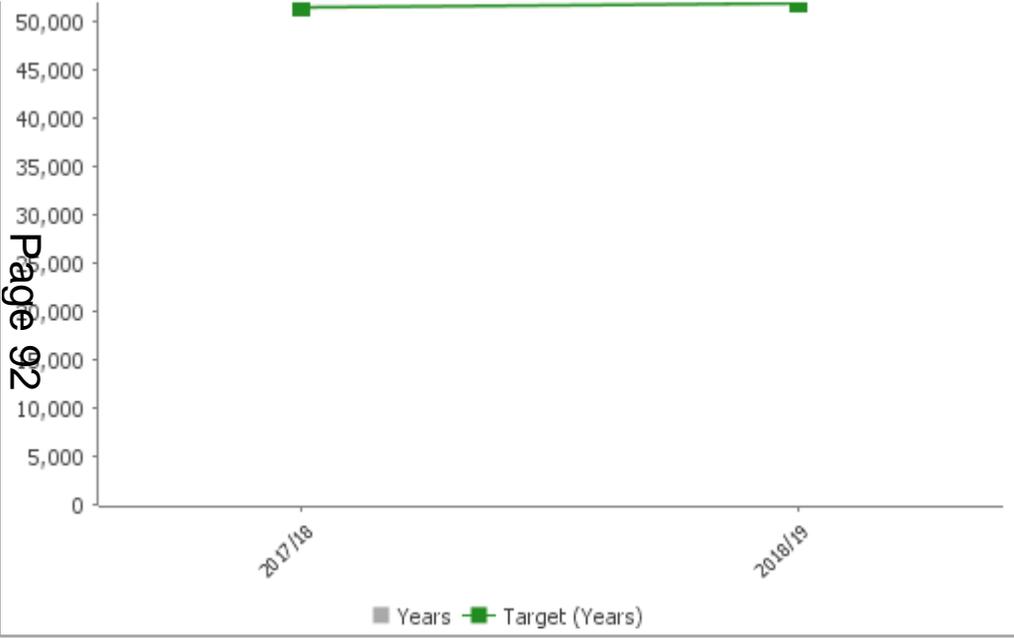
 **Performance indicator M6.2 Number of new jobs**

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>
 Uncertain	2018	NSC

<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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Q2 - 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

2018/19		
Target	Value	Status
52,015		

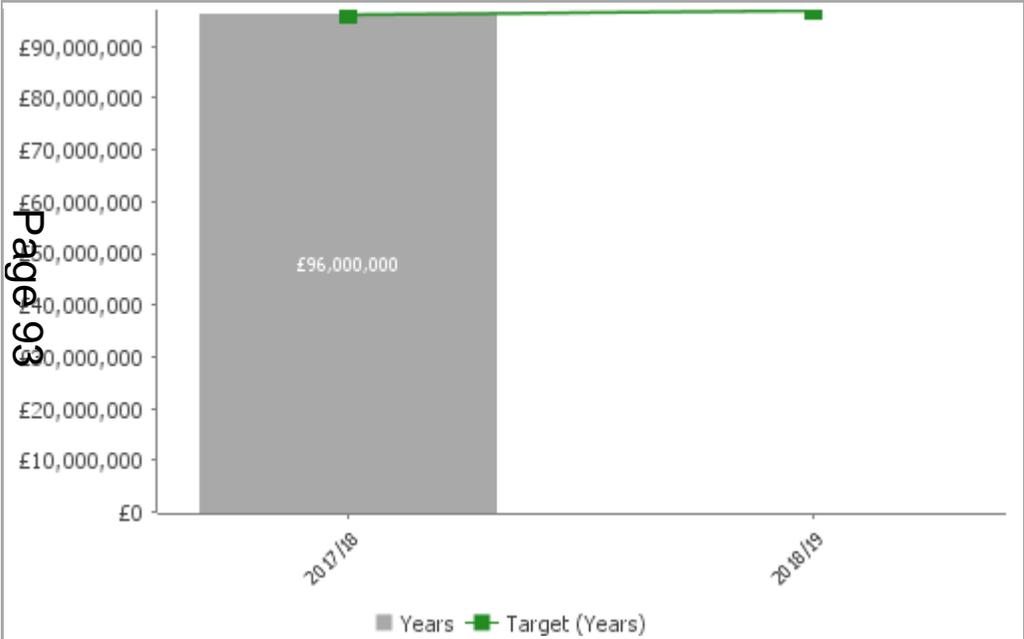
? Performance indicator **M6.3 Increase of Business Rates Tax Base**

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
● Not applicable	2018	RSC

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

Trend chart Comments



Q2 - To use 2017/18 as baseline with 1% increase for 2018/19
Please note this is a yearend 2019 measure

Corrective action

N/A

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

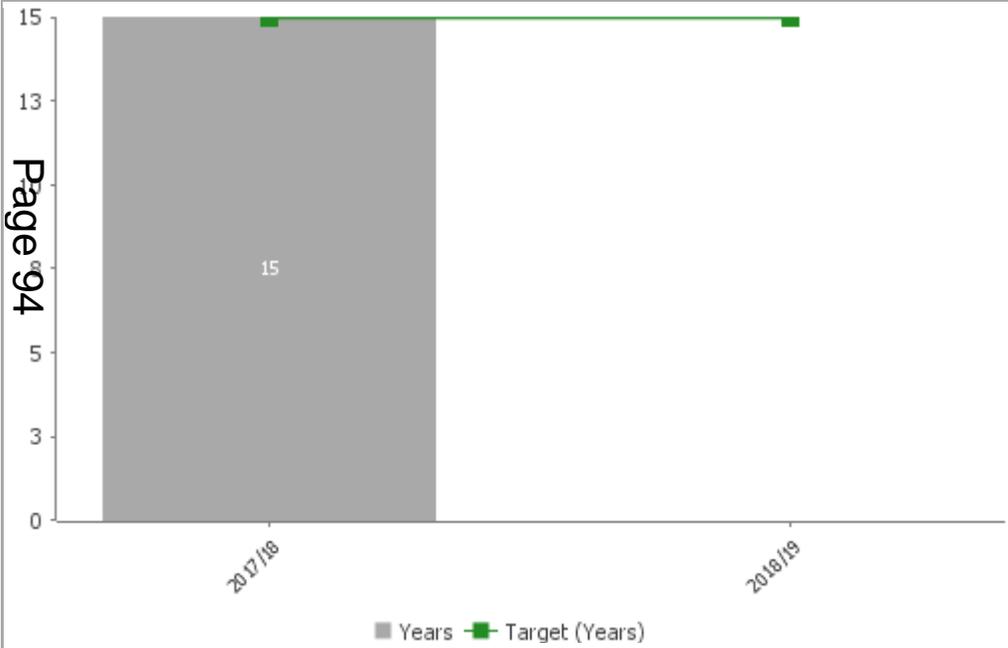
Performance indicator M6.4 Number of apprenticeships within the organisation

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.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
▶ Yes	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 Maximise	Corporate	↑

Trend chart



Comments
Q2 - Please note that data will be reported at the end of each quarter 3 for this performance indicator

Corrective action

N/A

2018/19		
Target	Value	Status
15		

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

Corporate or Partnership indicator

Annual trend

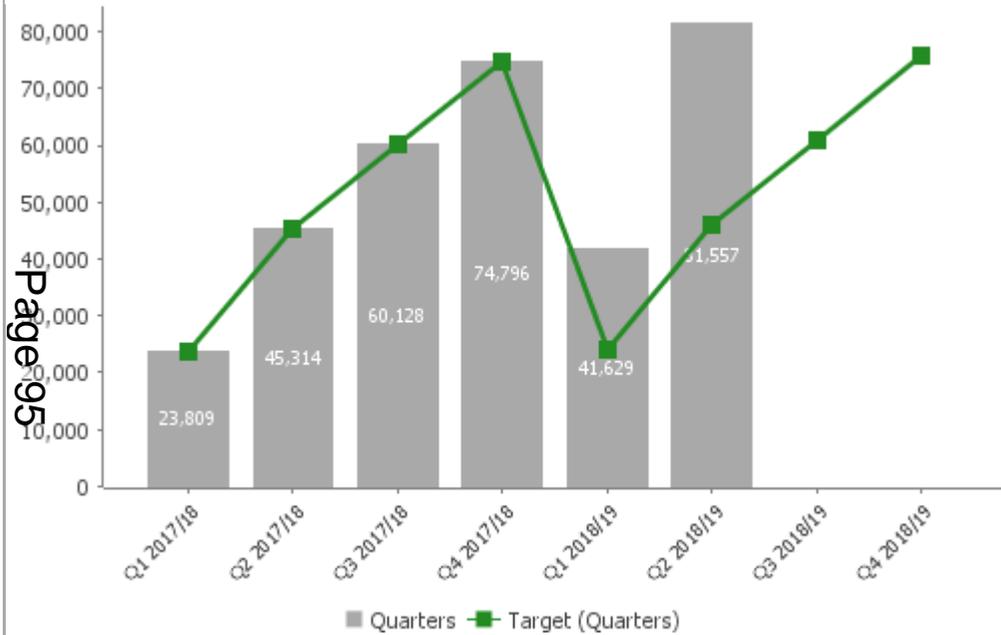
Aim to Maximise

Partnership



Trend chart

Comments



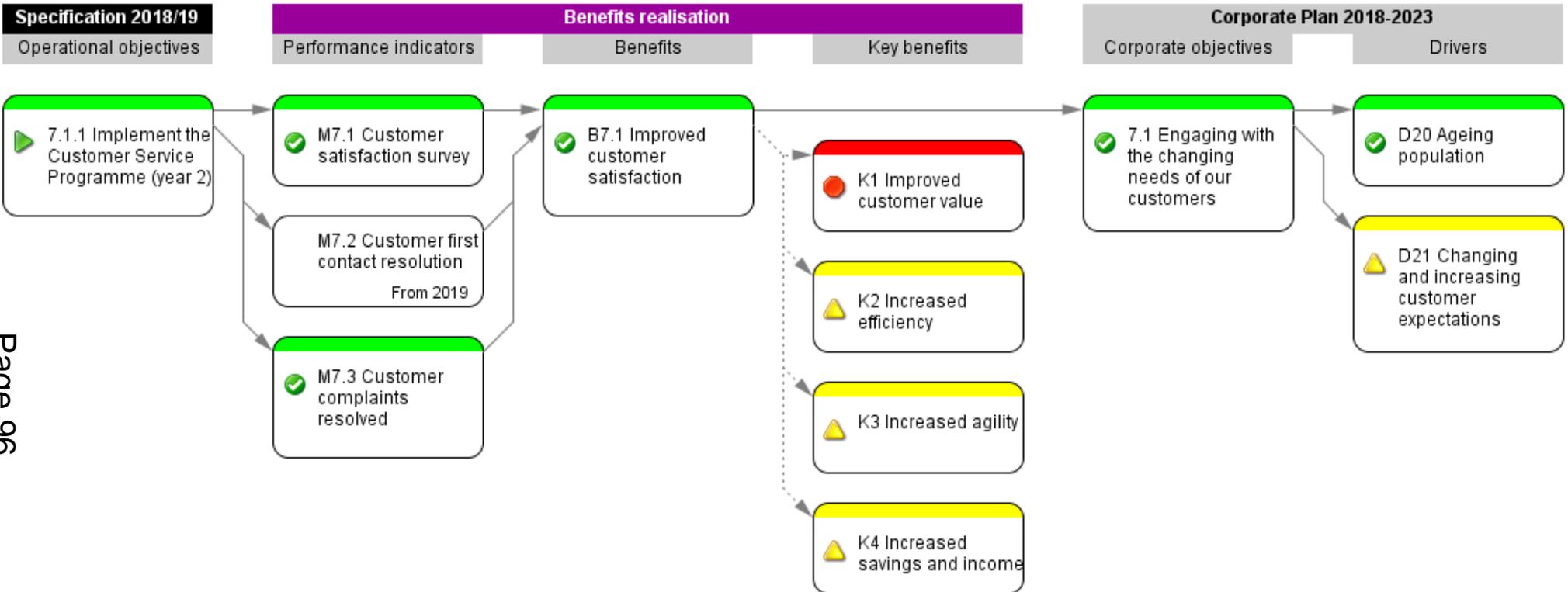
Q2 - The increased figure for Visitors to the Website is due to the improvements completed on the Website and user penetration.

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
24,106	41,629	✔	45,880	81,557	✔	60,879			75,735		

▲ 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)	50%	31-Mar-2019	Action On Target	O&S	Head of Customer Service (XEX04)
	Q2 - as per Q1					
Page 97	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

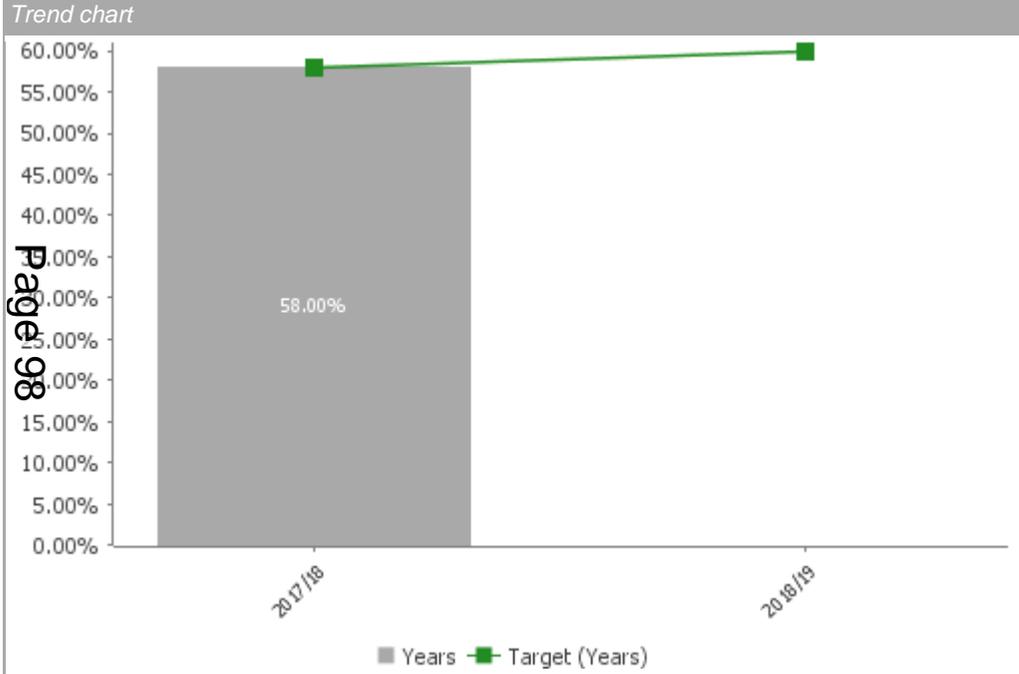
RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To make improvements to the Council's Customer Service function, which has evolved in a piecemeal fashion historically, involving the establishment of a Corporate Customer Contact Centre, refurbishment of the Customer Reception at the Civic Offices, encouraging greater use of self-service channels, and the implementation of a Customer Relationship Management system.	51%	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.

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



Comments

Q2 - Please note this is a yearly measure due April 2019

Corrective action

N/A

2018/19		
<i>Target</i>	<i>Value</i>	<i>Status</i>
60.00%		

? Performance indicator **M7.2 Customer first contact resolution**

The fundamental purpose of the corporate contact centre is to resolve customer enquires at the first point of contact, not including follow up calls.	<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
	● Not applicable	2019	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	↓
<i>Trend chart</i>	<i>Comments</i>		
<p>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.</p>	<p>Q2 - No baseline currently exists for this measure. Due to significant pressure on staff resources during the summer period and training of new members of staff, this was expected. Wrap codes will be introduced during 2018/19 to allow for a baseline to be established.</p> <p>The measure will therefore be reported on from 2019/20 onwards.</p>		
	<i>Corrective action</i>		
	N/A		

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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%	?		30.96%	?						

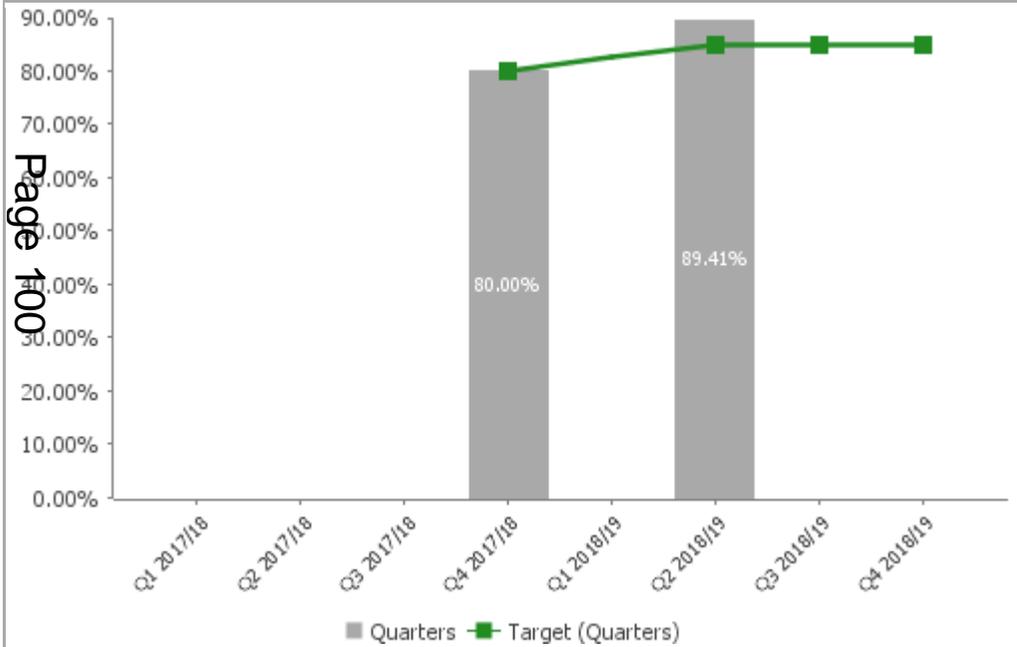
 Performance indicator **M7.3 Customer complaints resolved**

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

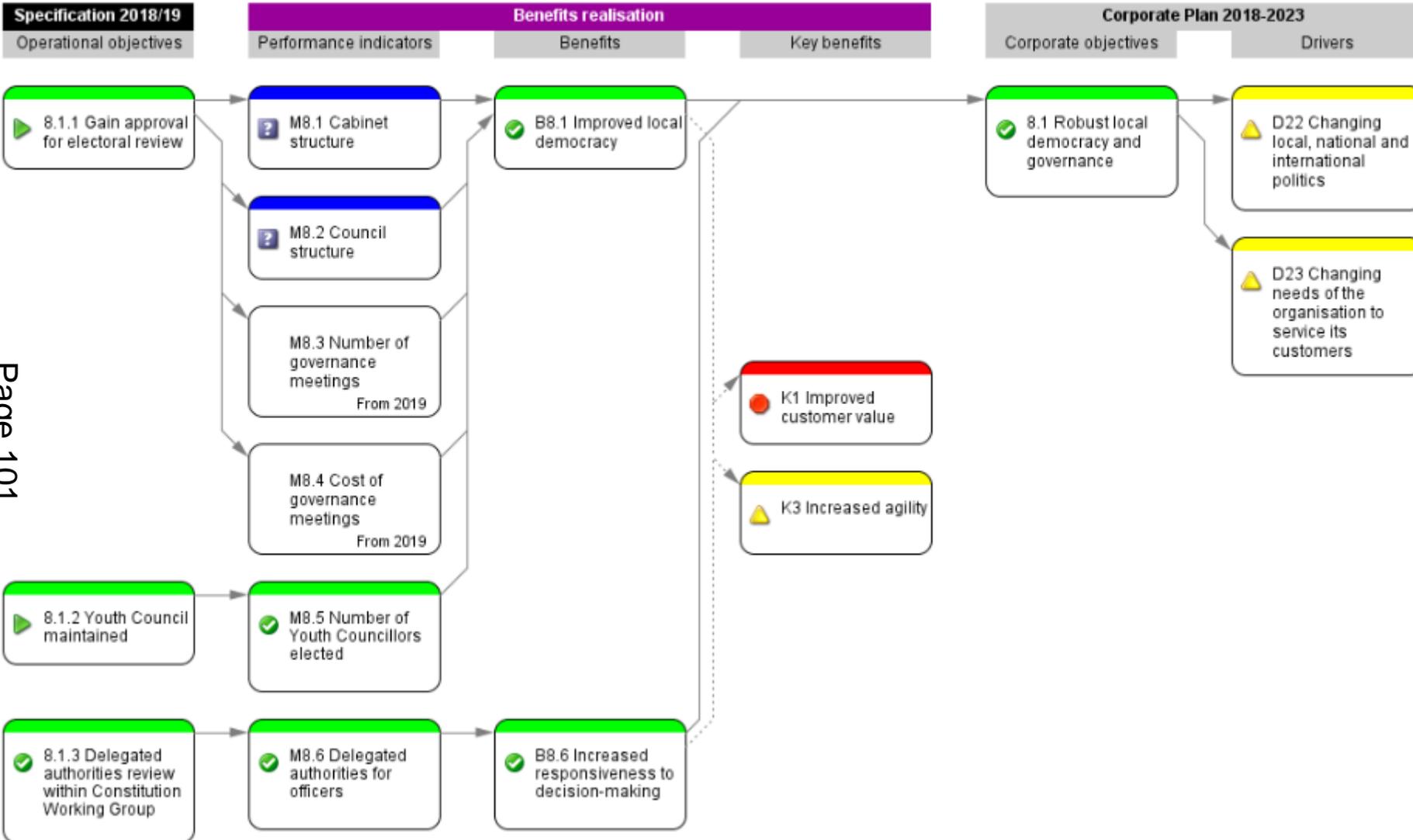
Q2 - Spread sheet being used whilst CRM system is being re-developed. Quarter 1 data was delayed due to CRM loggings & ICT related issues, hence accurate q1 data was not available.

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
			85.00%	89.41%		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	50%	31-Mar-2019	Action Pending	GSC	Assistant Director - Governance (GPM01)
	Q2 - This item will fall due by 31 March 2019. It has been agreed that a report will be brought to members by 31 December 2018.					
	Q1 - Action not due yet					

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Operational objective 8.1.2 Youth Council maintained

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Youth Council maintained	50%	31-Mar-2019	Action On Target	GSC	Assistant Director - Community Services & Safety (CSS01)
	Q2 - Maintained. The Epping Forest Youth Council for 2018-20 is made up of 25 young people. 22 represent Braeside Independent School, Chigwell School, Davenant Foundation School, Debden Park High School, Epping St Johns School, The Ongar Academy, Roding Valley High School and West Hatch High School. In-addition there are 3 young people who reside in the district but go to school outside of the area, and are represented on the Council as independents.					
	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	100%	31-Mar-2019	Action Achieved	GSC	Assistant Director - Governance (GPM01)
Q2 - This action is complete for 2018/19 – Further work will be undertaken in 2019/20						
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 M8.1 Cabinet structure			
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
	<input type="radio"/> Not applicable		2018
Manager Assistant Director - Governance (GPM01)	Good performance	Corporate or Partnership indicator	Annual trend
	Aim to Maximise	Corporate	?
Trend chart This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	Comments		
	Please note this is an event driven indicator due in 2019		
		Corrective action	
		N/A	

2018/19		
Target	Value	Status
Yes		

? Performance indicator **M8.2 Council structure**

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?  Not applicable	Live from 2018	Scrutiny GSC
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.	No comments		
	Corrective action		
	None currently - this is an event driven indicator due in 2019		

2018/19		
Target	Value	Status
Yes		

 <i>Performance indicator</i> M8.3 Number of governance meetings				
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>		<i>Live from</i>	<i>Scrutiny</i>
	<input checked="" type="radio"/> Not applicable		2019	GSC
<i>Manager</i>	<i>Good performance</i>		<i>Corporate or Partnership indicator</i>	
Assistant Director - Governance (GPM01)	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.	No comments			
	<i>Corrective action</i>			
	N/A			

2018/19		
<i>Target</i>	<i>Value</i>	<i>Status</i>
61		

? Performance indicator **M8.4 Cost of governance meetings**

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>		<i>Live from</i>	<i>Scrutiny</i>
	● Not applicable		2019	GSC
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>		<i>Annual trend</i>
Assistant Director - Governance (GPM01)	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.	No comments			
	<i>Corrective action</i>			
	N/A			

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

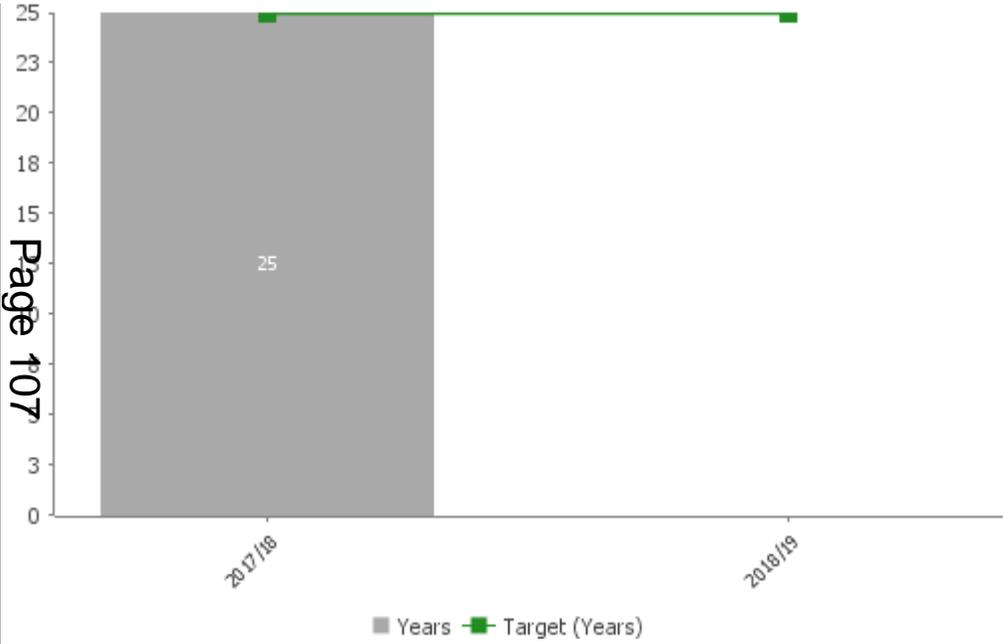
 **Performance indicator M8.5 Number of Youth Councillors elected**

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

Trend chart *Comments*



Q2 - Please note this is an annual indicator

Corrective action

N/A

2018/19		
Target	Value	Status
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.

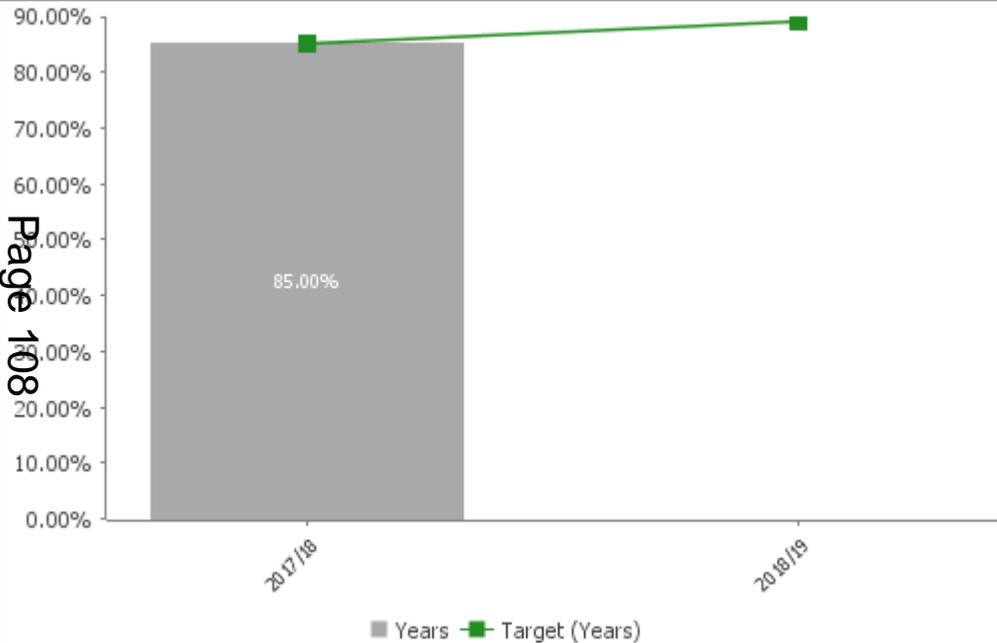
<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
● Not applicable	2018	GSC

Manager
Assistant Director - Governance (GPM01)

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

Trend chart

Comments



Q2 – Revision to the scheme of Delegation of planning application decision making was approved at Council in July 2018. A full review will be held after a year in 2019/20.

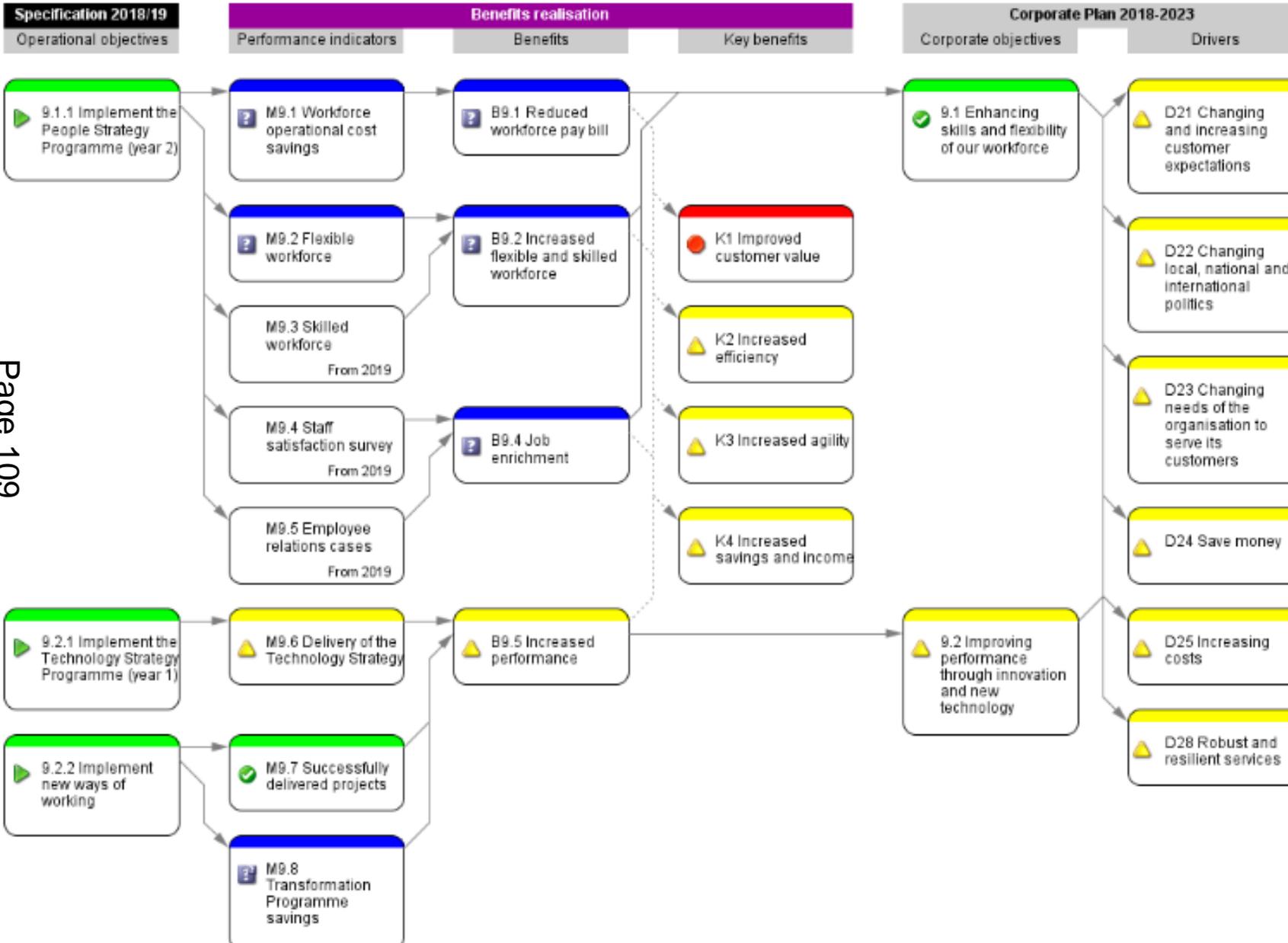
Corrective action

N/A

2018/19		
<i>Target</i>	<i>Value</i>	<i>Status</i>
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)	50%	31-Mar-2019	Action Under Control	RSC	Assistant Director - Human Resources (RHR01)
Page 110	Q2 - Individual project timelines have been updated on Pentana					
	Q1 - A number of projects from year 1 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.					

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%	29-Jun-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
	Q2 - Still largely on target with some delays on projects impacted by accommodation review. Main push currently on enabling mobile and flexible working with just over 50% of laptops distributed.					
	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.	32%	31-Mar-2023	Implement	RSC	ICT Program Manager

Operational objective 9.2.2 Implement new ways of working

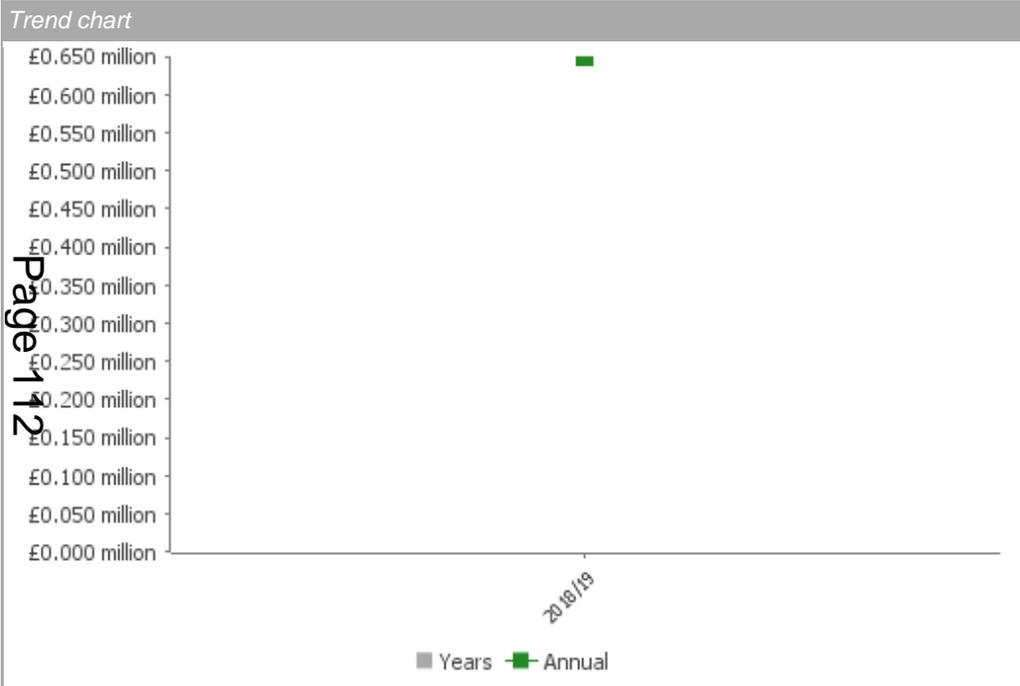
RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement new ways of working	50%	31-Mar-2019	Action On Target	O&S	Head of Transformation
	Q2 - Legal – All 48 ‘as is’ processes mapped. Reviewing where tasks sit within the Common Operating Model. Communities Support – All 36 ‘as is’ processes mapped. All processes sit within the Corporate Business Support Team, however process reviews are ongoing. Communities Support team joined Corporate Business Support Team yesterday. Communities Finance – 21 of 121 ‘as is’ processes mapped. It is anticipated the figure of 121 will drop throughout the process mapping task as there will be duplication. Licensing – All 38 ‘as is’ processes mapped. Community Health and Wellbeing – 33 of 38 ‘as is’ processes mapped. Housing Options – 34 of 119 ‘as is’ processes mapped. 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* **Aim to Maximise** *Corporate or Partnership indicator* **Corporate** *Annual trend* **?**

Trend chart **Assistant Director - Human Resources (RHR01)** *Comments*



Comments
Q2 - 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		

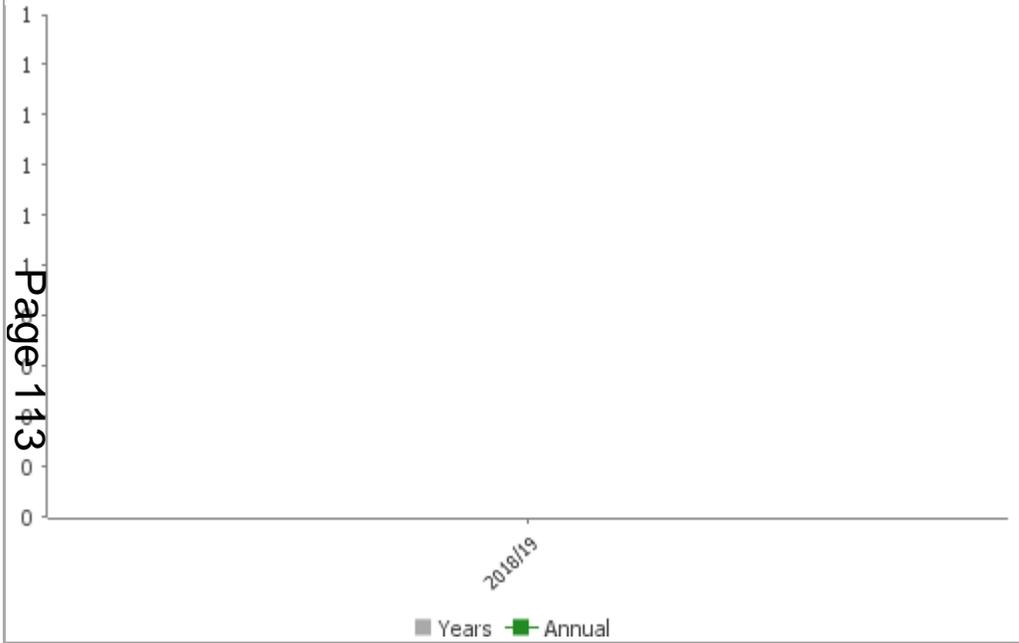
? Performance indicator **M9.2 Increased flexible workforce**

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>
● Not applicable	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

N/A

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

 Performance indicator M9.3 Increased skilled workforce			
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.	Please note this is a yearly measure due in Q4 2018/19		
	Corrective action		
	N/A		

2018/19		
Target	Value	Status
60%		

 Performance indicator M9.4 Staff satisfaction survey			
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.	Please note this is a yearly measure due in Q4 2018/19		
	Corrective action		
	N/A		

2018/19		
Target	Value	Status

? Performance indicator **M9.5 Employee relations cases**

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.	Please note this is a yearly measure due in Q4 2018/19			
	<i>Corrective action</i>			
	N/A			

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

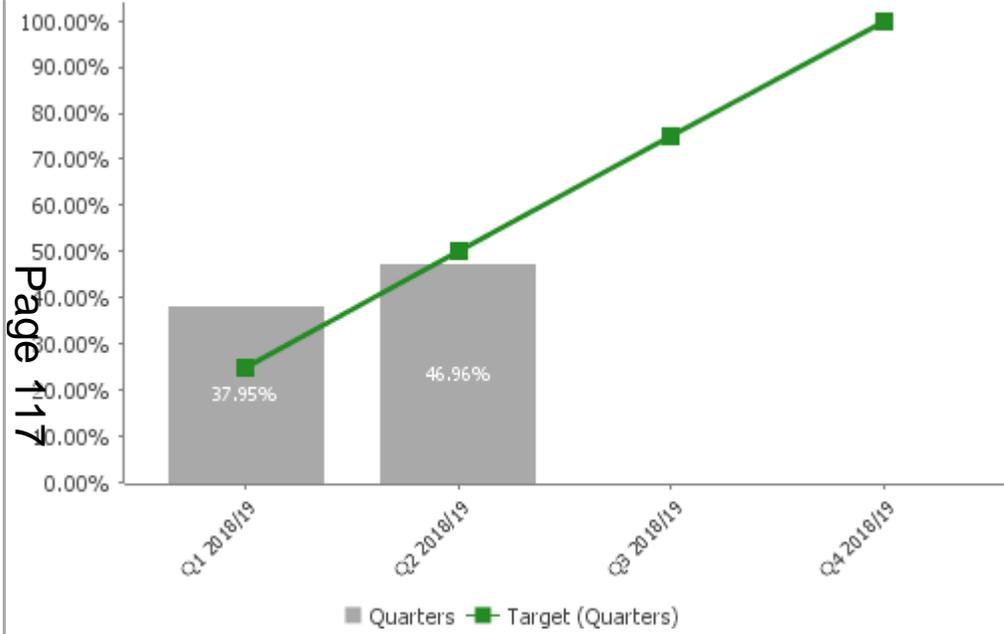
Performance indicator M9.6 Delivery of the Technology Strategy

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>
▶ Yes	2018	O&S
<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	
Aim to Maximise	Corporate	Annual trend

Manager
Assistant Director - ICT & FM

Trend chart



Comments

Q2 - 181 Total Projects. 85 Completed. 96 incomplete

18 New projects added this quarter have reduced % completion, without those KPI would be at 52.1% and above target, in addition a number of projects are on hold due to accommodation work.

Corrective action

N/A

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%	46.96%		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.

Is year-end target likely to be achieved?

● Not applicable

Live from

2018

Scrutiny

O&S

Manager

Head of Transformation

Good performance

Corporate or Partnership indicator

Annual trend

Aim to Maximise

Corporate



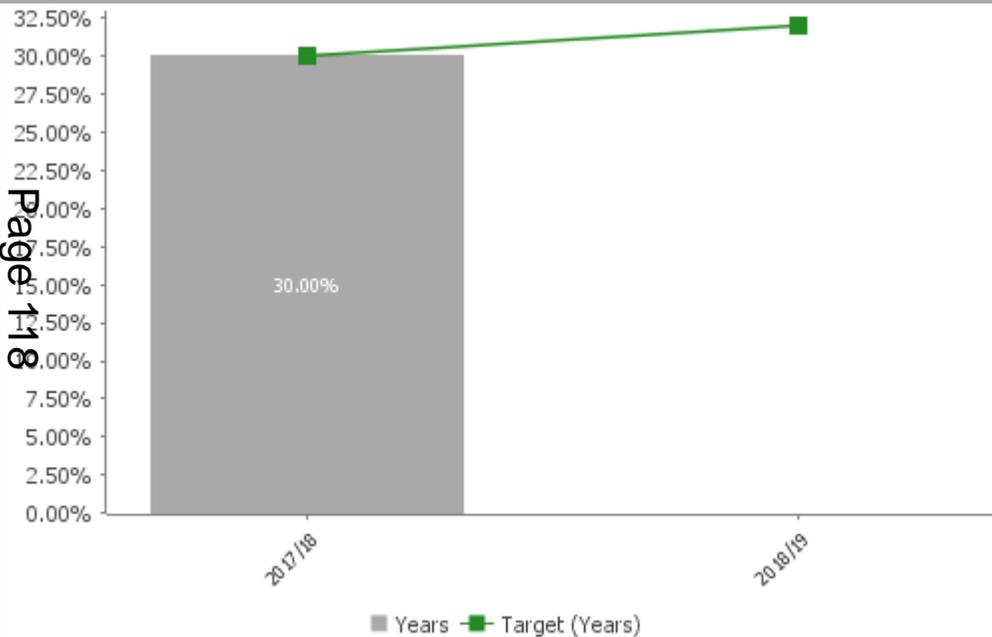
Trend chart

Comments

Q2 - Please note this is a yearly indicator and will be reported on in Q4 2018/19

Corrective action

N/A



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2018/19

Target	Value	Status
32.00%		

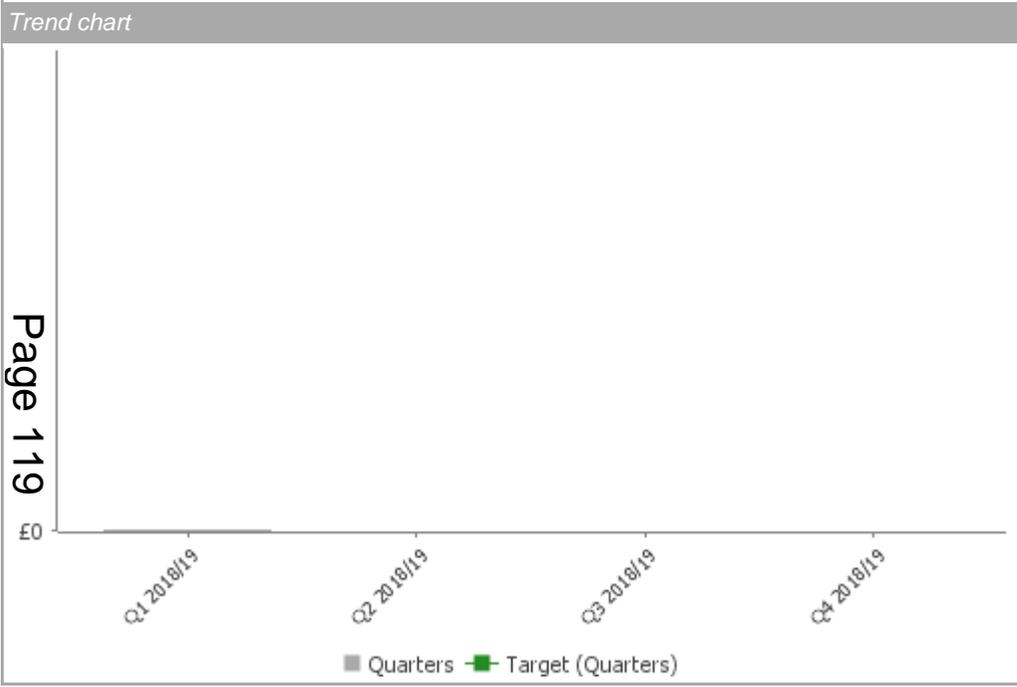
? Performance indicator **M9.8 Transformation Programme savings**

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>
Uncertain	2018	O&S

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

<i>Trend chart</i>	<i>Comments</i>
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Q2 - This measure was assigned to Head of Transformation who left the Council at the end of Q2. This measure will be reported on at quarter 3.

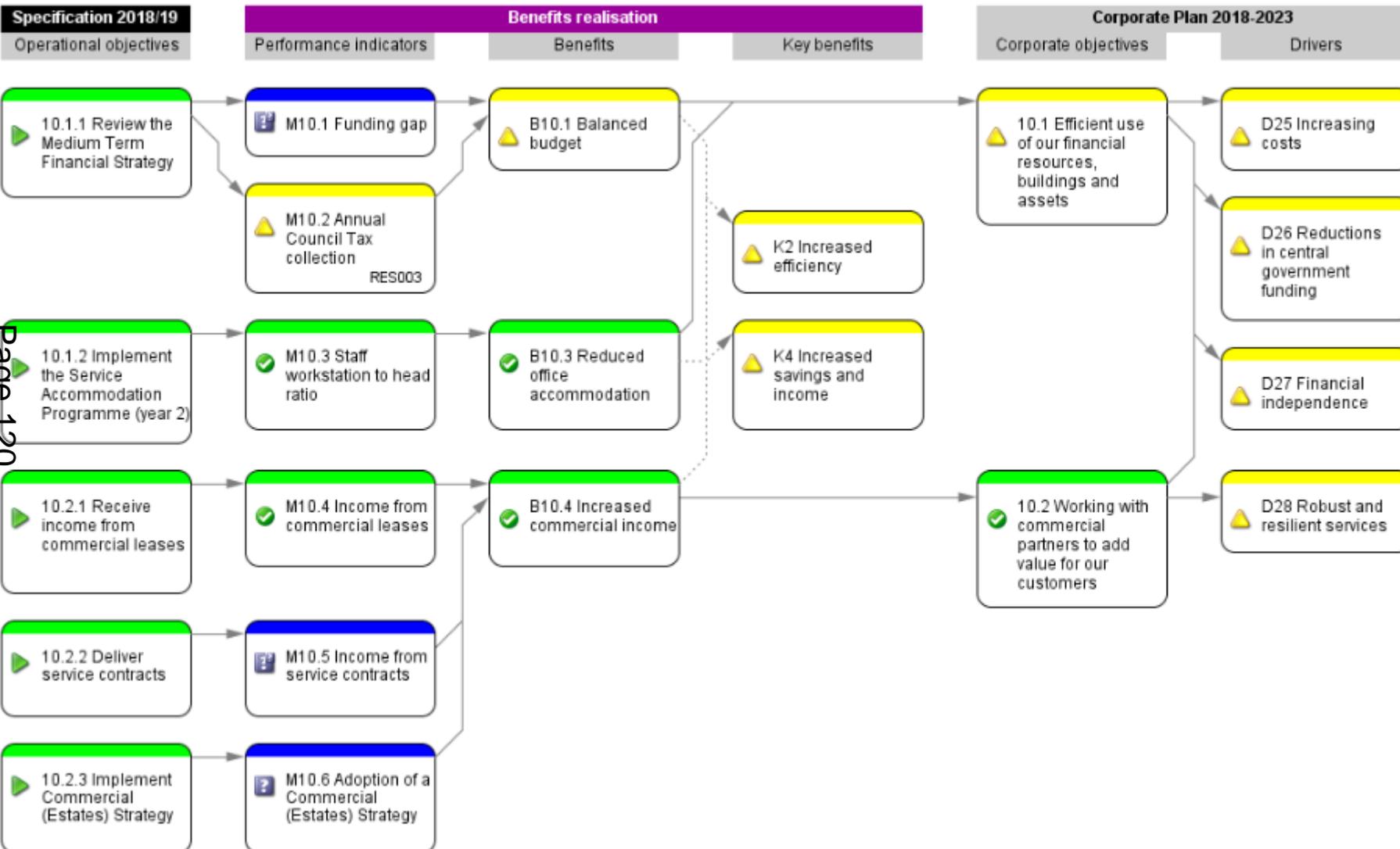
Corrective action

Please note this is a new measure and progress due end Q3 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



**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	50%	31-Mar-2019	Action On Target	RSC	Director of Resources (RDR01)
	Q2 – the strategy has been approved by Finance Cabinet on 26th July and it will be reviewed again for Finance Cabinet in February 2019					
	Q1 - The Medium Term Financial Strategy will be updated for Finance Cabinet on 26 th 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)	50%	31-Mar-2019	Action Behind Schedule	O&S	Head of Transformation
	Q2 - There is a report to Cabinet on 8th Nov 2018 following on from the Grade 2 listing of the civic building. Cabinet will be asked to recommend one of 3 options to enable the whole accommodation programme to progress. The options being presented to Cabinet reflect the initial feedback from Historic England regarding flexibility of any redesign of Customer, Civic and office areas.					
	Whilst accommodation decisions are being made the Leadership Team are taking action on 2 key elements of new ways of working:					
	1. New furniture solutions are going into interim layouts within existing office spaces to encourage more collaborative working. This includes a Leadership Team office area with a 7:10 desk ratio and a number of more collaborative and quiet working spaces. Service Directors will be vacating individual offices in order to enable more collaborative working across all services.					

	2. A management focus on enabling staff and managers to work more flexibly across multiple locations in order to realise a 7:10 desk ratio, in any accommodation solution, when required.
	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.	31%	31-Mar-2023	Implement	RSC	Head of Transformation.
	Q2 - The relocation of VAEF from Homefield House is complete. The Service Accommodation Review, the relocation of Pyrles Lane Nursery, the relocation of Housing Repairs & Housing Assets, and the Staff Transport Plan are progressing and under control. The wider refurbishment of the Civic Offices and the relocation of the operations based at Hemnall Street have yet to start.					

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	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - The letting of the Epping Forest Shopping Park is 95% complete and on track to produce the level of income predicted in the development appraisal.					
	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**

<i>RAG</i>	<i>Description</i>	<i>Progress</i>	<i>Due date</i>	<i>Expected outcome</i>	<i>Scrutiny</i>	<i>Manager</i>
	Deliver service contracts	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - The Council has re-negotiated a variation to the Waste and Recycling Contract which reflects the requirements of the Chinese Government regarding quality of recycle. The Off-Street Parking Contract has performed well in its first year. The Leisure Management Contractor continues to invest in refurbishment and improvement projects with the new Leisure Centre in Waltham Abbey still scheduled to open in November 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**

<i>RAG</i>	<i>Description</i>	<i>Progress</i>	<i>Due date</i>	<i>Expected outcome</i>	<i>Scrutiny</i>	<i>Manager</i>
	Adopt Commercial (Estates) Strategy	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - The Council Estates Strategy is still in formulation awaiting the conclusions of the Economic Development Strategy the Council has recently commissioned.					
	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.					

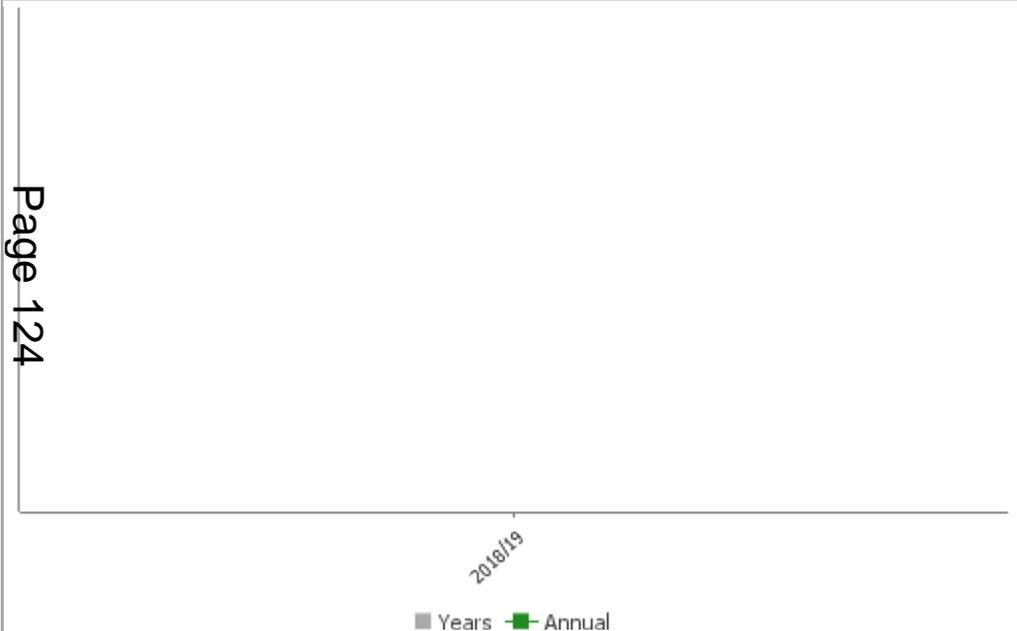
? Performance indicator **M10.1 Funding gap**

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).

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

<i>Trend chart</i>	<i>Comments</i>
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Please note this is an annual measure

Corrective action

N/A

2018/19		
Target	Value	Status
£1,453,000		

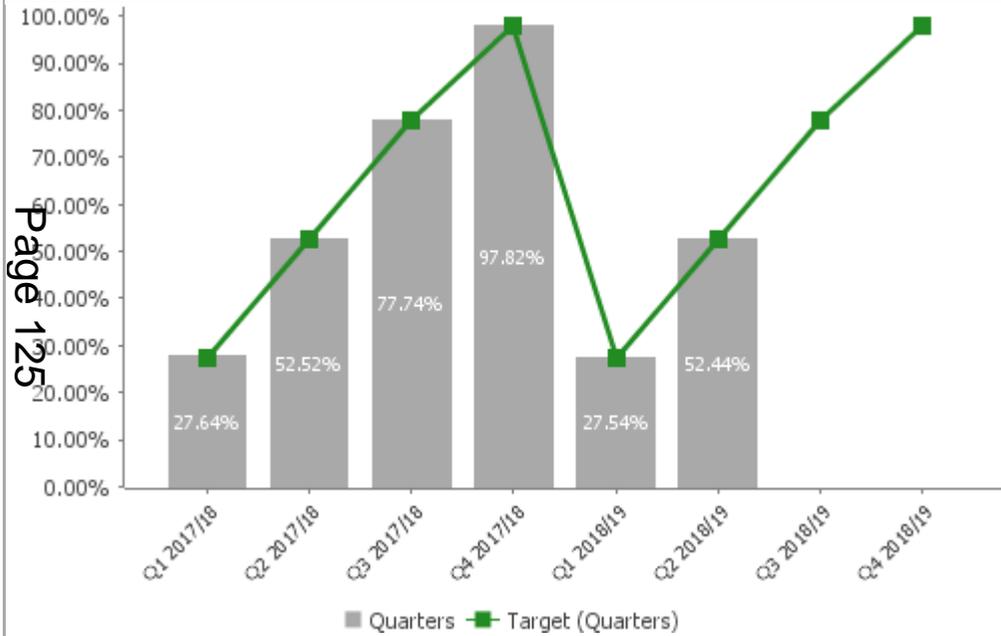
Performance indicator M10.2 Annual Council Tax collection

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

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Revenues (RRE01)	Aim to Maximise	Corporate	↓

Trend chart *Comments*



Q2 - Collection is 0.09% down on last year due to more accounts paying over 12 months than over 10 which reduces their equivalent monthly instalment.

Corrective action

N/A

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%	52.44%	▲	77.84%			97.80%		

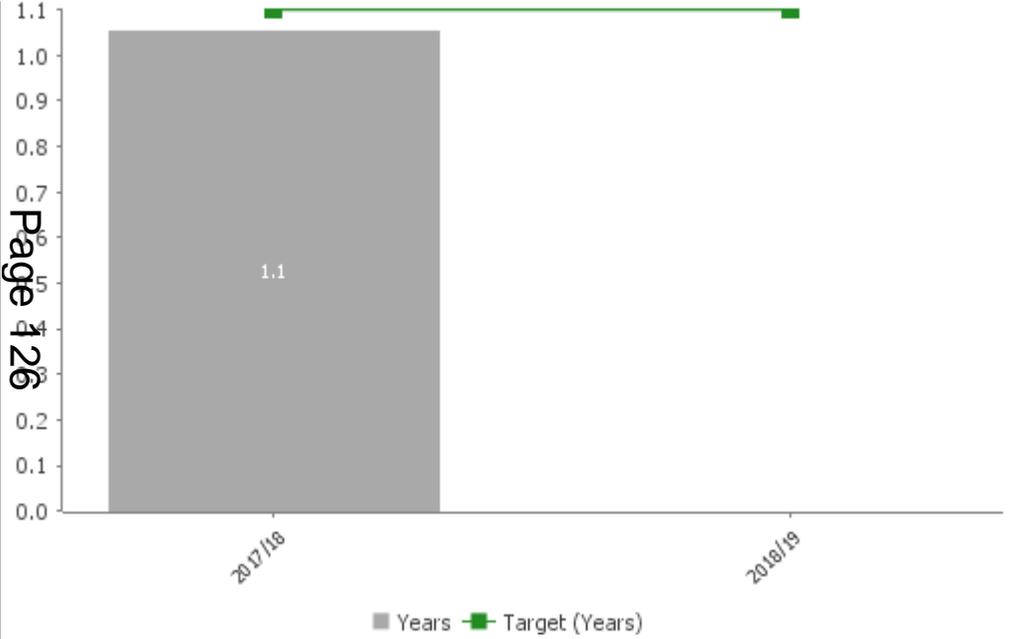
Performance indicator M10.3 Staff desks to head ratio

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

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

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

<i>Trend chart</i>	<i>Comments</i>
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16-Oct-2018 Q2 - Please note this is an annual measure and due in Q4 2019.

Corrective action

N/A

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.

Is year-end target likely to be achieved?

● Not applicable

Live from

2018

Scrutiny

RSC

Manager

Assistant Director - Accountancy (RAC01)

Good performance

Aim to Maximise

Corporate or Partnership indicator

Corporate

Annual trend



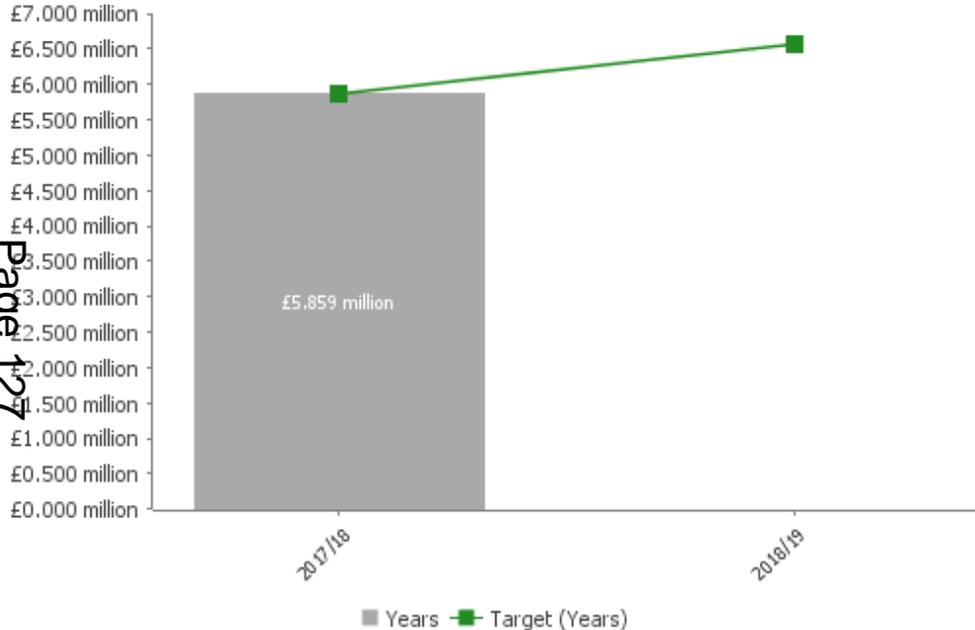
Trend chart

Comments

Please note this is an annual measure

Corrective action

N/A



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2018/19

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

Performance indicator M10.5 Income from service contracts

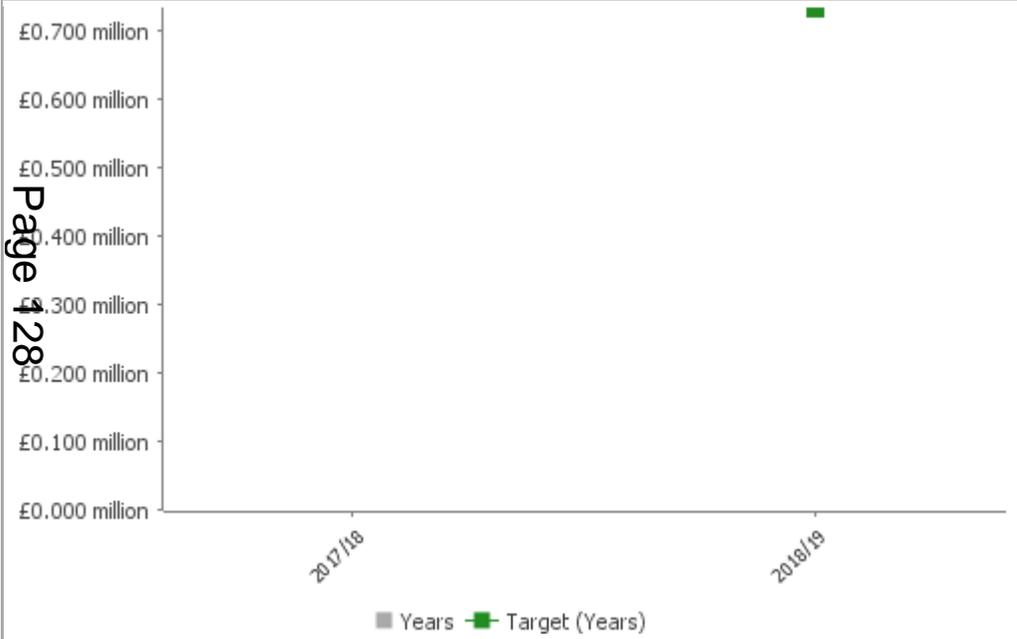
This indicator is intended to measure the incremental increases in income from the service contracts that the Council holds. This rolls up to the working with commercial partners to add value for our customers.

Is year-end target likely to be achieved?	Live from	Scrutiny
● Not applicable	2018	RSC

Manager
Assistant Director - Accountancy (RAC01)

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

Trend chart



Comments

Please note this is an annual measure

Corrective action

N/A

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>
	 Not applicable		2018	NSC
<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>			
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	Please note this is an annual measure			
	<i>Corrective action</i>			
	N/A			

2018/19		
Target	Value	Status
Yes		

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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)	COMPLETED 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	COMPLETED The Leader of the Council presented 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	COMPLETED The Committee received a presentation 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	COMPLETED The Committee undertook 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	COMPLETED (PICK submission) The Committee reviewed the planned expansion of Stansted Airport, employment opportunities for local residents and partnership working with local further education establishments etc;	
(9) Epping Forest Youth Council	26 February 2019	Annual Report from Youth Council on completed and proposed activities;	
(10) 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;	
(11) 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 (related to curriculum and landholdings) to be agreed;	

(12) 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;	
(13) People Strategy	18 December 2018 (Confirmed)	To undertake appropriate scrutiny of the scope and implementation of the Council's People Strategy;	

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) 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;	
(3) 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;	
(4) 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;	

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

(7) Communities Corporate Plan 2018-2023 – Performance Report Q1 & Q2 2018/19	September 2018 November 2018 (Low)	Completed - November meeting Re-scheduled for November meeting. *This report has been amalgamated with the KPI report. (All Portfolios)	
(8) Attendance by Essex Police District Commander at next meeting - Discussion on issues to raise	September 2018 (Medium)	Completed - September meeting <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)	Completed - November meeting <i>(Safer Greener Transport Portfolio)</i>	
(10) Annual Report of the Community Safety Partnership	November 2018 (Medium)	Completed - November meeting <i>(Safer Greener Transport Portfolio)</i>	
(11) New Housing Strategy Key Action Plan 2018/19	January 2019 (Medium)	<i>(Housing Portfolio)</i>	
(12) Six-Month Review of the HRA Financial Plan 2018/19	November 2018 (High)	Completed - November meeting <i>(Housing Portfolio)</i>	
(13) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	January 2019 (Low)	<i>(All Portfolios)</i>	

(14) HRA Financial Plan 2019/20	March 2019 (High)	<i>(Housing Portfolio)</i>
(15) Communities Corporate Plan 2018-2023 – Performance Report Q3 2018/19	March 2019 (Low)	<i>(All Portfolios)</i>
(16) Communities Performance Indicator Set for 2019/20	March 2019 (High)	<i>(All Portfolios)</i>
(17) Presentation of Business Plan – 2019/20	March 2019 (Low)	<i>(All Portfolios)</i>
Special (Planned) Items		
(18) Review of Homelessness Strategy <i>(Recommendations to Housing Portfolio Holder)</i>	June 2018 (High)	Completed – at June meeting <i>(Housing Portfolio)</i>
(19) Fire Safety Policy for residential Council properties	September 2018 November 2018 January 2019 (High)	Deferred – due to allow time for the presentation from Police Commander <i>(Housing Portfolio)</i>
(20) Six-month Progress Report on EFDC-funded police officers	January 2019 (Medium)	<i>(Safer Greener Transport Portfolio)</i>

(21) 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>
(23) Review of the future use of sheltered/grouped housing scheme sites <i>(Recommendations to Cabinet / Housing Portfolio Holder)</i>	January 2019 (High)	<i>(Housing Portfolio)</i>
Items added to Work Programme during the year		
(24) Report on outcome of LGA Peer Review of Museum Heritage and Culture Service	September 2019 (Low)	Completed - September meeting <i>(Leisure & Community Services Portfolio)</i>
Planned Special Items for Future Years		
6-month Progress Report on EFDC-funded police officers	June 2019 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
6-month Progress Report on EFDC-funded police officers	January 2019 (Medium)	<i>(Safer Greener Transport Portfolio)</i>

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 Position	First meeting of each municipal year	Outturn report for 2017/18. (COMPLETED)	26 June 2018 20 September 2018
(2) Corporate Plan Key Action Plan 2017/18 – Outturn Position	First meeting of each municipal year	Outturn report for 2017/18. (COMPLETED)	20 November 2018 29 January 2019 19 March 2019
(3) Corporate Plan 2018-2023 – Performance Report (quarterly) for 2018/19	Quarterly	<i>(NB: Incorporates NSC KPIs)</i>	
		Q1 & Q2 November 2018 (COMPLETED)	
		Q3 January 2019 2019/20 NSC KPI targets (report) March 2019	
(4) Directorate Business Plan 2019/20	19 March 2019	Relevant Portfolio Holders to present highlights of priorities and service challenges for their portfolio for the next municipal year (MY) to the final select committee meeting in each MY.	
(5) Transformation Projects – new	As appropriate	Details of new projects to be submitted for scrutiny relevant to this select committee.	
(6) Transformation Projects – closure and benefits reports	As appropriate	Details of reports to be submitted for information relevant to the this select committee.	
(7) Local Plan – to receive regular updates on the current position	Update to go to each meeting	To keep a watch in brief on the position of the District's Local Plan.	
(8) Leisure Management Contract	As appropriate: January 2019	To review the Council's leisure contract with Places for People Leisure from April 2017. <i>(NB: Board meeting on 21 January 2019).</i>	
(9) Environmental Enforcement Activity	March 2019	Annual report to this select 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 – progress	As appropriate: January 2019	(a) To monitor and 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 – 6-monthly updates	June 2018	To receive an annual update of the Council's Environmental Charter as agreed on 28 June 2016. (COMPLETED)	
	January 2019	To receive 6-monthly updates on the progress of the Environmental Charter as agreed on 26 June 2018.	
(12) Off-Street Parking Service – yearly review	June 2018	To annually review off-street parking services to 31 March 2018. NSL contract started April 2017. (COMPLETED)	
(13) Emergency Planning and Corporate Health and Safety Arrangements	September 2018	To receive a presentation on the Council's emergency planning and corporate health and safety arrangements. (COMPLETED)	
(14) Air Quality Officer	June 2018	Presentation made. (COMPLETED)	
(15) Public Health Officer	June 2018	Presentation made. (COMPLETED)	

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 2019
(2) Key Performance Indicators (KPIs) 2017/18 – Quarterly Performance Monitoring	Q1 – 23 October 2018 Q2 – 27 November 2018 Q3 – 05 February 2018	Now incorporated into item (6) Corporate Plan Key Action Plan	
(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 2018-2023 Performance Report - Quarterly reporting 2018/19	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	
(14) Equality Information Report 2018	23 October 2018	Annual Report	
(15) Review of Polling Districts, Polling Places & Polling Stations	July 2019	To consider proposals arising from the next review of polling districts, polling places and polling stations and to make any recommendations to the Council.	

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Resources Select Committee 2018/19 (Councillor A Patel)			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Key Performance Indicators 2017/18 – Outturn Review	Outturn KPI Performance considered at the first meeting of each municipal year.	Outturn KPI performance report for 2017/18 to July 2018 meeting - COMPLETED	09 July 2018; 16 October; 04 December; 12 February 2019; and 02 April
(2) 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 - COMPLETED	
(3) Corporate Plan 2018-2023 – Performance Report (quarterly) for 2018/19	Quarterly	<i>(NB: Incorporates RSC KPIs)</i>	
		Q1 & Q2 December 2018 - COMPLETED	
		Q3 February 2019	
(4) 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.	
(5) ICT Strategy –	Progress against ICT Strategy Considered on an annual basis.	October 2018 - COMPLETED	
(6) 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 - COMPLETED	
(7) 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. COMPLETED	
(8) 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. COMPLETED	

(9) Sickness Absence Outturn	July 2018	To review the Sickness Outturn report for 2017 /18 - COMPLETED
(10) Sickness Absence	Half-yearly progress report for 2018/19 to December meeting.	Detailed progress against achievement of sickness absence targets reviewed on a six-monthly basis – COMPLETED
		NB: <u>Future</u> half-yearly reports to comprise a summarised version and ‘trend only’ analysis.
(11) 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 - COMPLETED
(12) Quarterly Financial Monitoring	October 2018;	To receive quarterly Financial Monitoring Reports.
	December 2018; and	
	April 2019	
(13) Shared Services Working	Verbal update 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 – COMPLETED
	As appropriate	To verbally report on future shared services working being carried out by EFDC.
(14) Business Rates	July 2018	To receive a report updating the Committee on Issues surrounding Business Rates - COMPLETED
(15) General update on the General Fund CSB, DDF and ITS	December 2018	To receive an updating report on the CSB, DDF and ITS schemes - COMPLETED
(16) Universal Credit	April 2019	Updating report on the Government’s Universal Credit Scheme.
(17) Resources Directorate Business Plan 2019/20	April 2019	Presentation by all relevant Portfolio Holders.

(18) Transformation Projects relevant to this Committee	As appropriate	Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.	
(19) 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.	
(20) Business Rates Retention Consultation Papers	TBC	Government consultation on Business Rate Retention expected in the Autumn	
(21) Work on People's Strategy	N/A	Presentation by Strategic Director, G Blakemore, to be made to Overview & Scrutiny Committee on 18 December 2018.	
(22) 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
Manchester Airport Group	29 October 2018	Planned expansion of Stansted Airport and associated infrastructure requirements
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.
	27 February 2017	Local further education facilities and services, following report of Ofsted.
	1 July 2014	Strategic direction of Epping Forest College, its vision for the future and its relationship with the Community.
Transport for London	9 January 2018	Local bus services.
	19 December 2016	Local Central Line services and infrastructure.
Barts Health NHS Trust	31 October 2017	Progress of improvement initiatives following report of Care Quality Commission.
	23 February 2016	Inpatient, outpatient and emergency service provision at Whipps Cross Hospital, following report of Care Quality Commission.
	9 June 2015	Inpatient, outpatient and emergency service provision at Whipps Cross Hospital, following report of Care Quality Commission.
	1 April 2014	Inpatient, outpatient and emergency service provision at Whipps Cross Hospital, following report of Care Quality Commission.

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.
Essex County Council (Children's Services)	19 April 2016	Consultation on local Children's Centre provision.
	10 November 2014	Commissioning for young children, based on an early years review.
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).
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.
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.