

EPPING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

Committee: Overview and Scrutiny Committee **Date:** Tuesday, 18 December 2018

Place: Council Chamber, Civic Offices, High Street, Epping **Time:** 7.00 - 9.10 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, S Murray, S Neville, A Patel, P Stalker, J H Whitehouse and D Wixley

Other Councillors: Councillors N Avey, H Kane, S Kane, A Lion, G Mohindra, J Philip, S Stavrou, D Stocker and C Whitbread

Apologies: Councillors H Whitbread

Officers Present: D Macnab (Acting Chief Executive), G Blakemore (Strategic Director), P Maginnis (Service Director (Business Support Services)), T Carne (Public Relations and Marketing Officer), G. Nicholas (Interim Transformation Manager), R Perrin (Senior Democratic Services Officer) and A Rose (Marketing & Digital Content Officer)

43. 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.

44. SUBSTITUTE MEMBERS

It was reported that Councillor D Stocker was substituting for Councillor H Whitbread.

45. MINUTES

RESOLVED:

That the minutes of the Committee meeting held on 29 October 2018 be signed by the Chairman as a correct record.

46. DECLARATIONS OF INTEREST

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

47. 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.

48. EXECUTIVE DECISIONS - CALL-IN

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

49. PEOPLE STRATEGY

The Strategic Director, G. Blakemore updated the Committee on the Council's People Strategy.

The Strategy had commenced in 2017 under the corporate ambition, Stronger Council and a significant amount of progress had been made. The Strategy consisted of five work streams which included Developing Leadership, Developing the Organisation, Developing Skills & Capacity, Resourcing the Council and Pay, Grading & Benefits.

Within this, various models had been used to progress the Strategy including Decision Making Accountability (DMA), which developed the leadership of the organisation and defined clear accountability for decision making and responsibilities. This led to the creation of four levels of management; Team Management, Service Management, Service Director Management and Strategic Management. Alongside this another model was used called the Common Operating Model (COM), which consisted of the Customer, Business Support and Specialist/Technical. It determined how the authority worked through process mapping, the creation of a Customer Contact Centre and Business Support, ultimately leading to a higher level of understanding from staff and customer satisfaction.

The Strategic Director advised that the authority had completed the top tiers of the DMA, although the recruitment process for a Chief Executive was currently active and only one of the Strategic Directors was in post. The eight Service Directors had been internally recruited and in post since September 2018, (although reducing to seven from January 2019) and the Level 2 Manager posts were to be reduced to 17, with internal recruitment progressing. The Level 1 Managers would proceed shortly afterwards and the services area as a whole would be considered over the next 12-18 months.

In addition to the reorganisation, a piece of work was being carried out on changes to Pay, Grading and Benefits of the staff, for the future of the authority, to manage costs, address external pressures and improve equality and fairness and should be completed by May 2019.

Finally, the overall target of £2.5m of savings by 2020/21 had been set, with the £647,000 achieved in 2018/19 and a target of £1.5m in place for 2019/20 with anticipated target of £353,000 in 2020/21.

Councillor R. Jennings asked how the authority would be taking the organisation through the process, whilst keeping everyone updated with the changes and progress. The Strategic Director advised that it was a Leadership Team priority with the same messages at both management and staff level. Communication included manager's conferences, staff events, information in District Lines and general email updates. The Acting Chief Executive advised that the staff briefings were also being webcast for anyone who was not able to be present and could be view at a later date.

Councillor A. Patel asked how the process of external and internal recruitment was being pursued within the new management model. The Strategic Director advised that her level had been externally recruited and the same recruitment process would be used throughout the four levels of management. The Service Directors had been

internally recruited and currently the 56 managers had been internally ring-fenced for the 17 Level 2 Manager roles. Councillor M. Sartin asked for clarification on the unsuccessful applicants. The Strategic Director advised that they would have the opportunity to apply for the Level 1 Manager roles.

Councillor A. Patel asked about the cost savings of the Strategy. The Strategic Director advised that the £647,000 had been achieved through the reorganisation to date and through consideration of the current vacancy list by the Leadership Team.

Councillor R. Baldwin asked about flexible working arrangements and how or if they would effect the terms and conditions of the staff; the effect of the Strategy on staff moral; and whether the authority would be fit for purpose. The Director Strategic advised that there were no changes to terms and conditions for flexible working and this was an opportunity for staff to work in a more flexible and agile way. Regarding the staff moral, training would be available to managers to assist with changes.

Councillor D. Wixley asked whether the savings were in relation to reducing the number of staff; and what were the current number of staff before and after the implementation of the Strategy. The Strategic Director advised that no target had been set to reduce the number of staff and through the process so far, no compulsory redundancies had been made. There were financial figures determined with the Strategy but the authority was being reorganised through a new COM, to give efficiencies in the process, increased capacity or to use a smaller work force. The Strategic Director would advise Councillor D. Wixley about the current number of staff and the envisage amount. The Acting Chief Executive advised that vacancies were being carefully considered in the short term and the Council preferred option was to redeploy or retrain staff rather than lose skills from the authority.

Members thanked the Strategic Director for the update.

50. OVERVIEW & SCRUTINY SELECT COMMITTEE FRAMEWORK - REVIEW

The Acting Chief Executive presented a report regarding proposals to establish a new Overview and Scrutiny Select Committee Framework that reflected the implementation of the Council's People Strategy and reduced the number of Select Committees to two cross-service select committees.

Following the meeting on 29 October 2018, the Committee requested that members be consulted on the proposed new Select Committee Framework, which was undertaken through the Council Bulletin. This commenced 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 with 8 responses received. There were mixed responses and it was suggested that a task and finish panel should be set up to consider all the issues relating to the proposed establishment of a new Overview and Scrutiny Select Committee Framework and any other options that had not already been identified.

The Acting Chief Executive advised that the terms of reference, membership and work programme for the task and finish panel had to be approved by the Overview and Scrutiny Committee. The panels work would need to be completed quickly, in order for the Committee to consider the outcomes on 16 April 2019 and the appropriate select committee framework are in place for the commencement of 2019/20 municipal year. The formation of the task and finish panel was flexible in the number of members that could be appointed and it was thought that the best way forward, would to determine the Chairman and Vice-Chairman, agreed the terms of

reference and work programme and invite other members to join the panel through the Members Bulletin.

The Committee was supportive of the recommendation in the report, although Councillor A. Patel commented that some of the information received by the select committees measuring the performance was not always clear, concise, relevant and included financial implications. He requested that a further point be added to the terms of reference, which was seconded by Councillor S. Neville.

Councillor D Wixley asked that the task and panel considered ways of encouraging pre-decision scrutiny. The Acting Chief Executive advised that this was incorporated into the regular standing item on the Committee's agenda which reviewed the Forward Plan of Key Decisions. The Business Services Portfolio Holder advised that some of the larger contracts included Partnerships Boards and Portfolio Holder Advisory Groups also acted as pre-scrutiny of executive decisions.

Councillor A. Patel enquired who the lead officer would be of this task and finish panel. The Acting Chief Executive advised that the Strategic Director, G. Blakemore would be the lead officer and she would be supported by G. Nicholas and the Project Management Team.

Councillor G. Mohindra enquired whether executive members would be allowed to attend the panel. The Acting Chief Executive advised that this would be possible.

RESOLVED:

- (1) That the Committee had considered 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 a Task and Finish Panel be established 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;
- (3) That the draft Terms of Reference and work programme for the Panel be approved, subject to the following addition under Aims and Objectives:
 - (5) To consider how to ensure that the Performance Indicators' quarterly reports brought to select committees are provided as close to the end of the relevant quarter as possible, and how best they can be presented to assist members in scrutinising performance against target, to include any financial and resource implications for the Council.
- (4) That Councillor P. Bolton and R. Jennings be appointed as Chairman and Vice-Chairman, respectively for the Task and Finish Panel;
- (5) That interest in the membership of the Task and Finish Panel be advertised within the Members Bulletin on 19 December 2018; and
- (6) That the recommendations of the proposed Task and Finish Panel be considered by the Committee at its meeting to be held on 16 April 2019.

51. REVIEW OF POLLING DISTRICTS, POLLING PLACES AND POLLING STATIONS

The Acting Chief Executive advised that on 23 October 2018, the Governance Select Committee had considered a comprehensive report of the Returning Officer which reviewed the planning and delivery of the local elections held in May 2018 and addressed other matters relating to the responsibilities of the Returning Officer and the Electoral Registration Officer.

He advised that the Electoral Registration and Administration Act 2013 had introduced changes to the timing of compulsory reviews for parliamentary polling districts and polling places. The next review for the constituencies within the Epping Forest District was required to be completed between 1 October 2018 and 31 January 2020. The Returning Officer had considered that the review should commence in January 2019, as it would enable the completion of the annual canvass for the Register of Electors for 2018, allowing for the review to be completed prior to the commencement of the canvass for 2019.

The findings of the review of parliamentary polling districts and polling places and any recommendations arising therefrom, was 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, with the desired completion of the review by July 2019. The Governance Select Committee were requesting that it be authorised to submit its report directly to the Council.

The Committee raised concerns that, if any significant changes were made, the Council meeting was not really the right place to have detailed discussions. The Planning Portfolio Holder advised that this review occurred annually and no significant changes were expected, although to ensure that the review was completed on time, the Returning Officer had determined that the period following the 2019 local elections and prior to the commencement of the canvass for 2019 in August 2019 would be best suited. He advised that all members were welcome to attend the Governance Select Committee.

RESOLVED:

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

52. FORWARD PLAN OF KEY DECISIONS - REVIEW

The Committee considered the Council's programme of Key Decisions for 2018/19. The structure and responsibilities of the Council's Executive Portfolios had been realigned to reflect the implementation of the Council's new senior management framework.

The committee enquired about the officers named within the Representation Arrangements column and when it would be updated. It was explained that the Council would be considering an updated version of the Schedule of Delegations at the Council meeting on 20 December 2018 and once this had been confirmed, the names would be changed.

Councillor A. Patel enquired about the Key Decision regarding Private Water Supplies. The Acting Chief Executive advised that this related to the Land Drainage

Department and the regulations of the water suppliers in the District, where associated costs could be recovered and the quality of drinking water was monitored.

53. CORPORATE PLAN KEY ACTION PLAN 2018/19 - QUARTER 2 PROGRESS

The Interim Transformation Manager, G Nicholas advised that the Corporate Plan 2018-2023 was the authority's key strategic planning document. The Plan laid out the journey that 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 indicators, focussed on what the Council achieved for customers. Management Board, Cabinet and the Scrutiny 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 quarter targets and the reasons for this, as follows;

- M2.2 – Number of days to process benefits claims – The target had not been met, although process had now been adapted and it was hoped that it would meet the target in the next quarter.
- M4.3 - Number of New Residential Properties Built or Acquired by the Council – The value was 8 and remained static. It related to the Council House Building Programme and the Housing & Property Portfolio Holder advised that 5 homes from phase 3 had been handed over.
- M9.6 – Delivery of the Technology Strategy - The new projects added had reduced the overall percentage of completions and a number of projects were on hold due to the accommodation work.
- M10.2 –Annual Council Tax collection - This had marginally missed the target.

Further updates included;

- M2.1 Number of Safeguarding Concerns and M3.1 – Number of Community Champions and volunteers –Both indicators had met their targets in quarter 2; and
- M8.3 – Number of Governance Meetings – The figure had been inputted incorrectly as 61 and should have been 16.

The Committee commented on M1.2 Number of 'take-away' restaurants signed up to 'Tuck In' pledge, enquiring about the associated costs, whether the hygiene stars were involved and that the Rock N Roe details were incorrect as previously mentioned at the Neighbourhoods Select Committee on 20 November 2018. The Acting Chief Executive advised that this was an Essex County Council (ECC) initiative and funded by a number of stakeholders, which aimed to increase awareness of healthier alternatives in take away shops. The hygiene ratings were completely separate and the details regarding the Rock N Roe would be corrected.

Councillor J H Whitehouse asked for further information to be provided at the next Communities Select Committee regarding the Buckhurst Hill Social Isolation Pilot

Project Report mentioned in Corporate Objective 3.1 – Enabling communities to support themselves and the three thematic Health & Wellbeing Action Groups mentioned in M1.1 – Delivery of the Epping Forest Health and Wellbeing Strategy.

RESOLVED:

That the Committee noted the outturn position for Quarter 2 2018/19, in relation to the achievement of the Corporate Plan for 2018-2023.

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

The Acting Chief Executive updated members on the Overview and Scrutiny Committee Work Programme for 2018/19. He advised that the Committee would invite Epping Forest College in June 2019.

Councillor S. Murray advised that representatives from both the curriculum and landholdings aspects of the college would be required, to answer the relevant questions that may be put to them by the Committee.

Councillor A Patel asked that when the Committee received the annual report regarding Customer Services, he would like further details be given on the response time for compliments and complaints.

In addition, the Acting Chief Executive suggested that the Transformation Programme – Travel Plan on the Reserve Programme Items be included on the Overview and Scrutiny Work Programme 2018/19 for the 16 April 2019 meeting. This followed the completion of stage one, which had included a consultation with staff and members regarding travelling to all the Council owned sites. Councillor D. Wixley questioned whether this would cover the proposed move to North Weald. The Acting Chief Executive advised that this had been taken into consideration.

Councillor J H Whitehouse asked that the Essex Probation Services be placed on the work programme.

55. SCRUTINY OF EXTERNAL ORGANISATIONS - REVIEW

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

CHAIRMAN

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People Strategy Update

18/ 12/2018

Programme Map



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| STRONGER PLACE | STRONGER COMMUNITIES | STRONGER COUNCIL |
|----------------------------|--|--------------------|
| St Johns | Customer excellence | Accommodation |
| North Weald | Partnership working | People |
| Local Plan | Insight behaviour (future proofing population) | Digital enablement |
| Growth, Skills, Employment | | |
| House building programme | | |

PEOPLE STRATEGY

| Developing Leadership | Developing the Organisation | Developing Skills & Capacity | Resourcing the Council | Pay, Grading & Benefits |
|-------------------------------|-----------------------------|------------------------------|---------------------------|-------------------------|
| COM | COM | Skills Audit | Recruitment Strategy | Job Evaluation |
| DMA | ITrent | New Corporate Programmes | Wellbeing Strategy | Pay Model |
| Essential Skills – Leadership | Culture Change | Essential Skills | ITrent | Terms and Conditions |
| Essential Skills – Management | Values & Behaviours | | Apprenticeship Programmes | |
| Future Leaders Programme | | | Graduate Apprenticeships | |

Developing Leadership : Decision Making Accountability

Staff

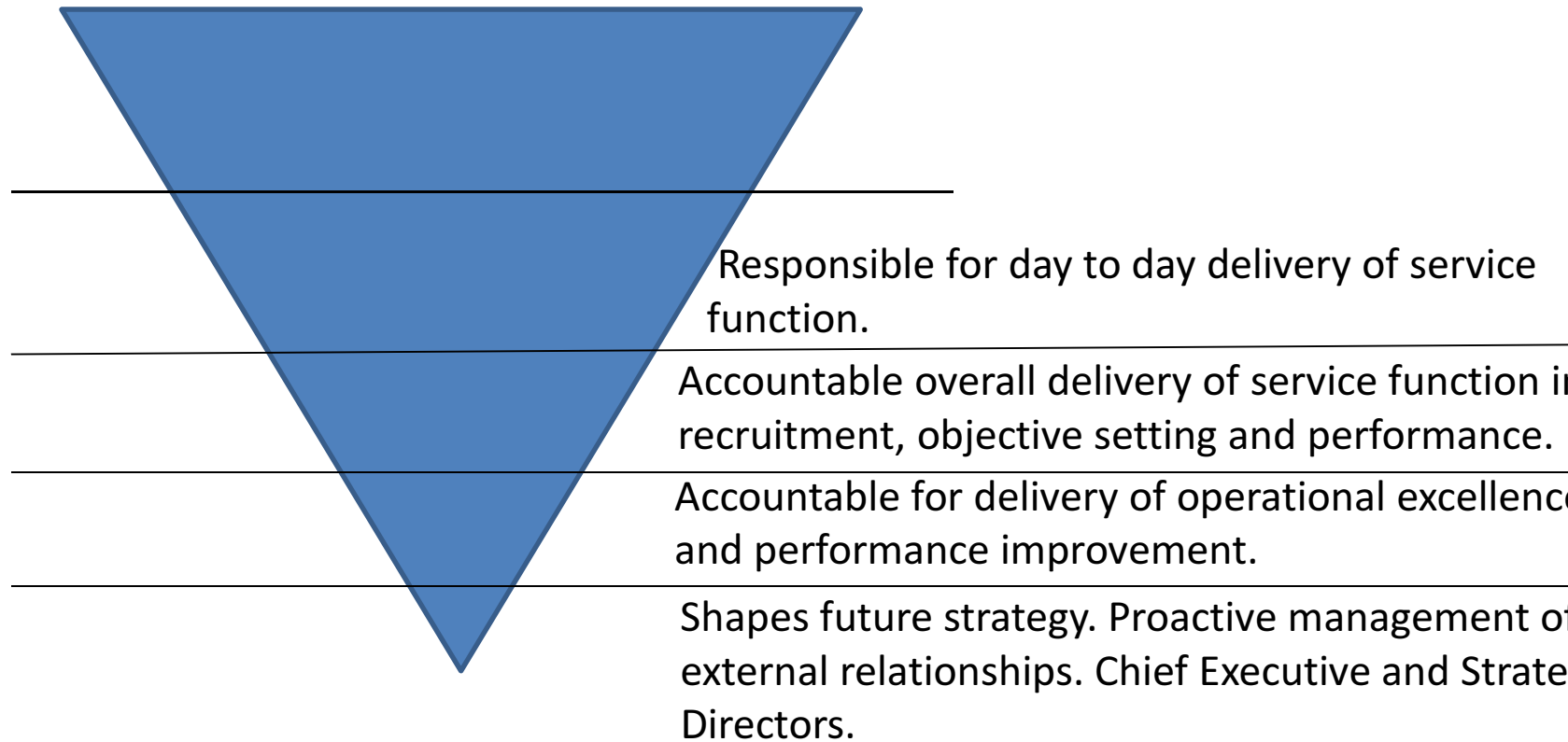
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Team Managers

Service Managers

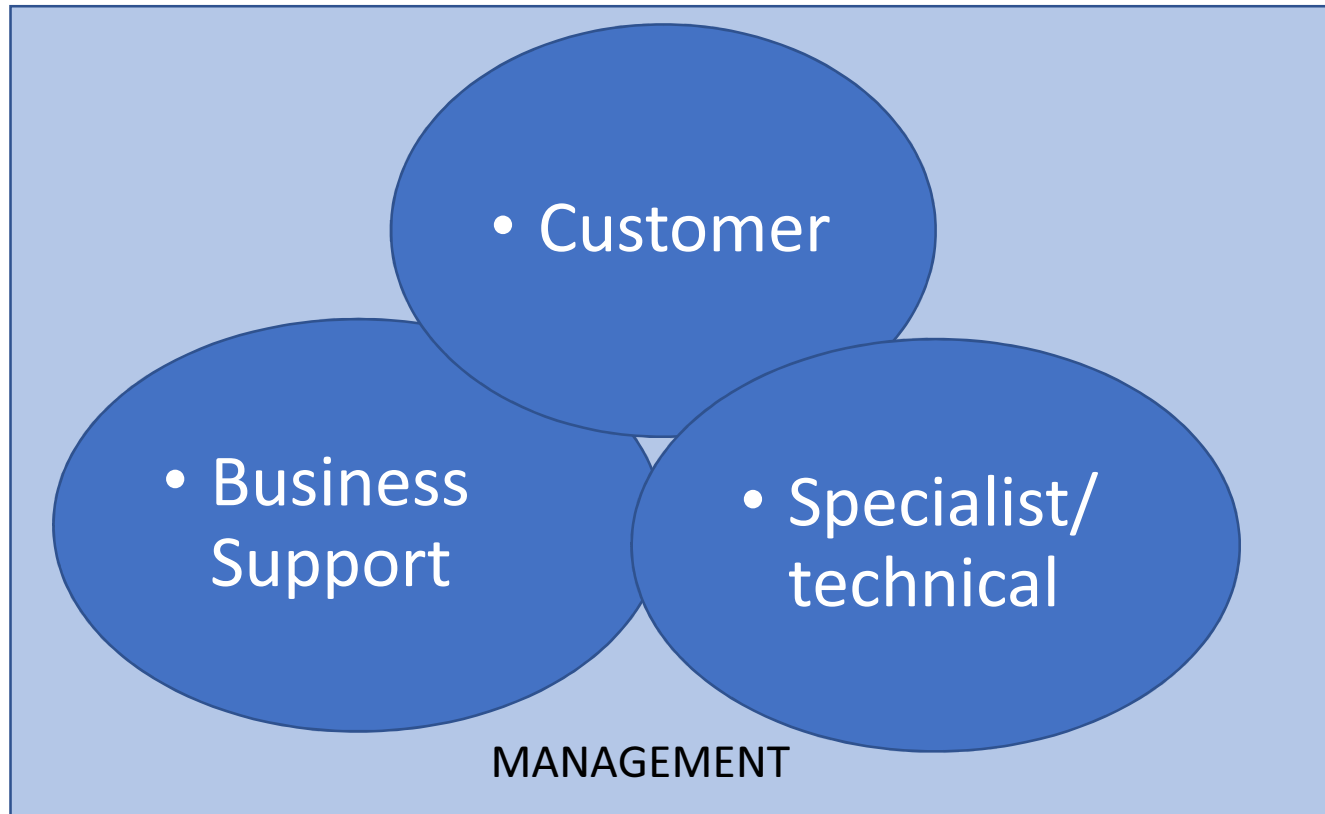
Service Directors

Strategic Management



Developing the Organisation: Common Operating Model

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Resourcing the Organisation: Recruitment Completed to date

- Strategic Directors x 2 August 2018 x1 post filled, 2nd post on hold
- Service Directors x 8 September 2018 in post, from January reduced to 7

Principles followed:

New roles created, new more generic outcome based Job Descriptions

Internal ringfence in the first instance

Behavioural Assessment

Application and Interview Process

Appoint successful candidates, manage on an individual basis those not appointed

The same principles and process applies for the next level of management: Service Manager Level 2 in the Decision Making Accountability model (LGA)

Resourcing the Organisation: Recruitment ongoing

- 56 ringfenced Managers for Level 2 Service Manager Process
- 17 Service Manager Posts in draft structure
- Page 15 In addition a number of non management roles of a specialist nature will report directly to Service Directors
- A small number of Team Managers will also be direct reports to Service Directors
- Expected overall number of direct reports to Service Directors 3-4, a combination of Service Managers, Specialists and Team Managers

Resourcing the Organisation: Service Managers Timeline

- October 18 10 18 - Update Cabinet on People Strategy Progress
- November – Consultation process for new Service Manager structure begins
- December pre Christmas – Jobs out for advertisement (ringfenced to internal candidates)
- December pre Christmas – Overview and Scrutiny (People strategy)
- January 2019 – interviews. Appointments end of January 2019
- Induction process February, intensive and ongoing
- Next level of Management restructure programmed, appoint June 2019 (Team Managers Level 1).

Developing Skills and Capacity – Essential Management Skills



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Pay, Grading and Benefits: Potential benefits of making a change

Future organisation:

- Align pay and grading to support the future COM
- “One size does not fit all” – diverse and new services
- Ensure EFDC recruits and retains talented people

Managing our costs:

- Ensure people paid correctly and fairly – not too high, not too low
- Provide better budget control of pay rises
- Ensure fair distribution of pay across all roles/grades

External pressures:

- Address impact of increases in National Living Wage and LG spine points
- Address “compression” in pay rates at lower grades
- Respond to broader wage pressures impacting public sector pay

Equality and fairness:

- Improve perception of pay and grading
- Equality of Terms and Conditions, i.e. Annual leave

Pay, grading and benefits:

Proposed timetable to achieve Collective Agreement

| Date | Action |
|------------------------------------|---|
| 12 November 2018 | Leader / Head of paid service approval to begin TU negotiations |
| 29 November 2018 - 11 January 2019 | TU Negotiations |
| 10 December 2018 | Joint Cabinet/Management Board |
| 14 January - 18 January 2019 | CA agreed with TU/HOPs/Leader |
| January 2019 | TU EFDC/Region formal notification |
| 14 January 2019 | JCC meeting |
| 21 - 22 January 2019 | Communicate outcome of negotiations to employees |
| 21 January 2019 - 15 February 2019 | TU ballot sessions on pay proposals |
| 07 February 2019 | Cabinet meeting |
| 18 February 2019 | Outcome of ballot known |
| 20 February 2019 | Notice of change to all employees, subject to ballot outcome |
| 21 February 2019 | Full Council meeting |
| 25 February – 26 March 2019 | 30 day consultation |
| 27 March 2019 - 10 April 2019 | Contract/letters issued |
| May 2019 | Pay outcomes required for May pay (backdated to April) |

People Strategy Financial Outcome

- Overall target set for £1.5m savings by 20/21
- Year 1 (18/19) target of £647k ongoing savings banked – **Completed**
- Year 2 (19/20) target of £1.5m plans in place, target owned by Leadership Team
- Year 3 (20/21) target £353k is anticipated to rise given financial pressures

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Questions

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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 16 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);
- (4) To consult political groups and independent members at the final stage of the review; and

- (5) To consider how to ensure that the Performance Indicators' quarterly reports brought to select committees are provided as close to the end of the relevant quarter as possible, and how best they can be presented to assist members in scrutinising performance against target, to include any financial and resource implications for the Council.

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 16 April 2019.

Overview & Scrutiny Select Committee Framework Task & Finish Panel

(Chairman – Councillor P. Bolton)

| 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 16 April 2019; | Consideration of scope of review and initial framework proposals at first meeting. | 21 January 2019; 31 January 2019 |

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