



Overview and Scrutiny Committee Tuesday, 26th February, 2019

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, 26th February, 2019
at 7.30 pm .**

**Derek Macnab
Acting Chief Executive**

**Democratic Services
Officer:**

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Members:

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

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

SUBSTITUTE NOMINATION DEADLINE 18:30

WEBCASTING NOTICE

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

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

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

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

1. WEBCASTING INTRODUCTION

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

The Chairman will read the following announcement:

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

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

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

2. APOLOGIES FOR ABSENCE

3. SUBSTITUTE MEMBERS

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

4. MINUTES (Pages 7 - 32)

To confirm the minutes of the meeting of the Committee held on 18 December 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. EPPING FOREST YOUTH COUNCIL

To receive a presentation from Epping Forest Youth Council on its programme of work for 2018/19. Members of the Youth Council will attend the meeting to outline:

- (a) the achievements of the Youth Council over the last year; and
- (b) the plans of the Youth Council for the coming year.

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

To receive questions submitted by members of the public and any requests to address the Committee.

(a) Public Questions

Members of the public may ask questions of the Chairman of Overview and Scrutiny Committee at ordinary meetings of the Committee, in accordance with the procedure set out in the Council's Constitution.

(b) Requests to address the Overview and Scrutiny Committee

Any member of the public or a representative of another organisation may address the Overview and Scrutiny Committee on any agenda item (except those dealt with in private session as exempt or confidential business), due to be considered at the meeting.

8. EXECUTIVE DECISIONS - CALL-IN (Pages 33 - 36)

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

(a) Accommodation Strategy

To consider the attached report.

9. FORWARD PLAN OF KEY DECISIONS - REVIEW (Pages 37 - 52)

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.

10. CORPORATE PLAN KEY ACTION PLAN 2018/23 - PERFORMANCE REPORT QUARTER 3 2018/19 (Pages 53 - 146)

(Interim Transformation Manager) To consider the attached report.

11. SCRUTINY OF EXTERNAL ORGANISATIONS - SOUTH-EAST LOCAL ENTERPRISE PARTNERSHIP (Pages 147 - 148)

To consider the attached report.

12. OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMMES 2018/19 - REVIEW (Pages 149 - 168)

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

at each meeting.

(a) Current Work Programmes

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

(b) Reserve Programme

A reserve list of scrutiny topics is developed as required, to ensure that the work flow of overview and scrutiny is continuous. When necessary, the Committee will allocate items from the list appropriately, once resources become available in the work programme, following the completion of any ongoing scrutiny activity.

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

13. SCRUTINY OF EXTERNAL ORGANISATIONS - REVIEW (Pages 169 - 170)

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

14. EXCLUSION OF PUBLIC AND PRESS

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

Agenda Item No	Subject	Exempt 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:	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

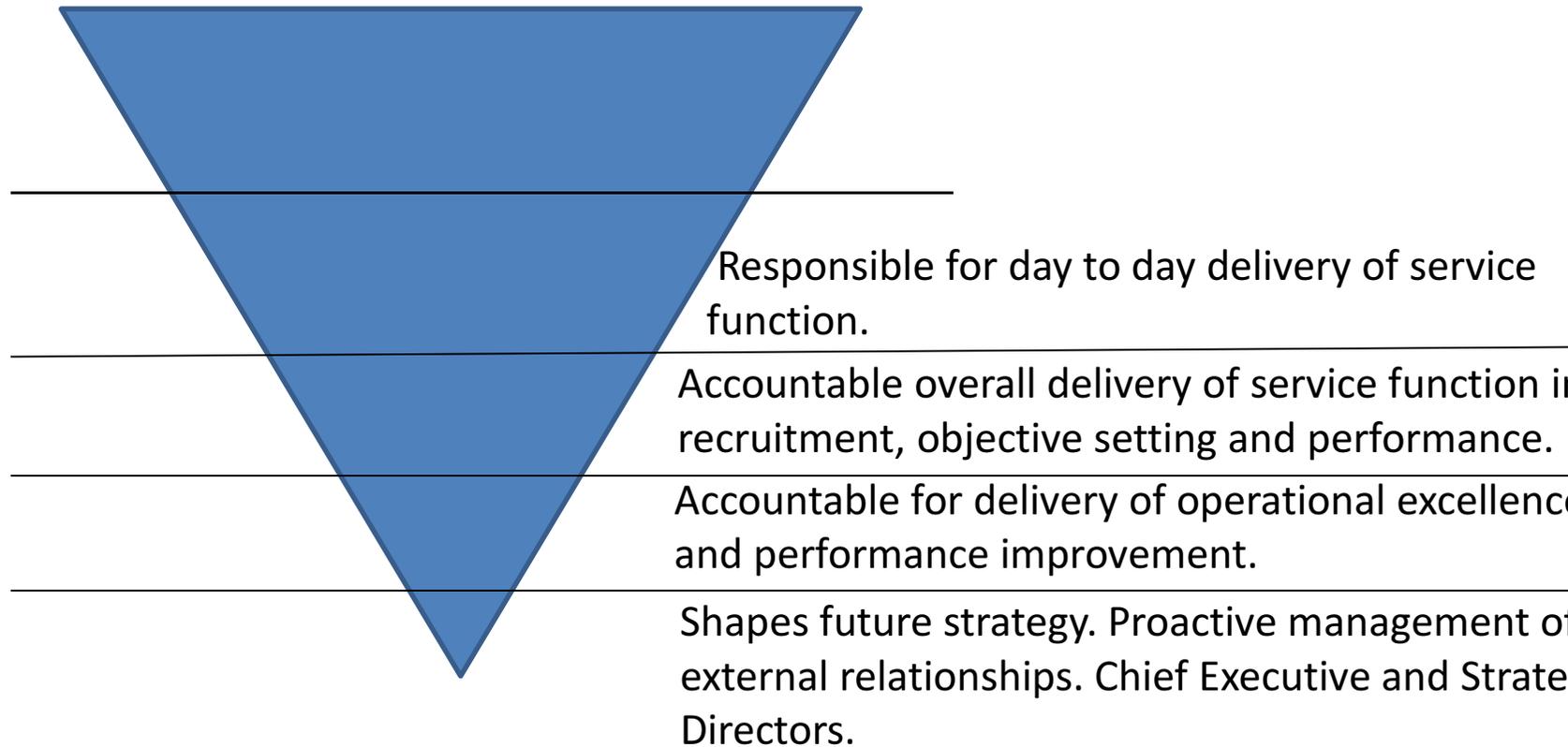
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Team Managers

Service Managers

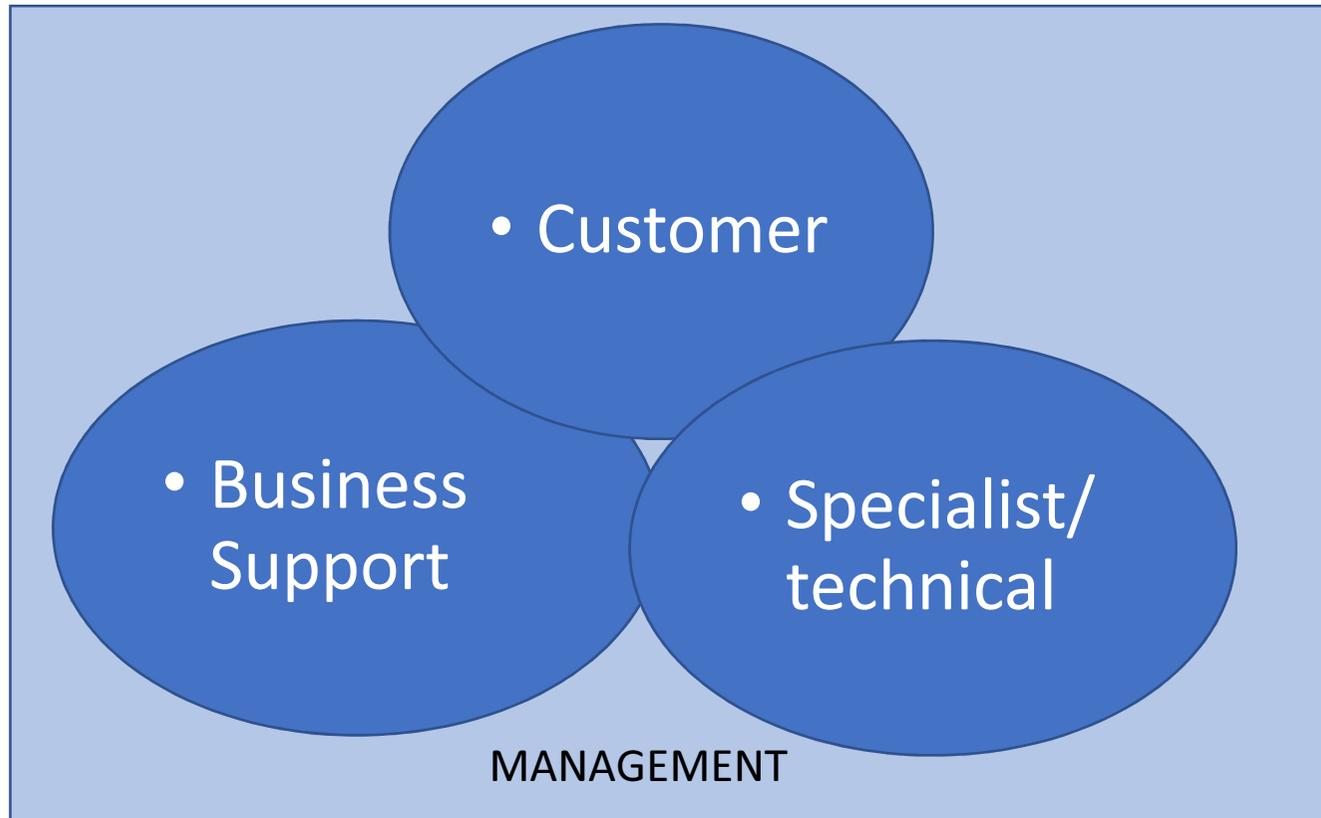
Service Directors

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
- 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
- ^{People} 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



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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Report to Overview & Scrutiny Committee



SCRUTINY



Date of meeting: 26 February 2019

Subject: Call-In – Accommodation Strategy

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

Democratic Services Officer: R. Perrin (01992) 564532

Recommendations/Decisions Required:

That the Committee note the withdrawal of a call-in relating to elements of the council's current Accommodation Strategy.

1. In accordance with Article 6 (Overview and Scrutiny) of the Constitution, the requisite number of members called in the following decision of the Cabinet, arising from its meeting held on 10 December 2019:
 - (1) That the Cabinet approve the accommodation option to maximise the Civic building use in Epping High Street by:
 - (a) retaining Civic, Democratic and Customer Service functions on the Epping site;
 - (b) delivering a combination of partner, community and business services from the Civic building;
 - (c) refurbishing the areas of the Civic building to the standards appropriate for the use (subject to b) above);
 - (d) the disposal of land to the rear of the Civic site in line with the Local Plan allocation;
 - (e) building office accommodation on Council owned land in North Weald for occupation by the Council and potentially partner organisations; Cabinet 10 December 2018;
 - (2) That consequent to the approval of recommendation (1) above the following actions be taken:
 - (a) that the Council proceed to full design and build specification of a new build reporting back to the Cabinet before the end of the financial year 2018/2019 seeking agreement to proceed to the procurement of the new build process and its Capital requirement;
 - (b) that the Cabinet agree £425,000 capital expenditure for professional services and programme resource to deliver year 1 of the programme met from the existing planned maintenance budget phased as follows: virements of £25,000 in 2018/19 and £400,000 in 2019/20;
 - (c) that land allocated within the local plan to the rear of the civic site be marketed for sale, with the sale to be progressed before end of the financial year 2019/20;
 - (d) that authority be given to the Chief Executive to 'soft' market test the letting of areas of the Civic building spaces as marked on appendix A of the report;
 - (3) That a further report be made to Cabinet on:

- (a) the feasibility of the marketing of the part site before the end of the financial year 2018/2019;
 - (b) the revisions required to the accommodation programme to align it with these recommendations;
 - (c) the formation of a governance structure to support effective and efficient delivery across the programme; and
- (4) That the Cabinet receive regular updates on the programme to future meetings.
2. The call-in of the decision of the Cabinet was made on the following summary grounds:
- (a) the current economic conditions in terms of cost savings to support relocation;
 - (b) the likely proceeds to be achieved from the sale of the Council's property in light of a deteriorating residential sales market;
 - (c) the provision of an updated cost plan allowing for inflation and rising construction costs;
 - (d) the likely rental stream to be obtained from letting the Council's existing offices and assumptions in terms of the rent-free and void periods required to achieve lettings;
 - (e) detailed estimates of the costs associated with remodelling the Civic Offices building to facilitate multi-letting;
 - (f) the negative effect of relocation on businesses within the High Street at a time when retail is under immense pressure;
 - (g) the unsustainable location of the proposed new Council office from an accessibility perspective and the need for transport initiatives;
 - (h) the effect of the proposed move on the efficiency of the operation of the Council, including the interface with the public, the retention of the existing staff and the ability to attract new staff members who do not live in the immediate locality;
 - (i) demonstration that the extra costs and additional risk of relocation is justified by non-financial benefits; and
 - (j) the mitigation of risks associated with the relocation project.
3. In accordance with Article 6 of the Constitution, the lead signatory to the call-in requested a meeting with the Chairman of the Overview and Scrutiny Committee prior to the call-in being considered by the Committee (if necessary), to discuss the possibility of reaching agreement on removing any objection to the decision which are raised in the call-in request.
4. The lead signatory to the call-in has been satisfied as to the action proposed to be taken with regard to this element of the Accommodation Strategy and the assurances made that the relocation project will seek to achieve timely, accurate, future-proofed costs and income information across several work streams, including the sale of the land to the rear of the Civic Offices, the new-build office accommodation and the marketing of rental space at the Civic Offices. The lead signatory has recognised that necessary due diligence will be undertaken at all stages of the project and has formally withdrawn the call-in submission, on which no further action need be taken.
5. The Committee is requested to note the withdrawal of the call-in relating to elements of the council's current Accommodation Strategy.

Resource Implications:

The recommendations of this report ensure compliance with Article 6 (Overview and Scrutiny) of the Constitution.

Legal and Governance Implications:

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

Safer, Cleaner, Greener Implications:

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

Consultation Undertaken:

None required.

Background Papers:

None

Impact Assessments:

Risk Management

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

Equality:

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

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**Epping Forest
District Council**

THE KEY DECISION LIST

INCLUDING PROPOSED PRIVATE DECISIONS

(01 February 2019)

The Key Decision List including Proposed Private Decisions

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

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

Key Decisions

The Council's Constitution defines key decisions as:

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

Borrowing or lending decisions undertaken under delegated authority by the Chief Financial Officer are not defined as a key decision.

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

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

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

Private Decisions

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

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

Corporate Aims & Key Objectives 2018/19

Stronger Communities

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

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Stronger Place

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

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

Stronger Council

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

Cabinet Membership 2018/19

Chris Whitbread	Leader of the Council
Syd Stavrou	Housing and Property Services
Anne Grigg	Commercial & Regulatory Services
Helen Kane	Customer Services
John Philip	Planning Services
Alan Lion	Strategic Projects
Gagan Mohindra	Business Support
Sam Kane	Community & Partnership Services
Nigel Avey	Contract & Technical Services

Contact Officer

Adrian Hendry
Senior Democratic Services Officer

Tel: 01992 564246
Email: ahendry@eppingforestdc.gov.uk

WORK PROGRAMME - 1 FEBRUARY 2019 TO 31 MAY 2019

PORTFOLIO - LEADER

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
People Strategy	<p>To establish the Council's new Common Operating Model as part of the People Strategy.</p> <p>To consider further details for the implementation of the Council's People Strategy.</p>	Yes	10 December 2018	Cabinet		Derek Macnab 01992 564050	PID P170 - People Strategy Common Operating Model - Management Structure

WORK PROGRAMME - 1 FEBRUARY 2019 TO 31 MAY 2019

PORTFOLIO - PLANNING SERVICES

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Local Plan / Budget Update	Local Plan Budget update report.	Yes	10 December 2018	Cabinet		Alison Blom-Cooper 01992 56 4066	
Mitigation Strategy for Air Quality impacts on the Epping Forest SAC		No	7 March 2019	Cabinet		Alison Blom-Cooper 01992 564066	
Transport Strategy for the Garden Town	To endorse the Draft Garden Town Transport as a material planning consideration subject to public consultation following the May elections.	Yes	7 March 2019	Cabinet		Alison Blom-Cooper 01992 564066	

WORK PROGRAMME - 1 FEBRUARY 2019 TO 31 MAY 2019**PORTFOLIO - BUSINESS SUPPORT**

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Corporate Plan Progress Report Q4 2018/19	To consider the progress of the Corporate Plan for Quarter 4, 2018-19.	Yes	June 2019	Finance and Performance Management Cabinet Committee		Georgina Blakemore 01992 564233	
Council's Budget	Annual Budget report to Cabinet and then to Council.	Yes	7 February 2019	Cabinet		Peter Maddock 01992 564602	

WORK PROGRAMME - 1 FEBRUARY 2019 TO 31 MAY 2019

PORTFOLIO - CONTRACT AND TECHNICAL SERVICES

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Vere Road Car Park	To create new car parking provision in the Vere Road car park.	No	11 April 2019	Cabinet		Qasim Durrani 01992 564055	
Waste Management Review	Review of the Waste and Recycling service and the costs of the dry recycling sacks.	Yes	11 April 2019	Cabinet		Qasim Durrani 01992 564055	
Private Water Supplies	Review of charging regime under the 2018 Regulations	Yes	13 June 2019	Cabinet		Qasim Durrani 01992 564055	

WORK PROGRAMME - 1 FEBRUARY 2019 TO 31 MAY 2019

PORTFOLIO - HOUSING AND PROPERTY SERVICES

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Council Housebuilding Programme	To award the contracts for the Housebuilding works.	Yes	1 November 2018	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
Fire Safety Policy - Residential Properties	Adoption of the Policy.	Yes	14 November 2018	Housing & Property Services Portfolio Holder		Paul Pledger 01992 564248	
Housing Strategy 2018	To approve a new Housing Strategy Acton Plan 2018/19.	Yes	1 November 2018	Housing & Property Services Portfolio Holder		Paul Pledger 01992 564248	
Sheltered Housing Assets	To receive the Communities Select Committee's views on the initial scope of a project to review the Council's Sheltered Housing Assets. To consider the development potential of Sheltered Housing assets.	Yes	7 March 2019	Cabinet		Paul Pledger 01992 564248	
Council Housebuilding Programme Annual Report	To receive the annual report on the Council Housebuilding Programme.	Yes	11 April 2019	Cabinet		Paul Pledger 01992 564248	

WORK PROGRAMME - 1 FEBRUARY 2019 TO 31 MAY 2019**PORTFOLIO - COMMUNITY AND PARTNERSHIP SERVICES**

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
CCTV Strategy	Review and update of the Council's CCTV Strategy.	Yes	5 September 2019	Cabinet		Caroline Wiggins 01992 564122	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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WORK PROGRAMME - 1 FEBRUARY 2019 TO 31 MAY 2019

PORTFOLIO - CUSTOMER SERVICES

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Local Council Tax Support Scheme 2019/20	To review the Scheme for 2019/20: 1...Consider amendments. 2...Finalise Scheme. 3...Approve Scheme.	Yes	7 February 2019 28 February 2019	Cabinet Council		Rob Pavey Janet Twinn 01992 564211 01992 564215	
District Electoral Review	Gain approval for an Electoral Review of the District Council.	Yes	7 March 2019	Cabinet		Rob Pavey 01992 564211	

WORK PROGRAMME - 1 FEBRUARY 2019 TO 31 MAY 2019**PORTFOLIO - COMMERCIAL AND REGULATORY SERVICES**

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Review of Estates and Valuation	Future structure of the Council's Asset Management resources.	Yes	7 February 2019	Cabinet		Derek Macnab 01992 564050	

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SCRUTINY



Report to Overview and Scrutiny Committee

Date of meeting: 26 February 2019

Portfolio: Leader of the Council

Subject: Corporate Plan 2018-2023 –
Performance Report Q3 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 3 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.

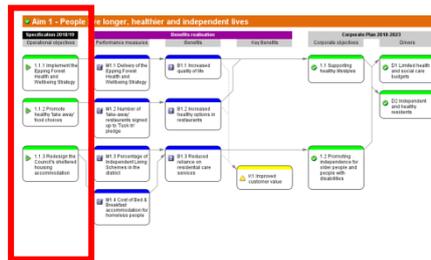
10. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives.

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.

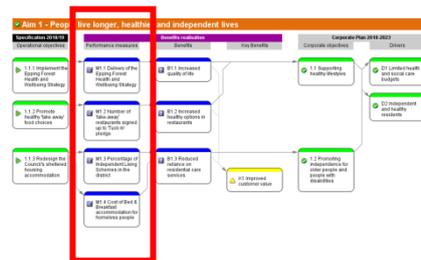
How to Read the Performance Report

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.

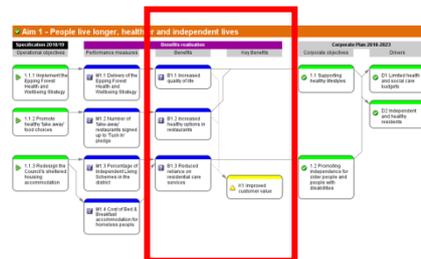
Working from the left hand side of the benefits maps (see example), the first column contains the annual Specification – formally the Key Action Plan – as a set of operational objectives covering both Businesses As Usual (BAU) and business transformation (projects and programmes).



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

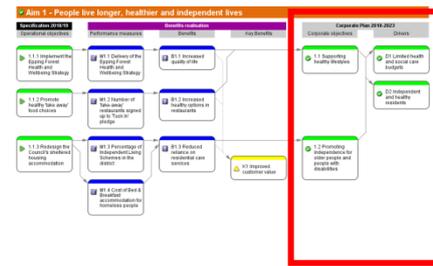


14. The benefits for stakeholders sit at the centre of the benefits maps. One or more performance measures makes up each (intermediate) benefit. Individual performance measures may contribute to one or more benefit. Where this is the case, weightings that show how the performance of these indicators ‘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:

The Finance and Performance Management Cabinet Committee – 24 January 2019
Communities Select Committee 15 January 2019
Neighbourhoods Select Committee 29 January 2019
Resources Select Committee 12 February 2019

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 3 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.

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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 3 2018/19

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

Date of completing the assessment: 21/01/2019

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 3 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	Will the policy or decision involve substantial changes in resources? No, it is just a quarter 3 update.
2.5	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? The Corporate Plan is the Council's premium strategic policy. All other Council policies and decisions support the delivery of the Corporate Plan.

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	What does the information tell you about those groups identified? Update report, no impact
3.2	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? Update report, no impact
3.3	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: Update report, no impact

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: 21/01/2019

Signature of person completing the EqlA: Monika Chwiedz

Date: 21/01/2019

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

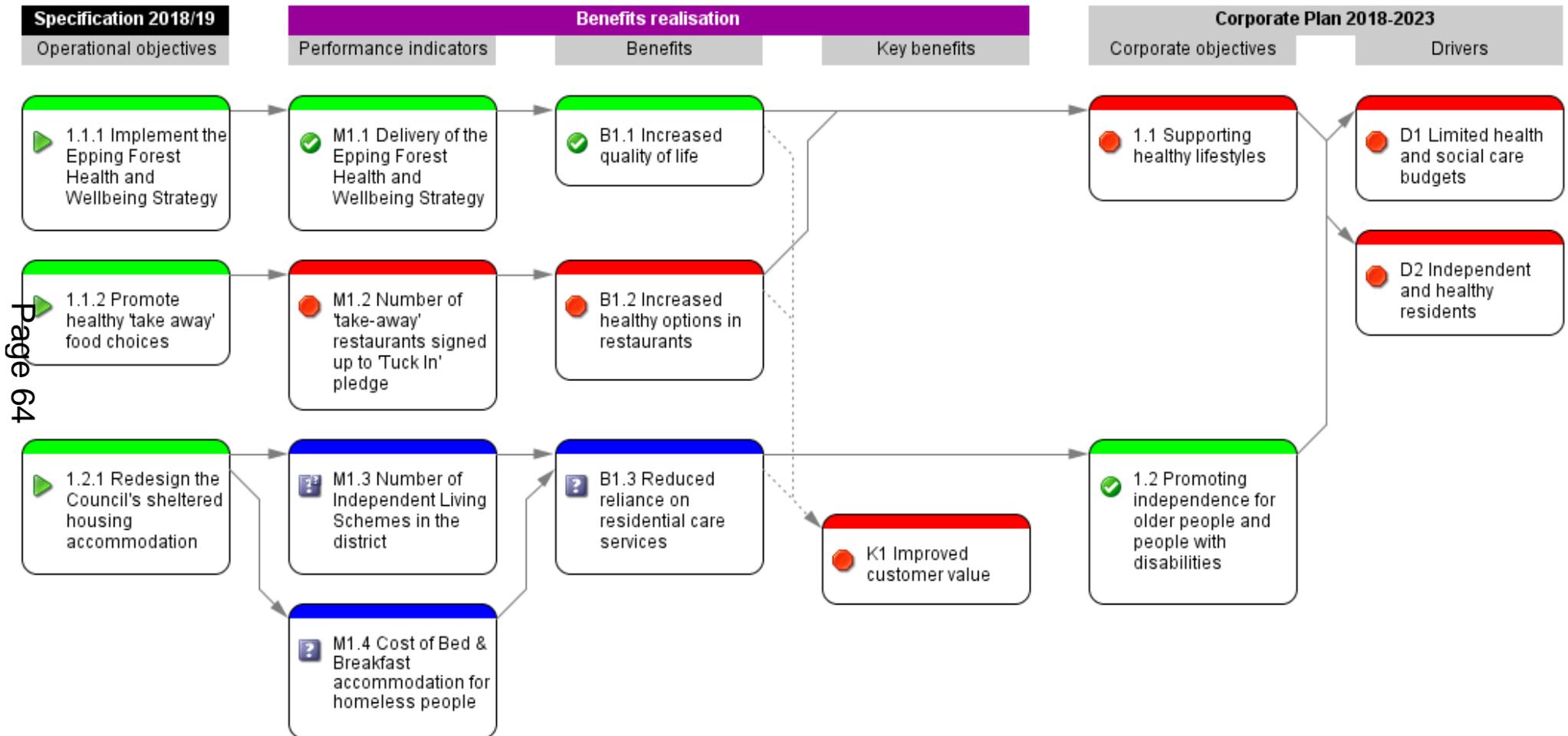
9.2 Improving performance through innovation and new technology

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	75%	31-Mar-2019	Action On Target	CSC	Community and Partnership Services Director
Page 65	Q3 - The three multi-agency health & wellbeing thematic Action Groups continue to make good progress on their priority objectives. Overall, projects are 70% complete.					
	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	75%	31-Mar-2019	Action On Target	NSC	Commercial and Regulatory Services Director
	Q3 - The evaluation of TUCK IN which was due to report back in December is now due in February. The outcome of that could influence our proposed work in Waltham Abbey. A meeting with the CCG NHS Public Health Neighbourhoods group in W/Abbey took place and they are supportive of the link between EFDC and them pointing patients on weight loss programmes to 'healthy takeaways' they have offered to promote via their communications team also. We will still be targeting Waltham Abbey this month to get some businesses signed up. JJ's a commercial food supplier is now listing foods					

	which caterers can buy which fit with TUCK IN objectives, so we will be highlighting this to businesses we visit over the next few weeks.
	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

Page	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
66	Redesign the Council's sheltered housing accommodation	75%	31-Mar-2019	Action Pending	CSC	Housing and Property Service Director
	Q3 - as per Q2					
	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

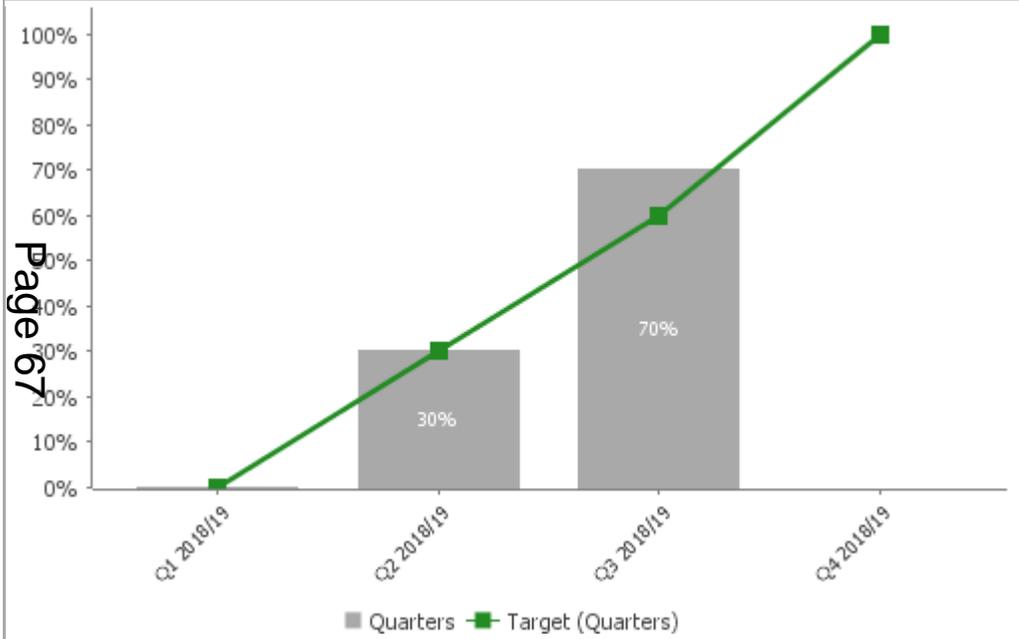
This indicator is a measure of the successful implementation of projects contributing to the multi-agency Epping Forest Health & Wellbeing Strategy 2018-28 (Year 1).

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

Manager
Community and Partnership Services Director

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

Trend chart



Comments
Q3 - The three multi-agency health & wellbeing thematic Action Groups continue to make good progress on their priority objectives. Overall, projects are 70% complete.

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
0%	0%	✔	30%	30%	✔	60%	70%	✔	100%		

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

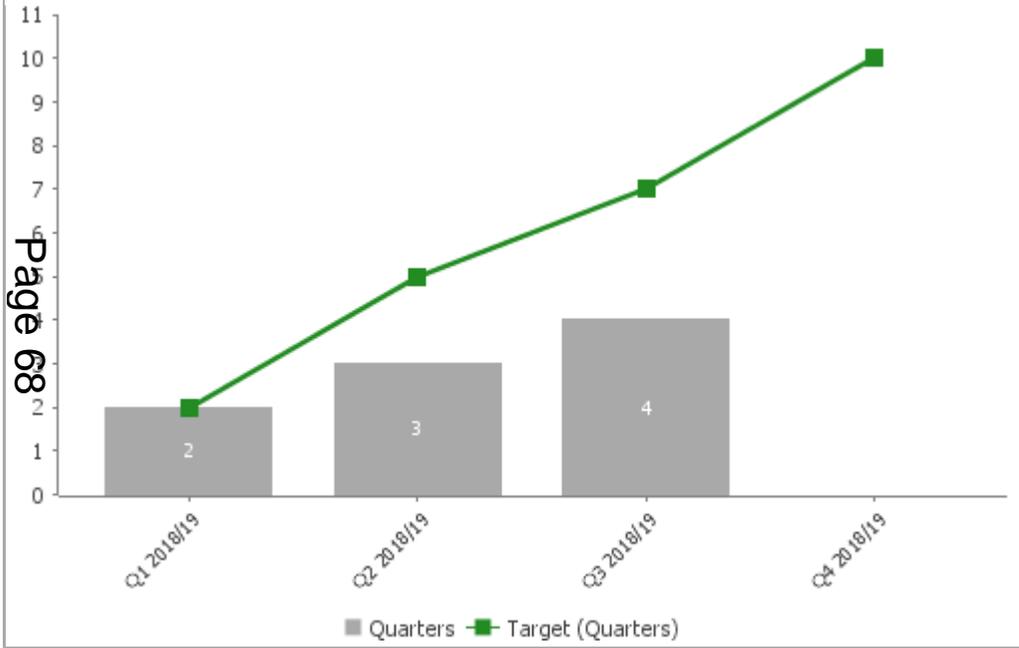
This indicator is a measure of the number of take-away restaurants and cafes who sign up to the 'Tuck In' pledge (this is an Essex County Council initiative).

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

Manager
Commercial and Regulatory Services Director

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

Trend chart



Comments

Q3 - 1 further business signed up this quarter - The Three Colts.

Corrective action

Q3 - Meeting with Fabrizio Ferrari, EFDC Public Health Improvement Officer took place in October '18. EFDC may be able to bid for monies for Public Health initiatives up to £5k and use this for promotional materials. What we produce could be influenced by what the evaluation of TUCK IN feeds back in February. We have however had it confirmed from the TUCK IN group that we can use the logo for our own promotional material so we can start to look at posters, flyers etc specific for our needs.
So, our next steps are:

- targeting Waltham abbey over the next few weeks
- finding and developing some concepts promotional materials
- responding to the evaluation in Feb
- and firm the link between us and PHT W/Abbey
- implement

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
2	2	✅	5	3	⚠️	7	4	⚠️	10		

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

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

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

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

<i>Trend chart</i>	<i>Comments</i>
--------------------	-----------------



Q3 - Essex County Council has submitted an application for the Independent Living Scheme at Hillhouse. The application is pending a Development Forum and Quality Review Panel

Corrective action

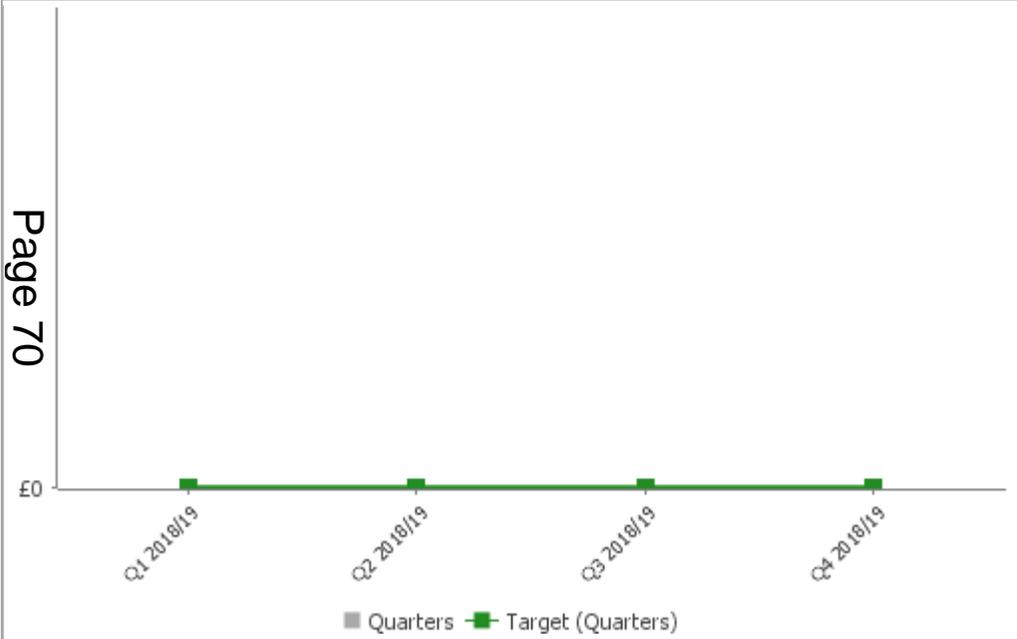
2018/19		
Target	Value	Status
0		

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

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

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
● Not applicable	2018	CSC
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>
Assistant Director - Housing Operations (COP01)	Aim to Minimise	Corporate

Trend chart *Comments*



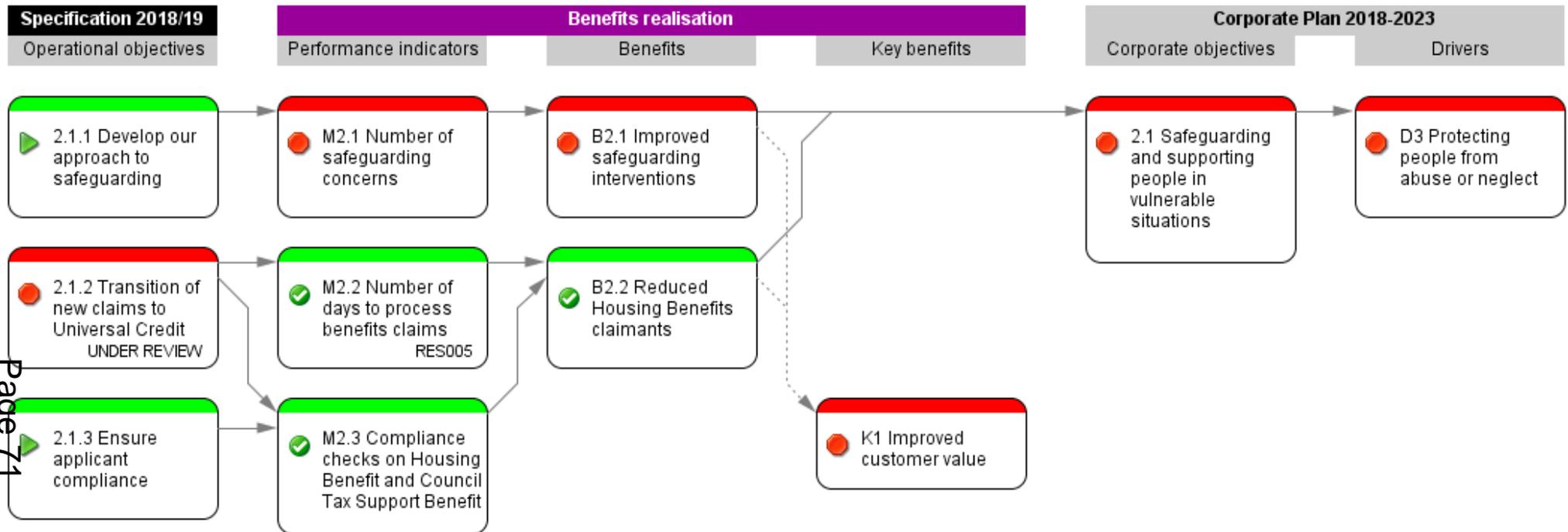
Q3 - This indicator will now be reported from 2019/20 onwards.

Corrective action

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

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	75%	31-Mar-2019	Action On Target	CSC	Community and Partnership Services Director
Page 72	Q3 - A meeting has been arranged between a Senior mental health practitioner and Safeguarding Lead for NELFT in January, at EFDC to discuss how we can access mental health services swiftly when supporting Epping Forest residents					
	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	Customer Services Director
	Q3 - 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	75%	31-Mar-2019	Action On Target	RSC	Customer Services Director
	Q3 - 1902 of compliance checks of Housing Benefit and/or Council Tax were completed during quarter 3, which represents approximately 25% of caseload checked.					
	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

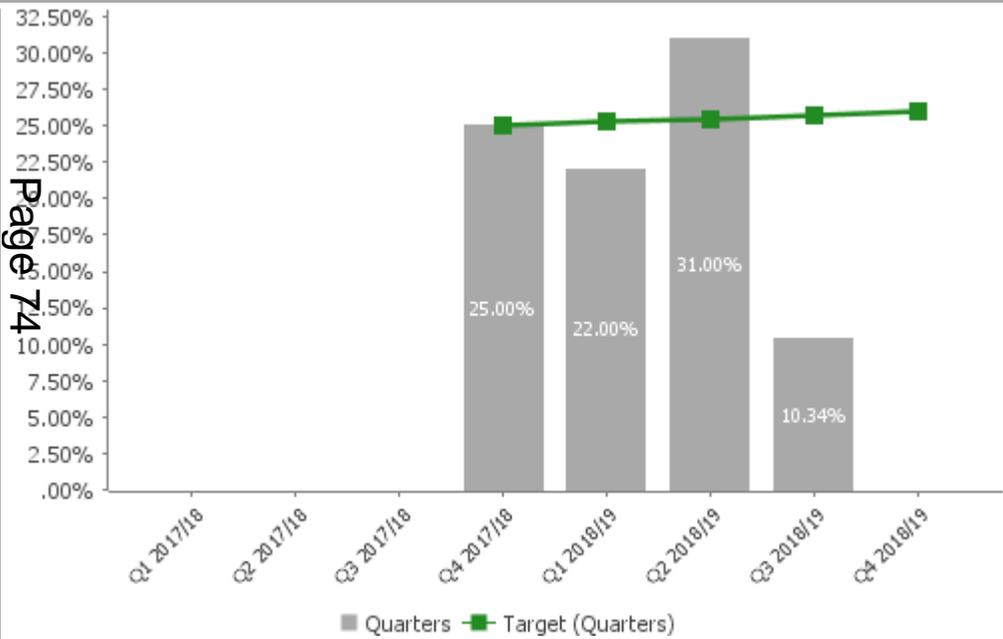
Safeguarding aims to protect or promote the welfare of individuals and/or groups of people, which ensures prevention of harm for children, young people and adults with care and support needs (*Epping Forest District Council Safeguarding Policy and Procedures*).

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

Manager
Community and Partnership Services Director

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

Trend chart *Comments*



Q3 - Total no of referrals in Q3 = 64
 Total no of referrals in Q2 = 58
 Total increase in referrals = 64 - 58 = 6
 % Increase in referrals in Q3 = 6 / 58 x 100% = 10.34%

Corrective action

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

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
25.25%	22.00%	⚠️	25.50%	31.00%	✅	25.75%	10.34%	⚠️	26.00%		

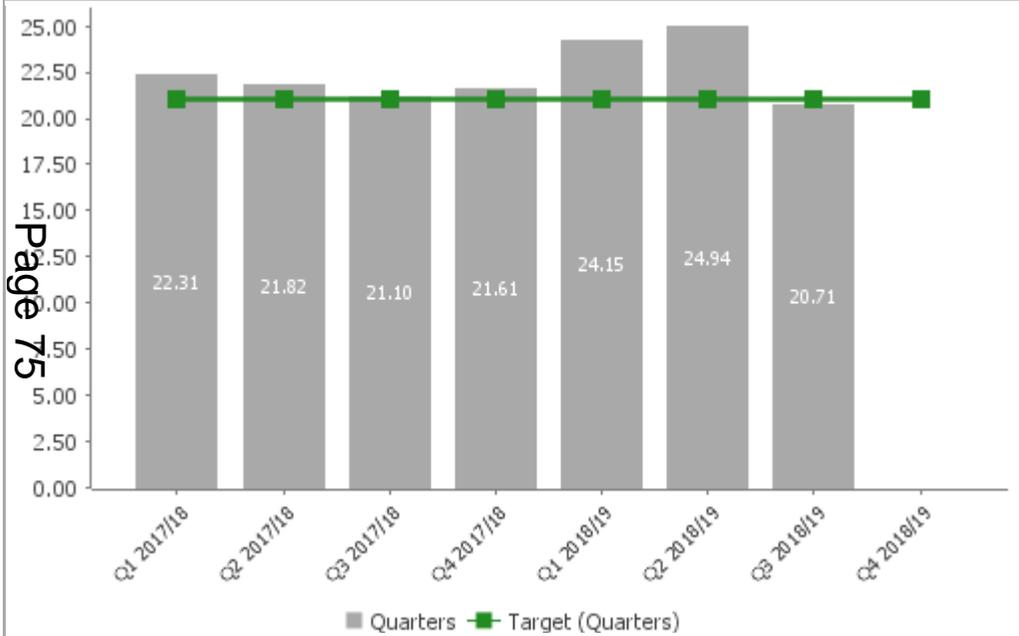
 Performance indicator **M2.2 Number of days to process benefits claims**

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).

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

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Customer Services Director	Aim to Minimise	Corporate	

Trend chart Comments



Q3 - On 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
21.00	24.15		21.00	24.94		21.00	20.71		21.00		

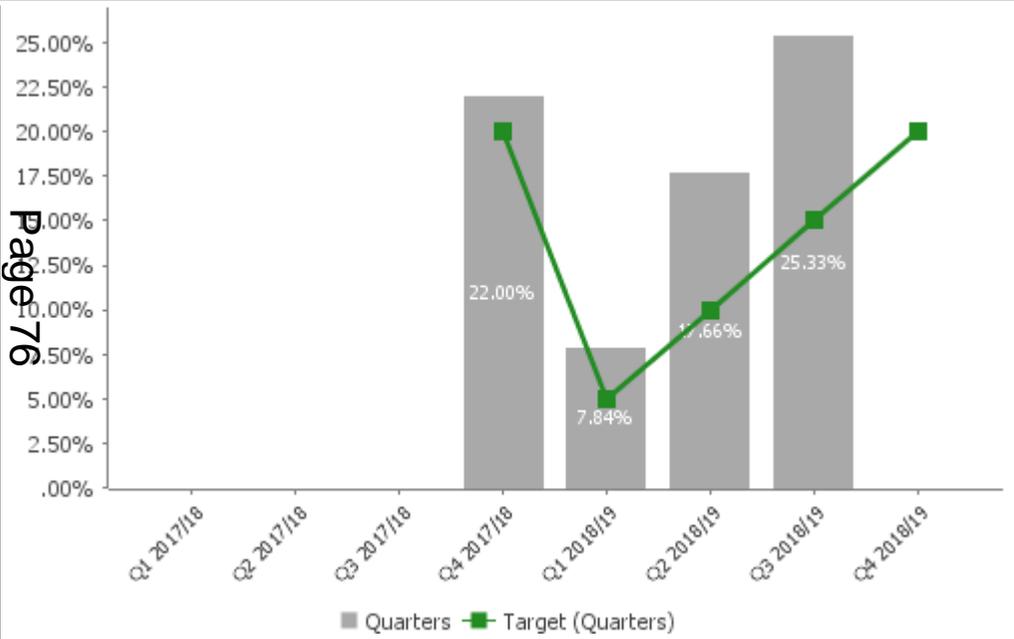
Performance indicator M2.3 Number of compliance checks on Housing Benefit and Council Tax Support Benefit

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.

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

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Customer Services Director	Aim to Maximise	Corporate	↑

Trend chart



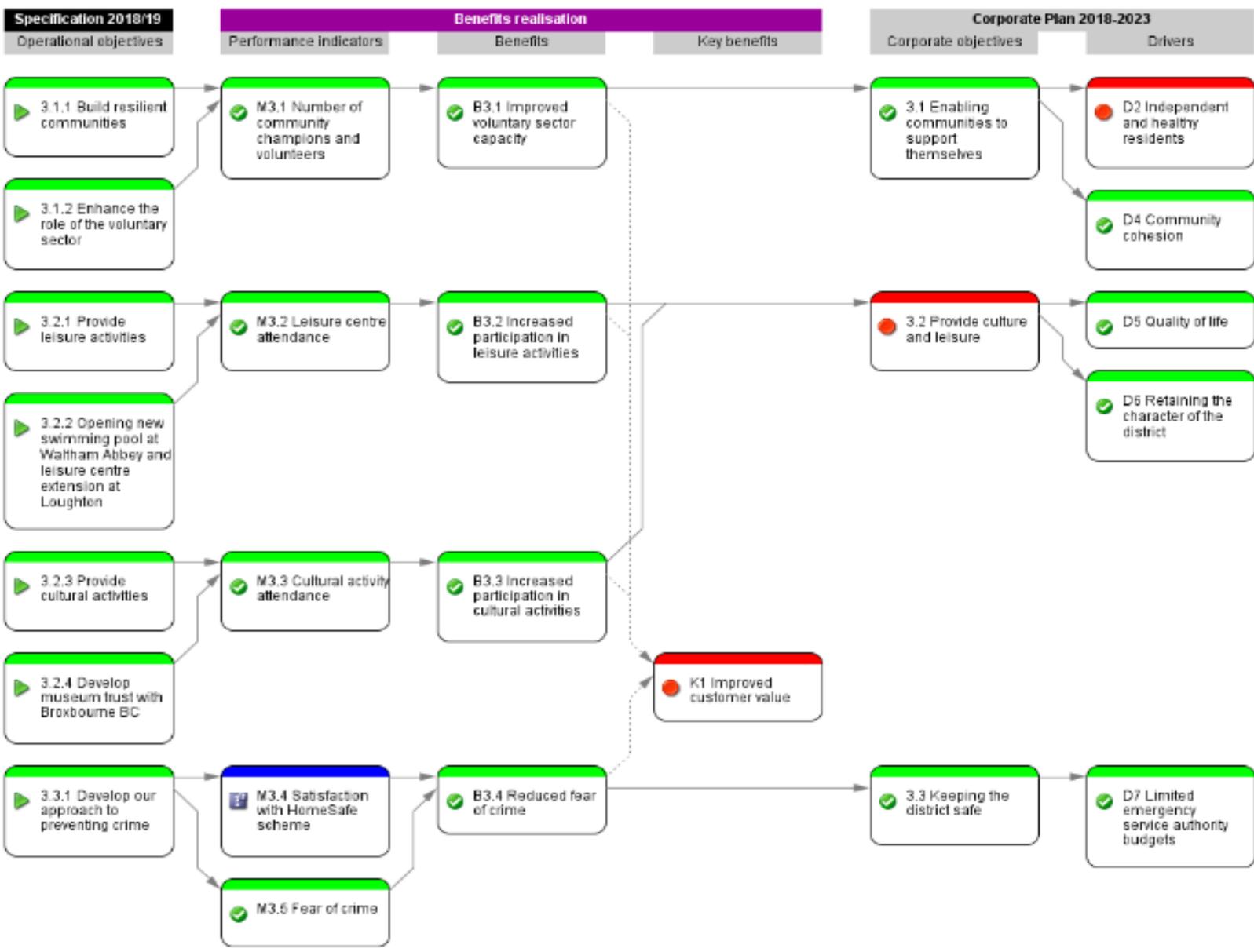
Comments

Q3 - Target exceeded

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%	25.33%	✔	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
Page 78	Build resilient communities	75%	31-Mar-2019	Action On Target	CSC	Community and Partnership Services Director
	Q3 - 235 older residents attended four Stay Well this Winter events across the Epping Forest District. The events are a multi-agency approach to delivering core health, safety and wellbeing messages to the older community over the winter months in the Epping Forest District. Buckhurst Hill Social Isolation Project – a multi-agency door knocking exercise and community event were delivered in Buckhurst Hill as part of the process to understand and reduce levels of social isolation in Buckhurst Hill. As a result EFDC have taken the lead with developing many activities and initiatives which will include raising awareness of the Active Living project, which targets inactive people, a new strength and balance exercise class, day time adult workshops, identifying a local community champion and the development working with the Monkams Public House to start a crochet club.					
	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	75%	31-Mar-2019	Action On Target	CSC	Community and Partnership Services Director
Q3 – Objective relating to Year 3 of the current Grant Aid SLA with VAEF has been agreed and signed by Chair of Trustees.						
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.
---	---

Operational objective 3.2.1 Provide leisure activities

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Provide leisure activities	75%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
Q3 - Attendance numbers at each centre was as follows: <ul style="list-style-type: none"> • Ongar - 43,484 • Loughton - 101,546 • Epping - 39,888 • Waltham Abbey - 50,120 						
Q2 – As per Q1, Leisure activities being met and delivered						

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	100%	31-Mar-2019	Action Achieved	NSC	Commercial and Regulatory Services Director

Q3 - Loughton refurbishment completed in September. The Waltham Abbey centre opened on 17th November.
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.

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.	45%	31-Mar-2023	Implement	NSC	Contracts and Technical Services Director

Operational objective **3.2.3 Provide cultural activities**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Provide cultural activities	75%	31-Mar-2019	Action On Target	CSC	Museum, Heritage & Culture Manager
	Q3 - Users in person: 9698, Total usage: 178417 The figures show an increase on the previous year's figures Oct-Dec 17/18 Users in person: 5412 Total usage: 164581					
	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					

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	75%	31-Mar-2019	Action On Target	CSC	Museum, Heritage & Culture Manager
	Q3 - The trust has met 5 times, the trust is registered with Companies House but still awaiting registration with the Charity Commission. Following the initial delay caused by internal issues within the charity commission a case officer has now been appointed the application for registration is now being reviewed. There are currently two trustee vacancies.					
	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	Community and Partnership Services Director

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	75%	31-Mar-2019	Action On Target	CSC	Community and Partnership Services Director
	Q3 - Following on from Operation Rose EFDC Community Safety Hub Police Officers are working with neighbouring Met Police Officers to deliver 5 Criminal Behaviour Orders (CBOs) on nominals identified in the operation resident in Epping Forest. Met Police are pursuing 9 CBOs on their respective nominals.					
	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**

<i>RAG</i>	<i>Description</i>	<i>Progress</i>	<i>Due date</i>	<i>Stage</i>	<i>Scrutiny</i>	<i>Manager</i>
	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.	66%	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.

Is year-end target likely to be achieved?

 Yes

Live from

2018

Scrutiny

CSC

Manager

Community and Partnership Services Director Community, Health & Wellbeing Manager (CHW01)

Good performance

Aim to Maximise

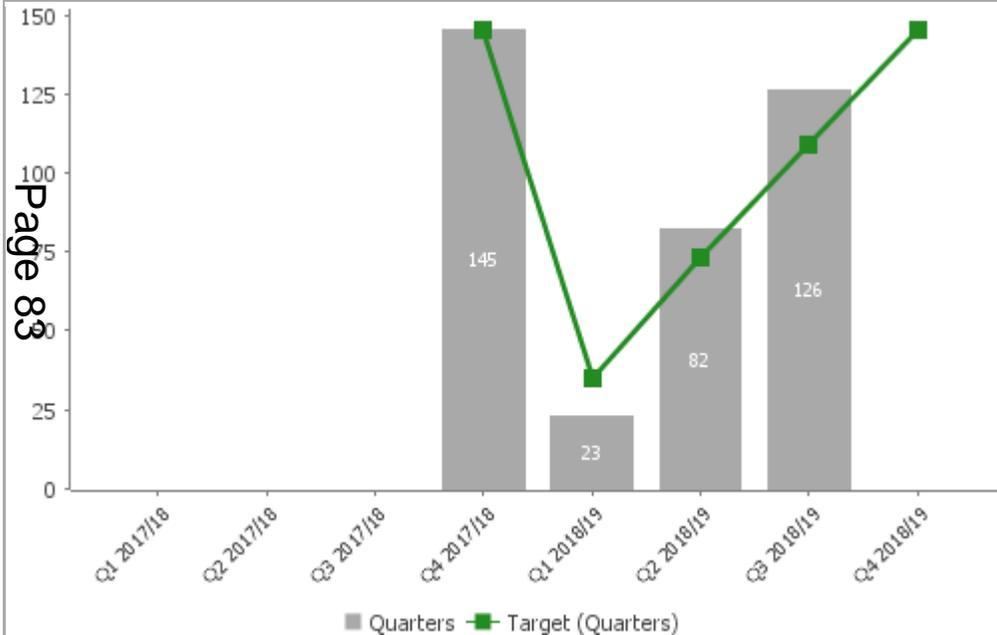
Corporate or Partnership indicator

Corporate

Annual trend



Trend chart



Comments

Q3 - 32 Volunteers were placed within organisations by VAEF across the District. 12 Community Champions have been recruited and undertaking Safeguarding training, Dementia Awareness and Make Every Contact Count training

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
35	23		73	82		109	126		145		

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

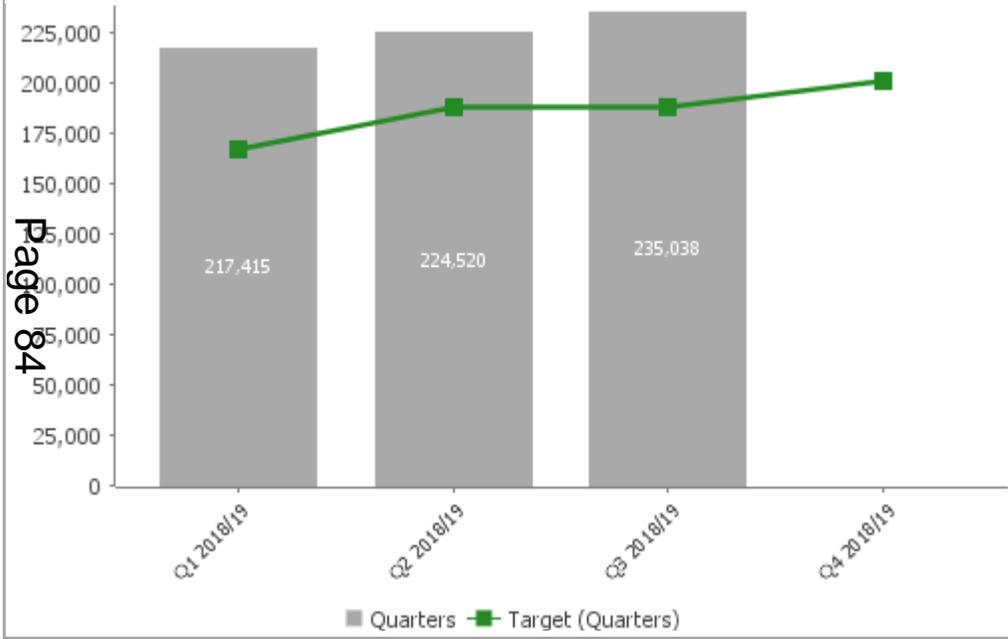
The number of attendances at leisure centres through Epping Forest District Council

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

Manager
Commercial and Regulatory Services Director

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

Trend chart



Comments
Q3 - Target met. Attendance numbers at each centre was as follows:
 • Ongar - 43,484
 • Loughton - 101,546
 • Epping - 39,888
 • Waltham Abbey - 50,120

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
167,235	217,415		187,545	224,520		187,874	235,038		200,970		

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

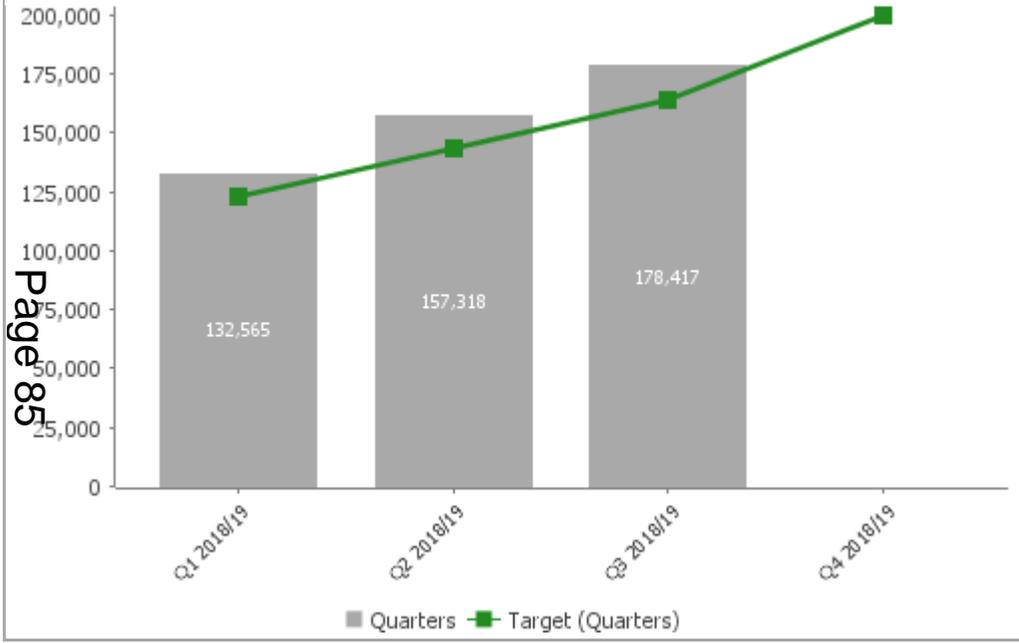
The increased number of attendances at museum, heritage and cultural activities provided by Epping Forest District Council.

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

Manager
Community and Partnership Services Director

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

Trend chart



Comments

Q3 - Total usage: 178417
Users in person: 9698

The figures show an increase on the previous year's figures at quarter 3 17/18
- Users in person: 5412 Total usage: 164581

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
122,667	132,565		143,567	157,318		164,466	178,417		200,000		

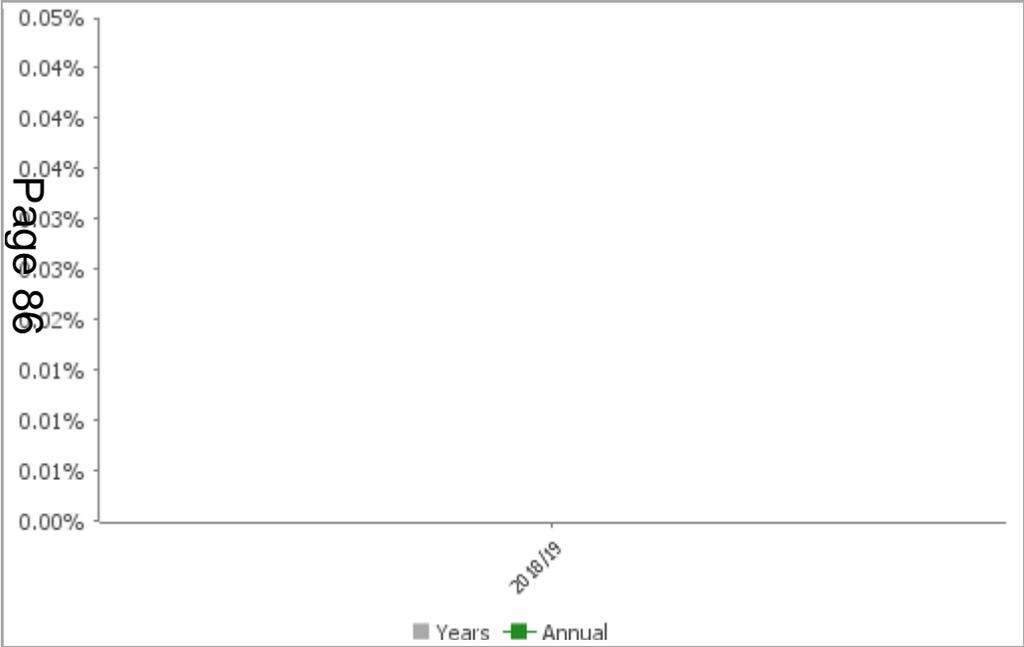
? Performance indicator **M3.4 Satisfaction with HomeSafe scheme**

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
Community and Partnership Services Director	Aim to Minimise	Partnership	?

Trend chart Comments



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

Corrective action

2018/19		
Target	Value	Status

✓ Performance indicator M3.5 Fear of crime

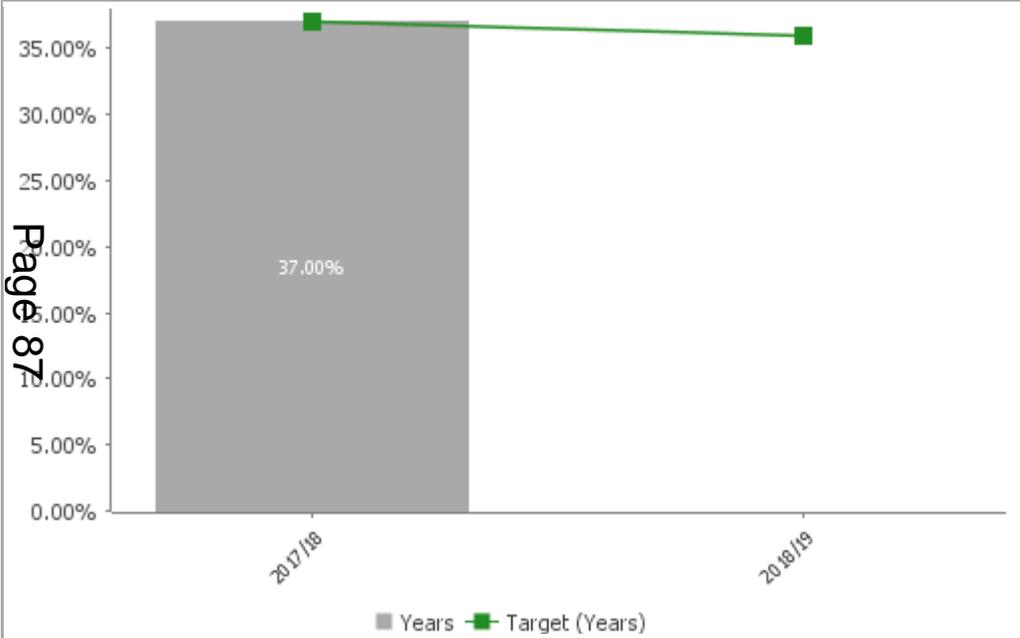
This indicator relates to the reduced fear of crime within the Epping Forest District year-on-year. It is informed by the 'Public Views and Experience of Policing and Criminal Justice in Essex' annual survey (Essex Police).

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

Manager
Community and Partnership Services Director

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

Trend chart



Comments

Please note this is an annual indicator

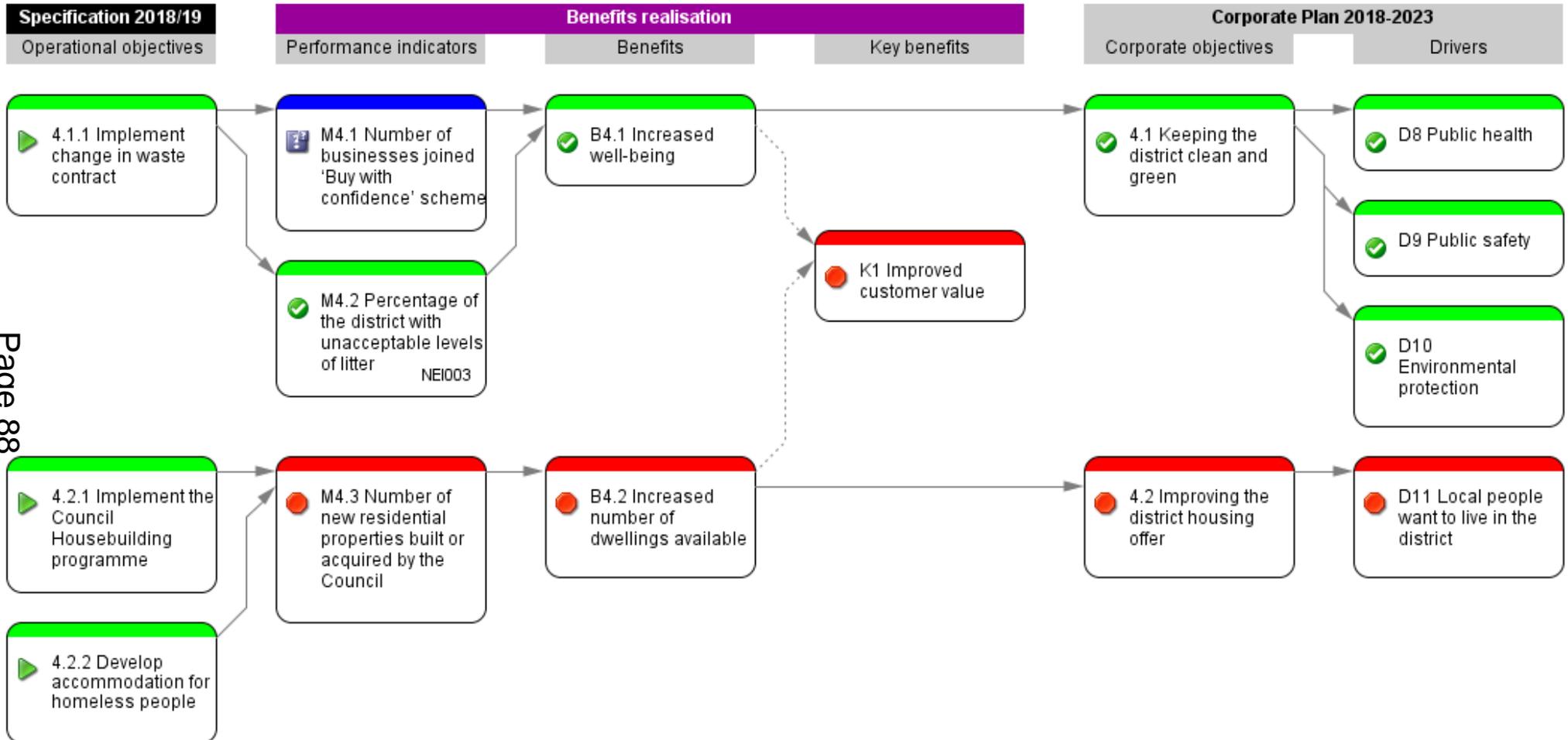
Corrective action

--

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	75%	31-Mar-2019	Action On Target	NSC	Contracts and Technical Services Director
Page 89	Q3 - The Waste Management Partnership Board at its meeting in July agreed to delay any changes to the waste collection arrangements following a full review. The government has recently published its Resources and Waste strategy for England. Any changes to waste management services can only be considered in light of the new Strategy, something that will be reviewed during the year.					
	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	75%	31-Mar-2019	Action Under Control	CSC	Housing and Property Service Director
	Q3 - 12 units were completed this quarter: Parklands (Verrall Close) 4 units, Centre Avenue (Matthews Close) 4 units and Stewards Green Road (Thorn Terrace) 4 units. Those units were not completed:					

	<ul style="list-style-type: none"> • Springfield due to boundary walls issues • Burton Road - two key issues are firstly the damage from the recent fire and secondly a delay in getting the water supply connected by Thames Water.
	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.	59%	12-Dec-2020	Implement	CSC	Housing and Property Service Director

Page 90

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

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Develop accommodation for homeless people	75%	31-Mar-2019	Action On Target	CSC	Housing and Property Service Director
	Q3 - Contractor possession date moved to 17th December due to concerns raised about unexploded bombs. This was classed as Low/Medium risk in the UXO report however at a late stage further investigations were needed due to the requirement to dig to 2 metres deep for foundations. Completion due for 1st March 2019					
	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.	61%	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> ⚠ Uncertain		<i>Live from</i> 2018	<i>Scrutiny</i> NSC
	<i>Manager</i> Contracts and Technical Services Director		<i>Good performance</i> Aim to Maximise	<i>Corporate or Partnership indicator</i> Corporate
<i>Trend chart</i>		<i>Comments</i>		
		<p>Q3 - Only one company that provides a range of waste removal services locally has joined the scheme. https://www.buywithconfidence.gov.uk/profile/ews-environmental-waste/25128/</p> <p>Many other companies have been contacted by our Trading Standards partners (who administer the scheme and carry out the audit work). Although companies have expressed an interest, no others have joined. Some have suggested that the initial cost (£400) has put them off, others have said they are simply too busy already and do not need any extra work that membership is aimed at bring them.</p> <p>In 2018, EFDC and ECC agreed to match fund and offer membership for free to the first ten companies providing services in the EFDC area. Free membership has not attracted any more members. It appears that many relatively small scale waste collection companies are not willing to join and submit themselves to a Trading Standards audit and/or do not see any significant benefit in joining.</p> <p>Officers from EFDC, ECC and Trading Standards will be meeting early in 2019 to assess if we should continue with any further attempts to promote membership of Buy with Confidence. There are alternative schemes available such as Which - Trusted Traders, Ratedpeople, Checkatrade, Trustatrade, etc, but these schemes are not backed by Trading Standards audits and provide only a limited number of waste disposal companies.</p> <p>At this time the prospect of developing the scheme further looks unlikely. It is clear that residents and business that employ a company to dispose of their waste should carry out their own checks to ensure that the company is authorised by the Environment Agency. This is a minimum requirement. It is</p>		

also important that they record in detail who they give their waste to, to ensure compliance with their duty and can demonstrate that is the case if necessary.

Corrective action

2018/19		
<i>Target</i>	<i>Value</i>	<i>Status</i>
8		

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

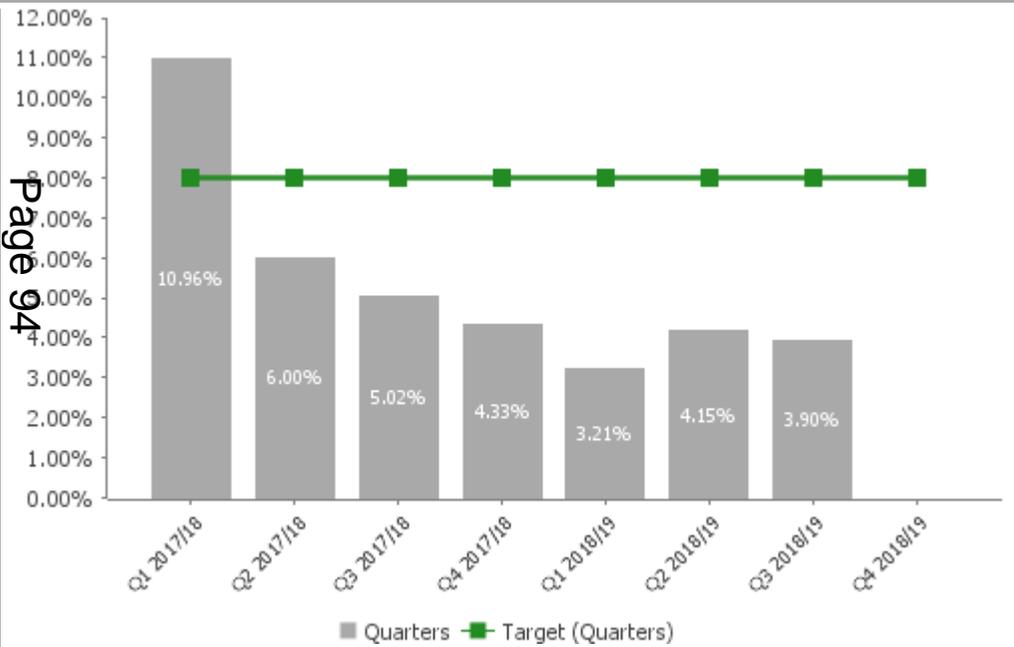
This indicator seeks to reduce unacceptable levels of litter. Performance is based on surveys of prescribed sites carried out over four quarterly periods each year, and represents the percentage of relevant land with deposits of litter which exceed the acceptable level (Previously NEI003).

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

Manager
Contracts and Technical Services Director

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

Trend chart



Comments

Q3 - Problems with vehicle thrown litter has increased in the district through roads

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
8.00%	3.21%	✔	8.00%	4.15%	✔	8.00%	3.90%	✔	8.00%		

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

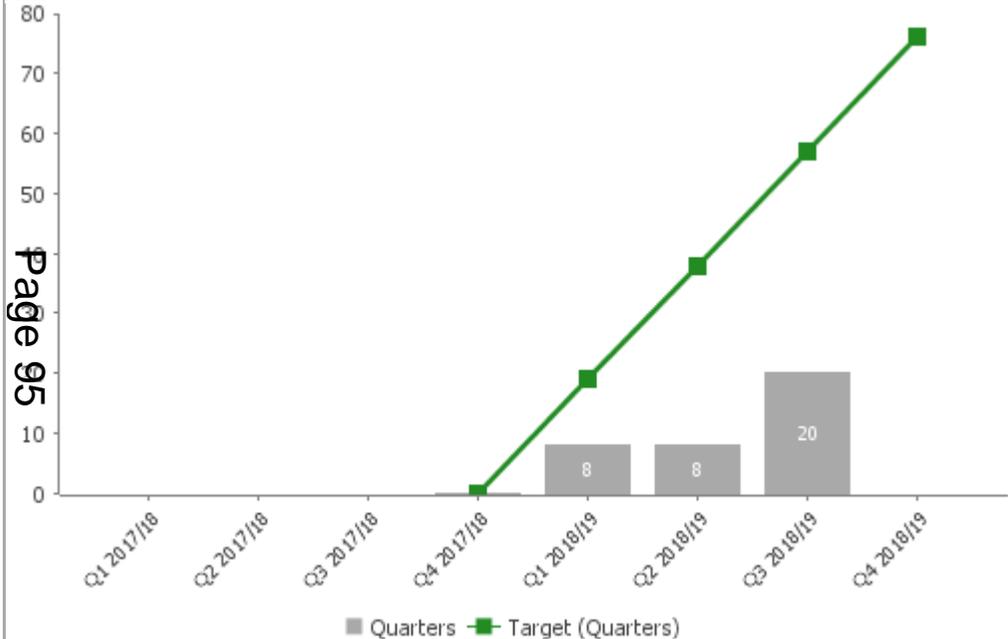
To increase the level of Council housing in the District. To make better use of the Council's land to provide affordable housing.

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

Manager
Housing and Property Service Director

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

Trend chart



Comments
Q3 - 12 units completed in total:
October'18 – Parklands (Verrall Close) 4 units
November'18 – Centre Avenue (Matthews Close) 4 units
December'18 – Stewards Green Road (Thorn Terrace) 4 units

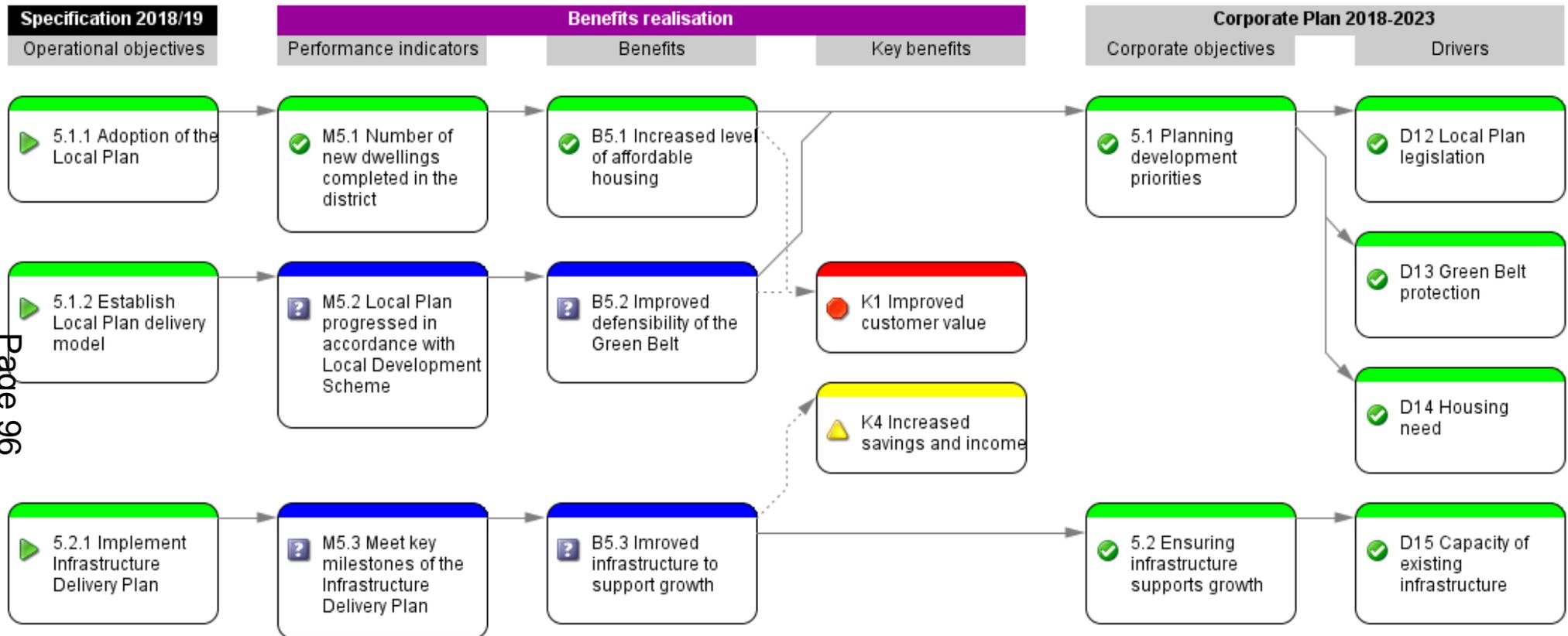
Corrective action

Q3 - those units were not completed:
Springfield - 4 units, delay due to boundary wall issues
Burton Road - 51 units, two key issues are firstly the damage from the recent fire and secondly a delay in getting the water supply connected by Thames Water.

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status									
19	8	⚠️	38	8	⚠️	57	20	⚠️	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	75%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
Page 97	Q3 – The Independent Examination of the Local Plan has been scheduled for dates in February, March and May. The Programme Officer appointed is making arrangements for those parties who have responded to the Regulation 19 Publication and registered to speak. The Inspector has sought clarifications on a number of points, the responses to which will be published on the Council’s Website.					
	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	Planning Services Director

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

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Establish Local Plan delivery model	75%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q3 – The Council has adopted a Masterplanning approach to delivery and has appointed a Quality Review Panel to evaluate major applications. Developer Forums have been established and are meeting regularly					
	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.

Operational objective **5.2.1 Implement Infrastructure Delivery Plan**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement Infrastructure Delivery Plan	75%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q3 - A comprehensive Infrastructure Delivery Plan has been prepared as part of the development of the Local Plan					
	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?

● Not applicable

Live from

2018

Scrutiny

NSC

Manager

Interim Assistant Director (NFP502)

Good performance

Aim to Maximise

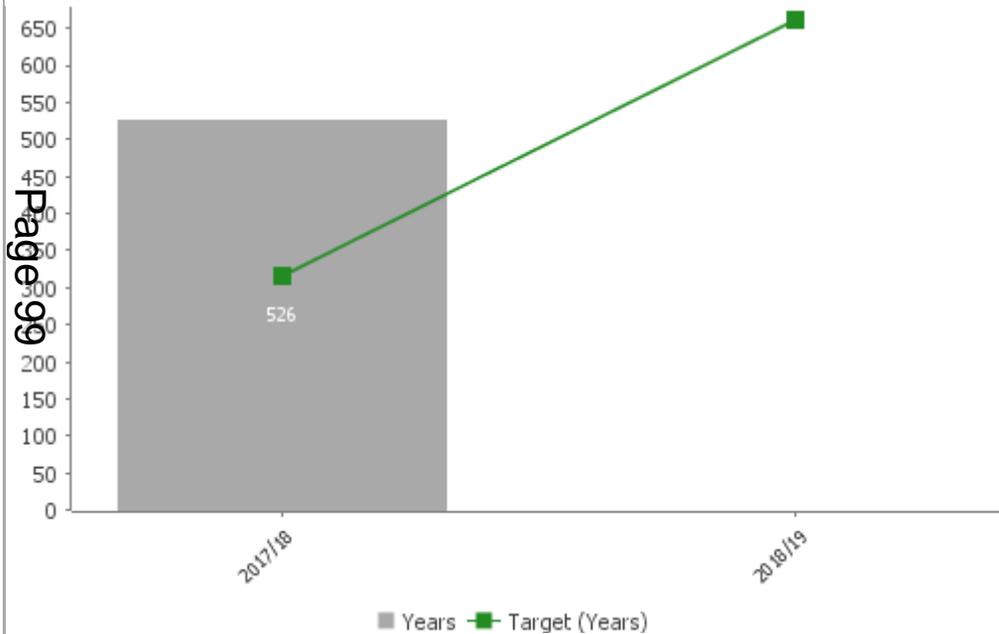
Corporate or Partnership indicator

Corporate

Annual trend



Trend chart



Comments

Q3 - Please note this is an Annual indicator reported at Q4.

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>		<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>
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 is an annual indicator			
	<i>Corrective action</i>			

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

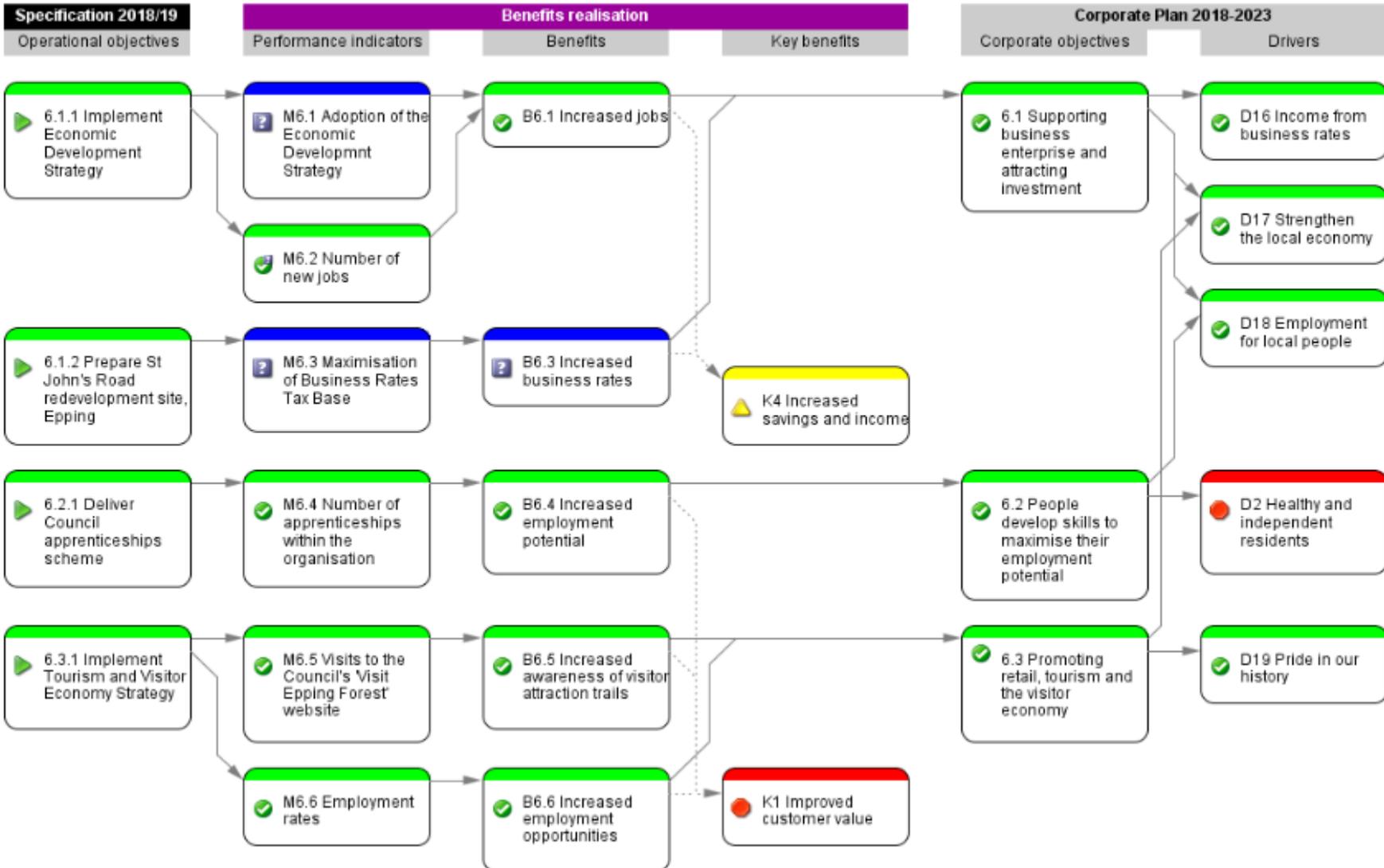
? Performance indicator **M5.3 Meet key milestones of the Infrastructure Delivery Plan**

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>		<i>Annual trend</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>			

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

Aim 6 - An environment where businesses thrive

Stronger places





Aim 6 An environment where new and existing businesses thrive

Stronger places

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

Corporate objective 6.1 Supporting business enterprise and attracting investment



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

Operational objective 6.1.1 Implement Economic Development Strategy

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement Economic Development Strategy	75%	31-Mar-2019	Action On Target	NSC	Local Strategic Partnership Manager
Page 103	Q3 - We reprioritised and set a new deadline for the release of the consultation Draft Economic Strategy for 12th February aiming for completion of the full strategy by the end of quarter 2 2019.					
	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.					

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	75%	31-Mar-2019	Action Behind Schedule	NSC	Acting Chief Executive
	Q3 - After the failure to agree a mutually acceptable way forward with the Council's previous development partner, the Council has agreed at December Cabinet to take forward the St John's Road site itself, with potential support from Epping Town Council to deliver the economic and community benefits of the existing brief. Work has commenced on the feasibility of relocating Epping Sports Centre onto the site.					
	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.	100%	31-Mar-2018	Closure	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.

Page 104

Operational objective 6.2.1 Deliver Council apprenticeships scheme

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
✓	Deliver Council apprenticeships scheme	75%	31-Mar-2019	Action On Target	RSC	Learning & Development Manager (RHR02)
	Q3 - as per Q2					
	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**

<i>RAG</i>	<i>Description</i>	<i>Progress</i>	<i>Due date</i>	<i>Expected outcome</i>	<i>Scrutiny</i>	<i>Manager</i>
	Implement Tourism and Visitor Economy Strategy	75%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q3 - The work continues the follow up meeting, which is being held in January. With the aim of producing joined bids for external investment with eastern Hertfordshire and west Essex.					
	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.	N/A			
	<i>Corrective action</i>			

Page 106

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

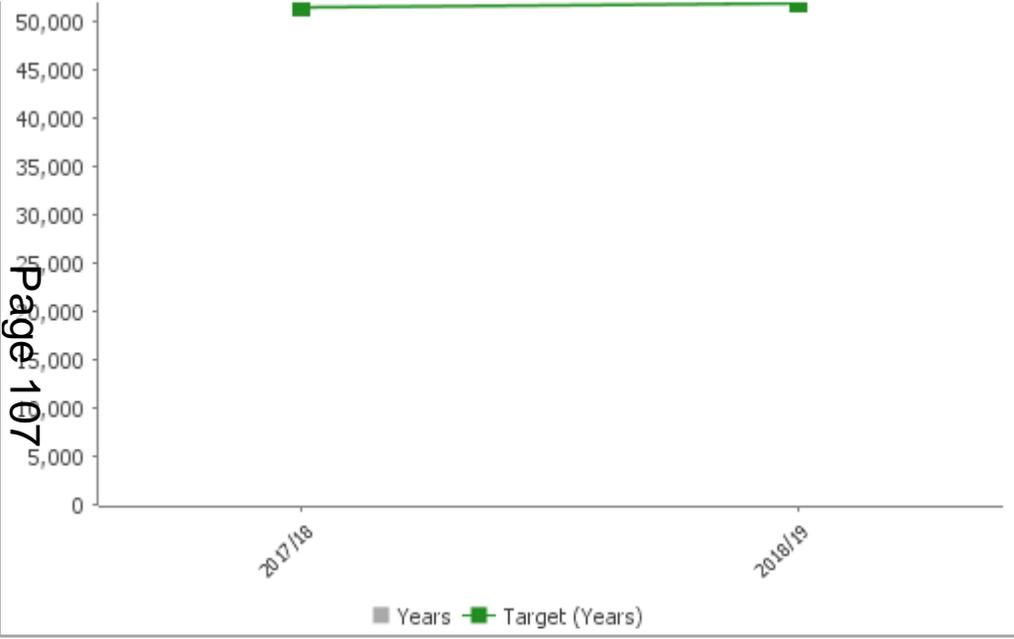
 **Performance indicator M6.2 Number of new jobs**

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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Comments
Q3 - The next data release on NOMIS is expected in January 2019 for 2017 data. Therefore this indicator will be reported annually at quarter 4.

Corrective action

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

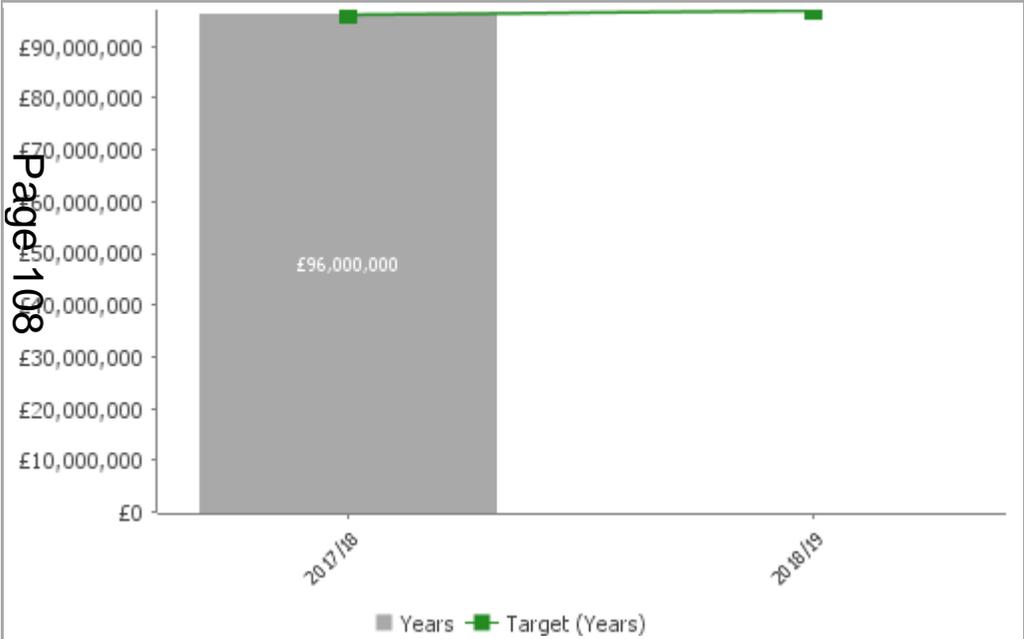
? Performance indicator **M6.3 Increase of Business Rates Tax Base**

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

<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>
Customer Services Director	Aim to Maximise	Corporate	?

Trend chart *Comments*



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

Corrective action

Please note this is a year end 2019 measure

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

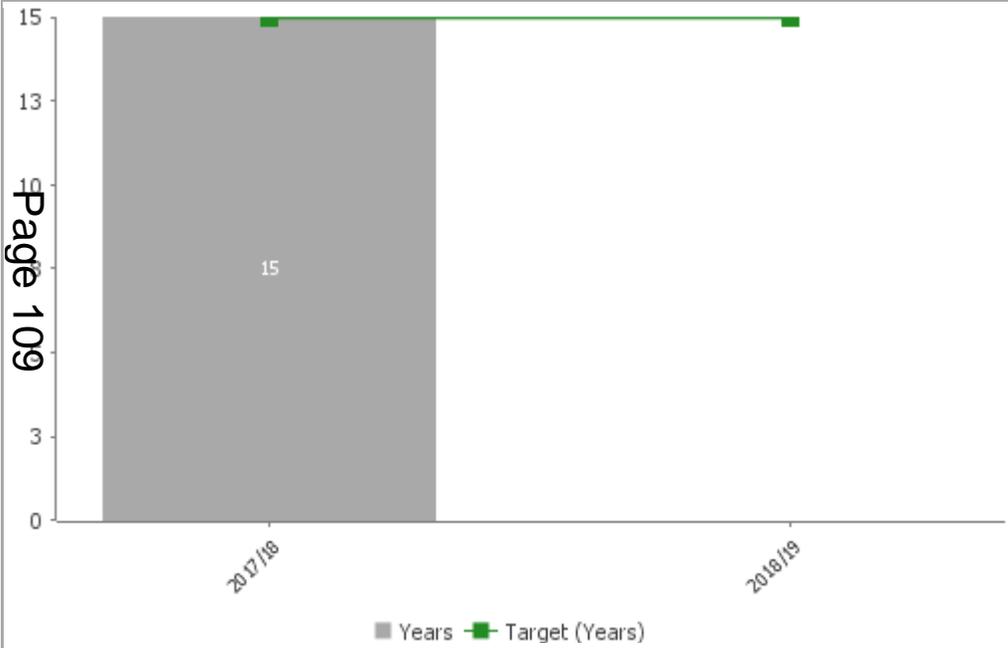
Performance indicator M6.4 Number of apprenticeships within the organisation

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

<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>
Business Services Service Director	Aim to Maximise	Corporate	↑

Trend chart *Comments*



Q3 - Please note that data will now be reported at quarter 4 for this performance indicator

Corrective action

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?	Live from	Scrutiny
▶ Yes	2018	NSC

Manager
Local Strategic Partnership Manager (NSP01)

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

Trend chart



Comments

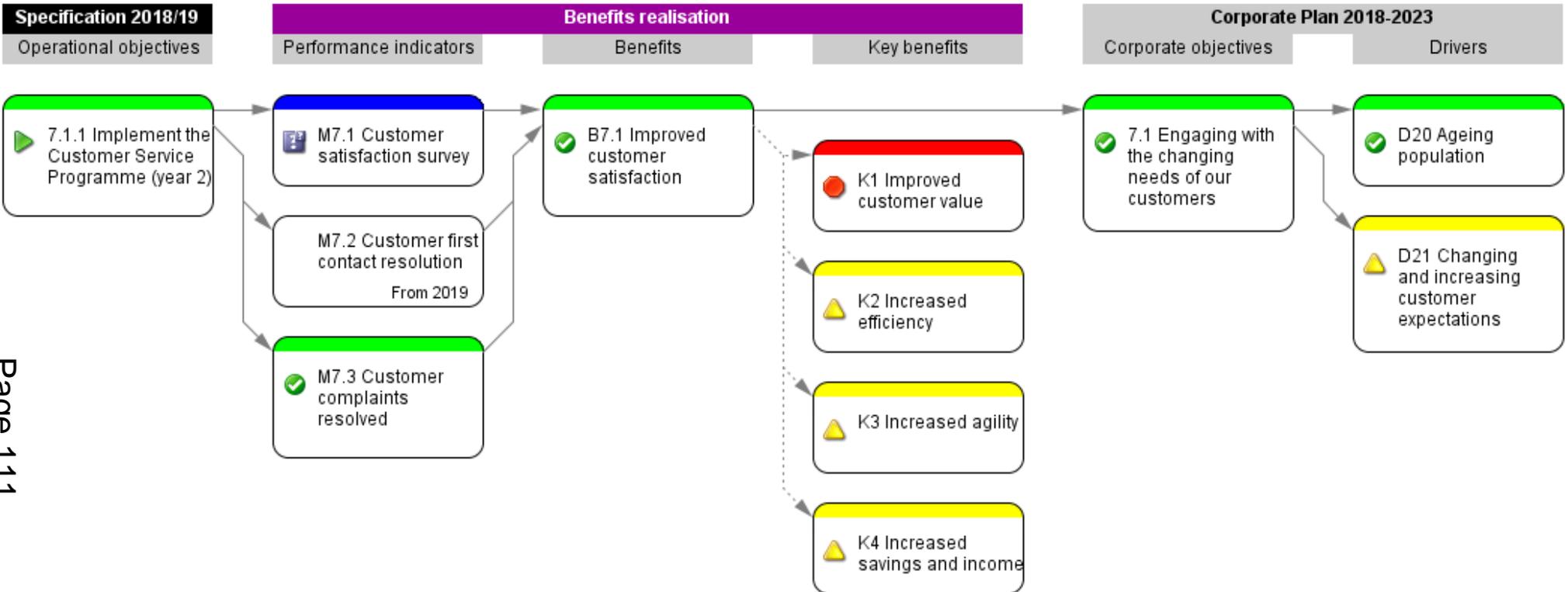
Q3 - Performance in line with rest of year and as expected/projected. Individual peaks being studied to learn reason – for example a significant peak of 1,657 visitors on Saturday November 3rd reveals all the increase were accessing ten events pages featuring firework displays.

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	115,950	✔	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)	75%	31-Mar-2019	Action On Target	O&S	Customer Services Director
Page 112	Q3 - no change, as per Q1 and Q2					
	Q2 - as per Q1					
	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.	52%	31-Mar-2019	Implement	O&S	Customer Services Director

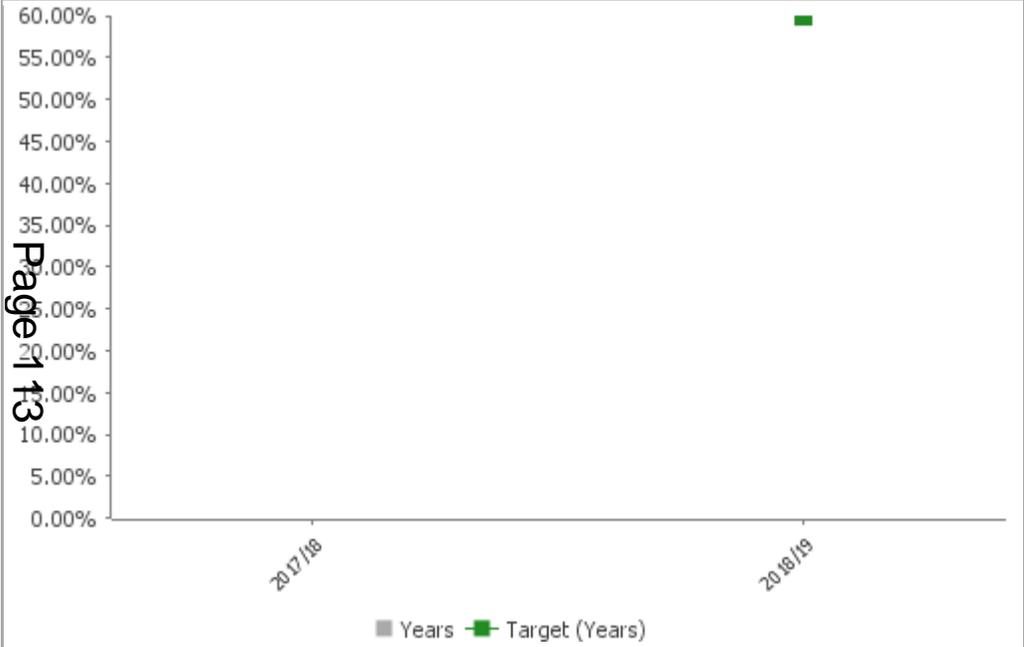
? Performance indicator **M7.1 Customer satisfaction survey**

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

Is year-end target likely to be achieved?	Live from	Scrutiny
Yes	2018	O&S

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Customer Services Director	Aim to Maximise	Corporate	

Trend chart *Comments*



Q3 - Please note this is a yearly measure due April 2019

Corrective action

2018/19		
Target	Value	Status
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.	Is year-end target likely to be achieved?		Live from
	 Not applicable		2019
Manager	Good performance	Corporate or Partnership indicator	Annual trend
Customer Services Director	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.	Q3 - due to ongoing merging of staff into the contact centre it is taking time to bring the statistics up for first point resolution		
	Corrective action		

Page 114

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%			34.76%				

 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.

Is year-end target likely to be achieved?

 Uncertain

Live from

2018

Scrutiny

O&S

Manager

Customer Services Director

Good performance

Aim to Maximise

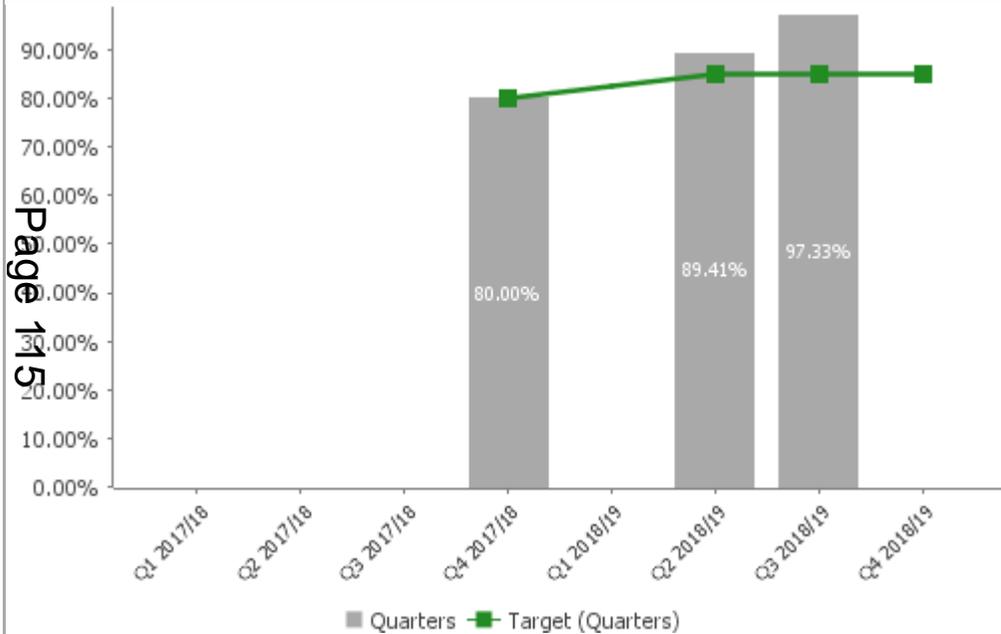
Corporate or Partnership indicator

Corporate

Annual trend



Trend chart



Comments

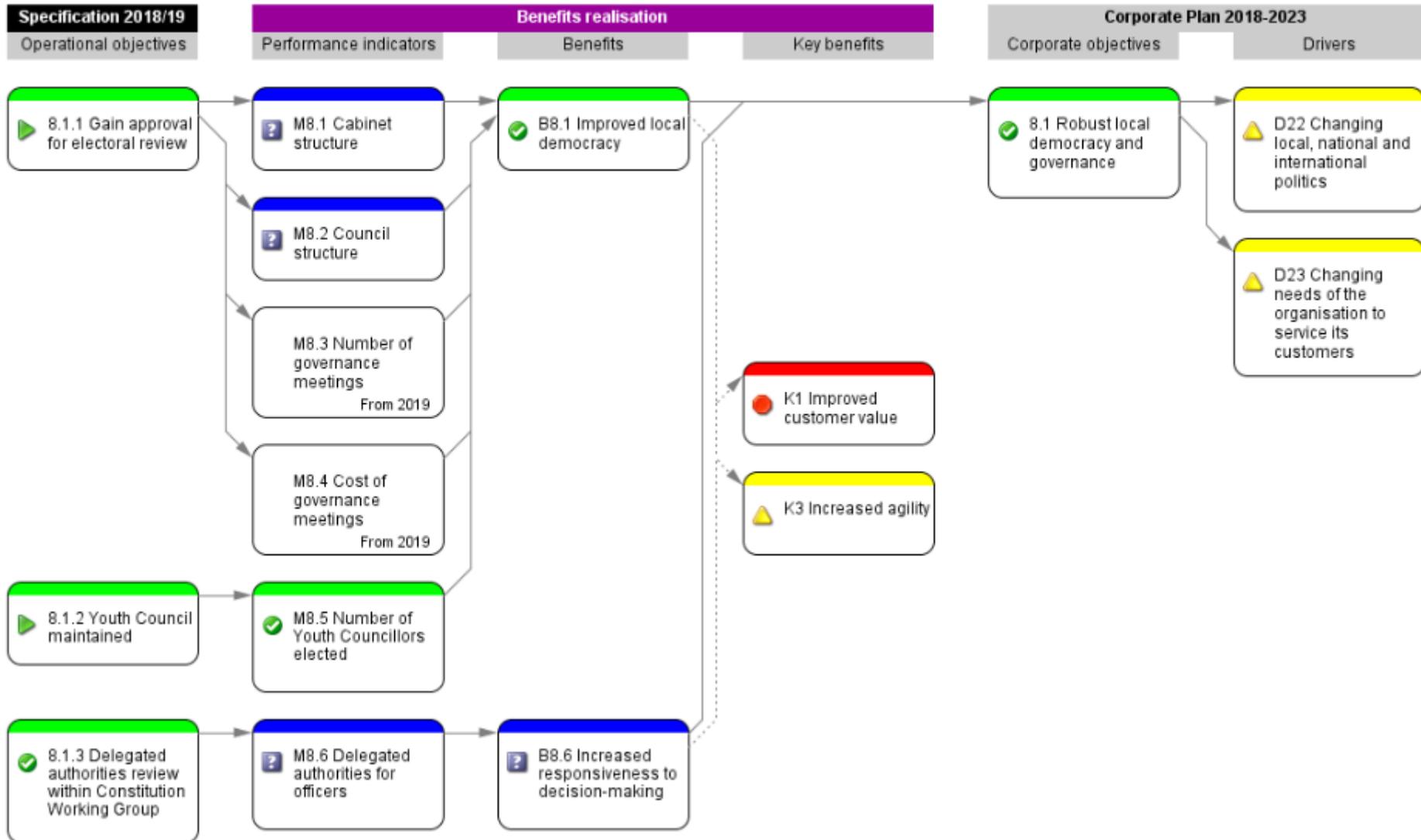
Q3 - Target met

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
			85.00%	89.41%		85.00%	97.33%		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	75%	31-Mar-2019	Action Pending	GSC	Customer Services Director
Page 117	Q3 - This item will fall due by 31 st March 2019. Leadership Team to discuss due dates in February 2019 with a view to moving date out in order to align to a more achievable time period.					
	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.					
	Q2 - Action not due yet					

Operational objective 8.1.2 Youth Council maintained

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Youth Council maintained	75%	31-Mar-2019	Action On Target	CSC	Community and Partnership Services Director
Page 117	Q3 - Youth Council numbers are maintained at 25. The Youth Councillors represent the views of young people across the district. Epping Forest Youth Council have recently completed their Drugs Awareness project and are now developing their next project. The EFLC projects are developed in recognition of the concerns facing people in the district – projects developed by young people, for young people.					
	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	Customer Services Director
Q3 – This action is complete for 2018/19 – Further work will be undertaken in 2019/20						

Page 118

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.	<i>Is year-end target likely to be achieved?</i>		<i>Live from</i>	<i>Scrutiny</i>
	 Uncertain		2018	GSC
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>		<i>Annual trend</i>
Customer Services Director	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.	None currently - this is an event driven indicator due in 2019			
	<i>Corrective action</i>			

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?		Live from
	● Not applicable		2018
Manager	Good performance	Corporate or Partnership indicator	Annual trend
Customer Services Director	Aim to Maximise	Corporate	
Trend chart	Comments		
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	None currently - this is an event driven indicator due in 2019		
	Corrective action		

2018/19		
Target	Value	Status
Yes		

 Performance indicator 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> <input checked="" type="radio"/> Not applicable		<i>Live from</i> 2019	<i>Scrutiny</i> GSC
	<i>Good performance</i> Aim to Minimise		<i>Corporate or Partnership indicator</i> Corporate	
<i>Manager</i> Customer Services Director		<i>Annual trend</i> 		
<i>Trend chart</i>		<i>Comments</i>		
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.		<i>Corrective action</i>		

2018/19		
Target	Value	Status

 <i>Performance indicator</i> 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>	
Customer Services Director	Aim to Minimise		Corporate	
<i>Trend chart</i>	<i>Comments</i>			
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.				
	<i>Corrective action</i>			

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

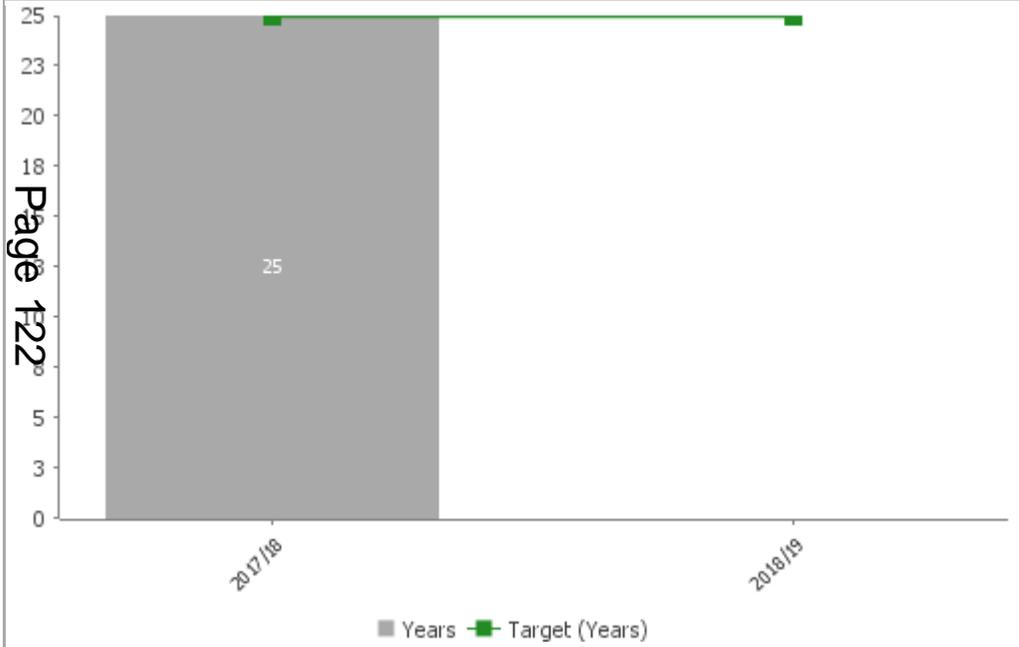
Performance indicator M8.5 Number of Youth Councillors elected

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
Community and Partnership Services Director	Aim to Maximise	Corporate	

Trend chart



Comments
Please note this is an annual indicator

Corrective action

2018/19		
Target	Value	Status
25		

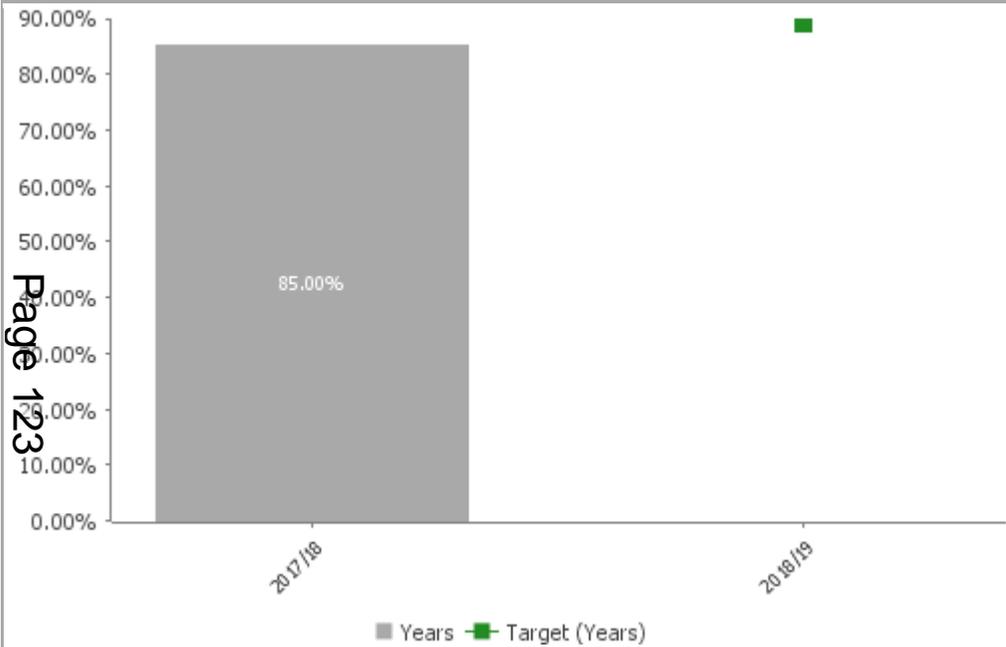
? Performance indicator **M8.6 Delegated authorities for officers**

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

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

<i>Trend chart</i>	<i>Comments</i>
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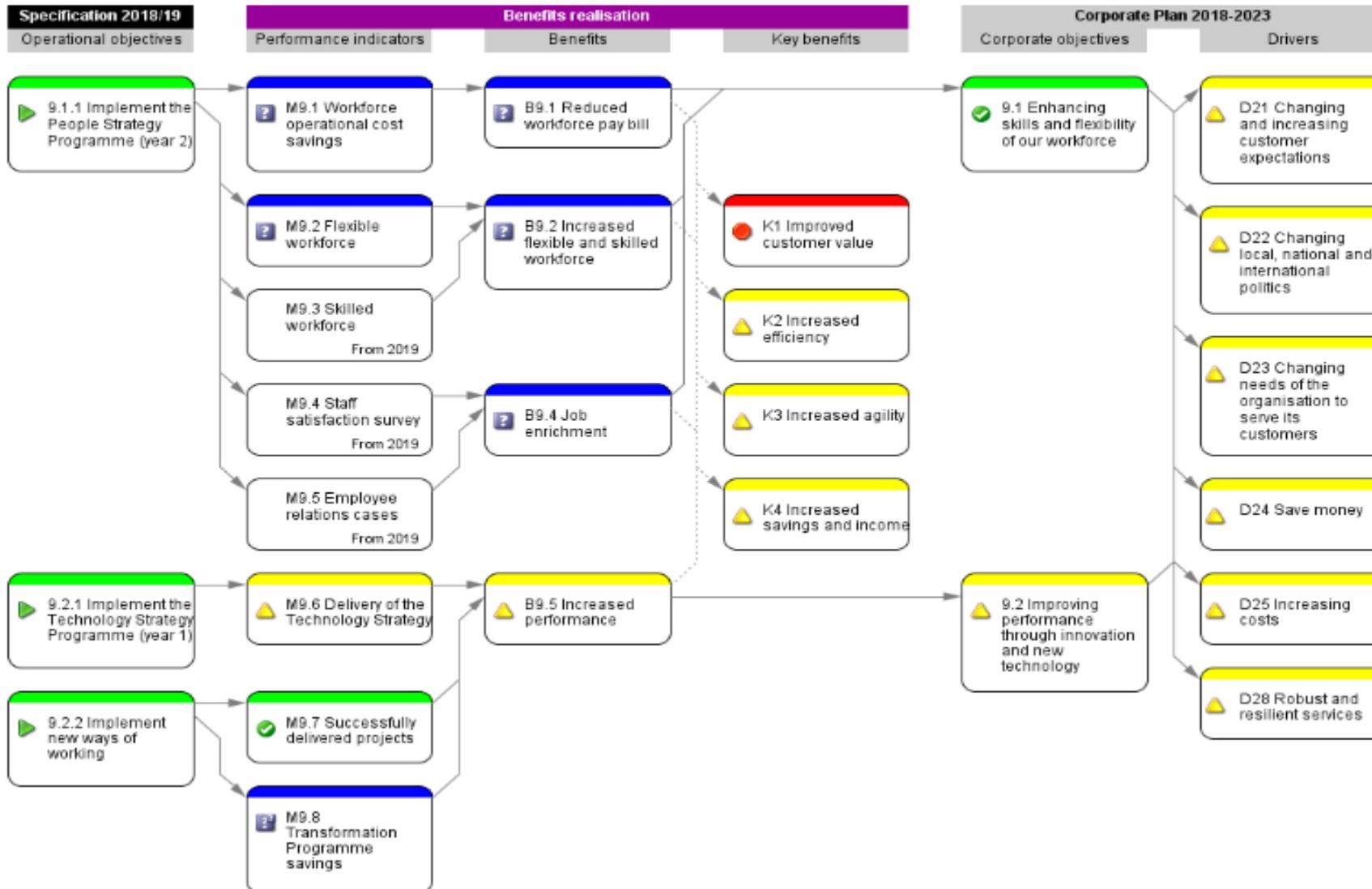
Q3 – Revision to the scheme of Delegation of planning application decision making was approved at Council in July 2018. A full review will be held after a year in 2019/20.

Corrective action

2018/19		
Target	Value	Status
89.25%		

▲ Aim 9 - A culture of innovation

Stronger council





Aim 9 A culture of innovation

Stronger council

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

Corporate objective 9.1 Enhancing skills and flexibility of our workforce



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

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

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the People Strategy Programme (year 2)	75%	31-Mar-2019	Action Under Control	RSC	Business Services Service Director
Page 125	<p>Q3 - <u>Developing Leadership</u>: This project has been evolving alongside the restructure. The end date of the project is likely to be extended in line with the restructure.</p> <p><u>Developing the Organisation</u>: The new structure is due to be agreed and implemented during March/April 2019. ITrent development is ongoing, leave and sickness absence has been implemented.</p> <p><u>Developing Skills & Capacity of the Workforce</u>: This project has been evolving alongside the restructure. The end date of the project is likely to be extended in line with the restructure</p> <p><u>Resourcing the Organisation</u>: Apprenticeship recruitment is ongoing.</p> <p><u>The Recruitment Strategy</u> project is slightly behind schedule</p> <p><u>Pay & Benefits</u>: Negotiations are taking place with the trade unions</p>					
	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.	57%	29-Jun-2020	Implement	RSC	Business Services Service Director

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.
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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)	75%	31-Mar-2019	Action On Target	RSC	Assistant Director - ICT & FM
Page 126	Q3 - The technology strategy remains largely on track for the year, although a number of projects have been reprioritised based on changing corporate objectives. The focus on enabling flexible working continued with the main laptop rollout being completed, and a substantial proportion of users being set up for home working. Preparation and migration work for Office 365 continues ahead of initial go live in Q4.					
	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	75%	31-Mar-2019	Action Behind Schedule	O&S	Interim Transformation Manager
	Q3 - Process mapping has been rolled out across the organisation with more technical services commencing mapping. Timescales for mapping have slipped and wider support has been gained with colleagues across the Council volunteering to map the large number of processes.					

Current rates of process mapping completion over this quarter are:

- Building Control 20% completion
- Private Sector Housing 56% completion
- Housing & Property Services 20% completion
- Communities Finance 95% completion
- Housing Assets 50% completion
- Housing Information, Customer Relations & Strategy 90% completion
- Housing Management 25% completion

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.

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.

Q1 - All 48 'as is' processes were mapped in Planning, plus two maps in Benefits. Work has started in Legal Services to map 56 existing processes. This work will be followed by the preparation of 'to be' process maps, before proceeding with prototyping and embedment. These processes were mapped through workshops with staff and include swim lanes and timings. Initial work has also commenced to map payroll processes. These maps are used to re-engineer processes across the customer service, business support and technical aspects of customer journeys, saving money and improving the customer experience.

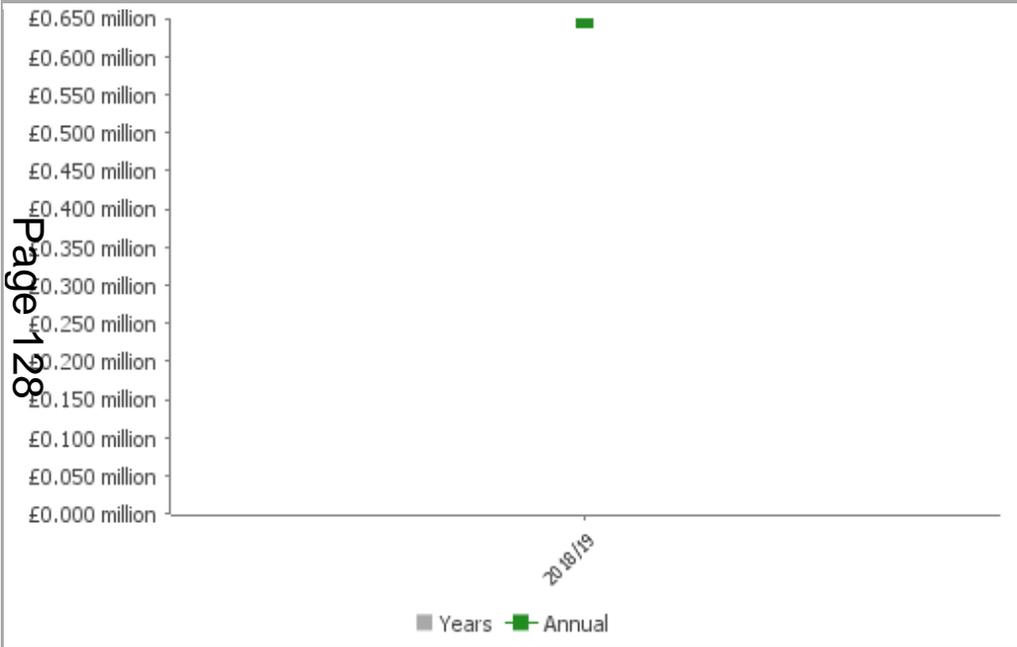
? Performance indicator **M9.1 Workforce operational cost savings**

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

Manager Business Services Service Director *Good performance* *Corporate or Partnership indicator* Corporate *Annual trend* ?

Aim to Maximise *Corporate*

Trend chart *Comments*



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 M9.3 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
Business Services Service Director	Aim to Maximise	Corporate	
Trend chart	Comments		
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.			
	Corrective action		

2018/19		
Target	Value	Status
60%		

 Performance indicator 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
Business Services Service Director	Aim to Maximise	Corporate	
Trend chart	Comments		
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.			
	Corrective action		

2018/19		
Target	Value	Status

 Performance indicator 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>	
Business Services Service Director	Aim to Minimise	Corporate		
<i>Trend chart</i>	<i>Comments</i>			
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.	<i>Corrective action</i>			

2018/19		
Target	Value	Status

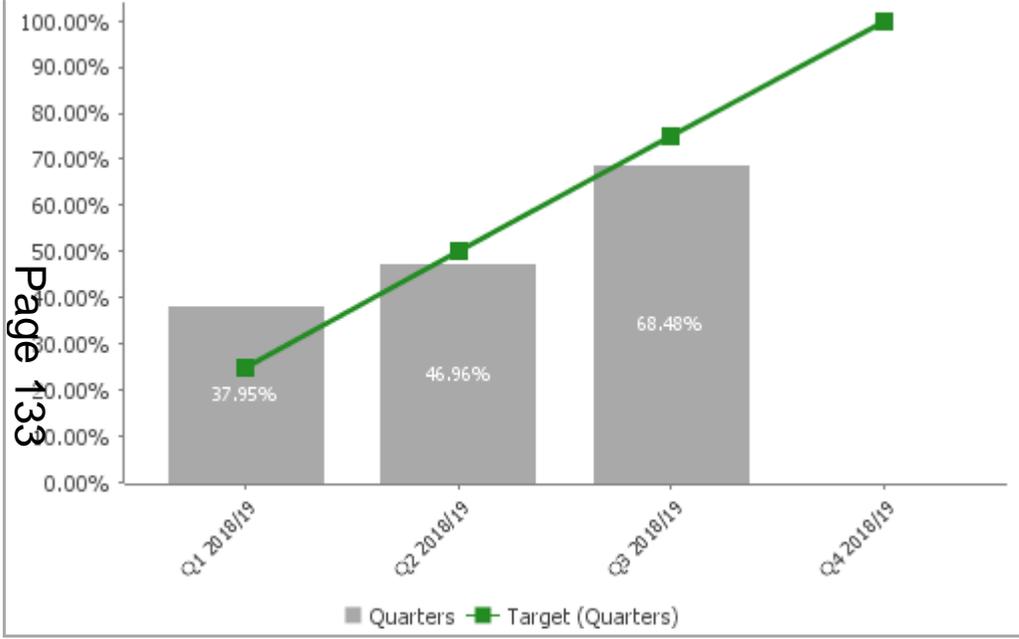
Performance indicator M9.6 Delivery of the Technology Strategy

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

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

Manager	Good performance	Corporate or Partnership indicator	Annual trend
ICT Operations Manager	Aim to Maximise	Corporate	

Trend chart



Comments

Q3 - 165 Projects due in 18/19
 113 Completed
 52 in Progress

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
25.00%	37.95%		50.00%	46.96%		75.00%	68.48%		100.00%		

Performance indicator M9.7 Successfully delivered projects

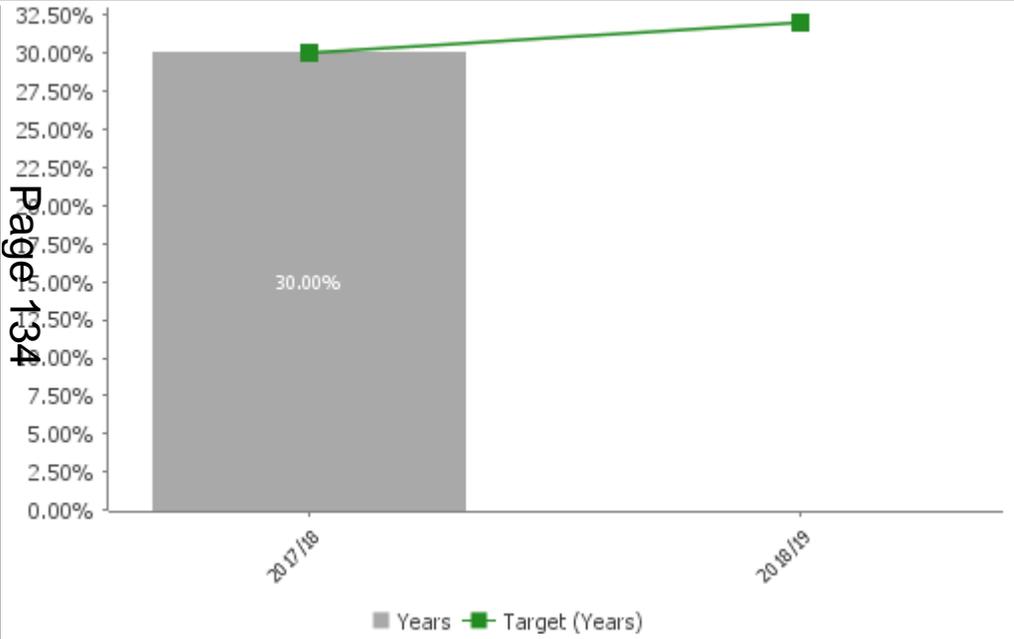
Through the Transformation Programme, the Council has recognised the importance of successfully managing and implementing change initiatives via projects.

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

Manager
Interim Transformation Manager

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

Trend chart



Comments

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

Corrective action

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2018/19		
Target	Value	Status
32.00%		

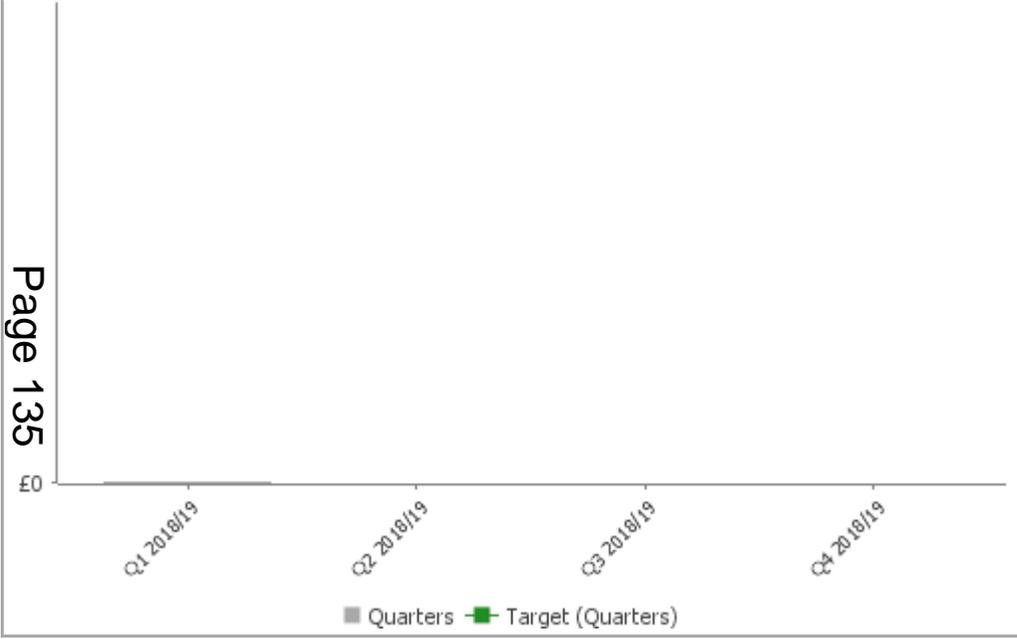
? Performance indicator **M9.8 Transformation Programme savings**

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>
Interim Transformation Manager	Aim to Maximise	Corporate	

<i>Trend chart</i>	<i>Comments</i>
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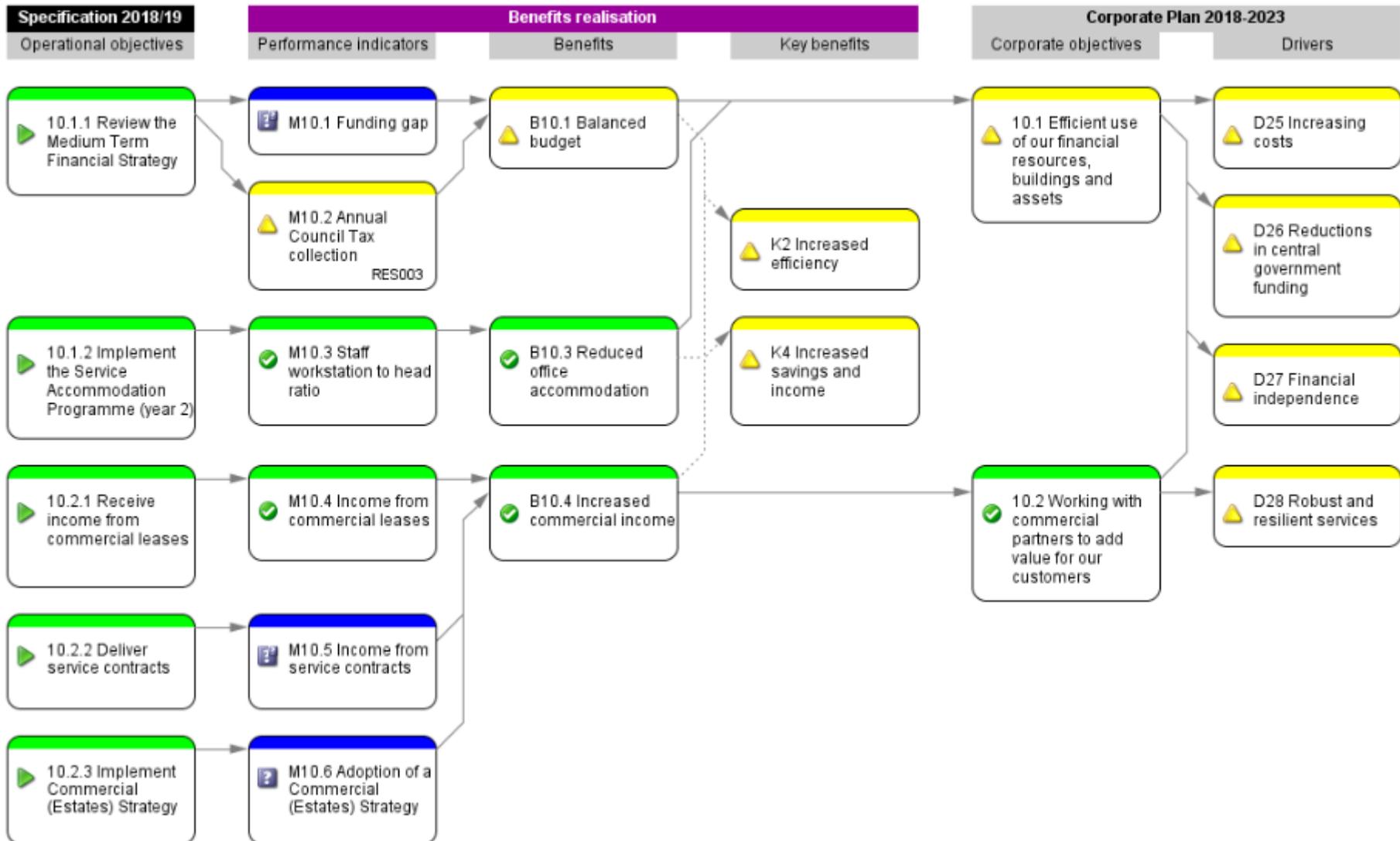
Please note this measure will now be reported at q4

Corrective action

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	75%	31-Mar-2019	Action On Target	RSC	Assistant Director - Accountancy
	Q3 – No change. As per quarter 2					
Page 137	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.					

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)	75%	31-Mar-2019	Action Behind Schedule	O&S	Strategic Director
	Q3 - Cabinet report presented on Dec 10 th 2018. Decision to proceed made on recommended option. Decision currently on hold pending review.					
	Whilst this is being worked on 2 key elements of working in new ways are progressing:					
	Leadership Team have located in the new hub with a 7:10 desk ratio and new ways of working. Feedback from the team and stakeholders are extremely positive. Other areas identified as gaining significant performance gain by locating in a new style layout are in the process of design and a moving timetable drawn up following service managers being recruited.					
	All managers are focussing on new ways of working and working across other locations in order to improve performance, flexibility and customer service					
	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.					

	<p>Whilst accommodation decisions are being made the Leadership Team are taking action on 2 key elements of new ways of working:</p> <p>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.</p> <p>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.</p>
	<p>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</p>

Projects & programmes P160 Service Accommodation Programme						
Page	Description	Progress	Due date	Stage	Scrutiny	Manager
138	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.	33%	31-Mar-2023	Implement	RSC	Housing and Property Service Director

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	75%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q3 - The Council's Leisure Management Contract with Places for People Leisure, has an income share arrangement which is enacted in the third year of the contract					

	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

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Deliver service contracts	75%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q3 - The Council's main service contracts are operating to the quality and cost parameters set.					
	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.					
Page 139	Q1 – The Council's three main service contracts in relation to Leisure Management, Waste and Recycling/Street Cleansing and Off-Street Car Parking are performing in accordance with the service, quality, cost, and performance requirements of their contracts. A variation has been agreed to reflect changes to the Chinese Government's Import of Recyclable requirements with Biffa Municipal.					

Operational objective 10.2.3 Adopt Commercial (Estates) Strategy

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Adopt Commercial (Estates) Strategy	75%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q3 - The Council's strategy of investing capital to generate revenue and maximising the use of its commercial assets is paying dividends. The Epping Forest Shopping Park is now fully let. There has been some delay in the Letting of the Landmark Building, however, additional capital has been secured to undertake works and legal fees to facilitate new tenants' occupation.					
	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.					

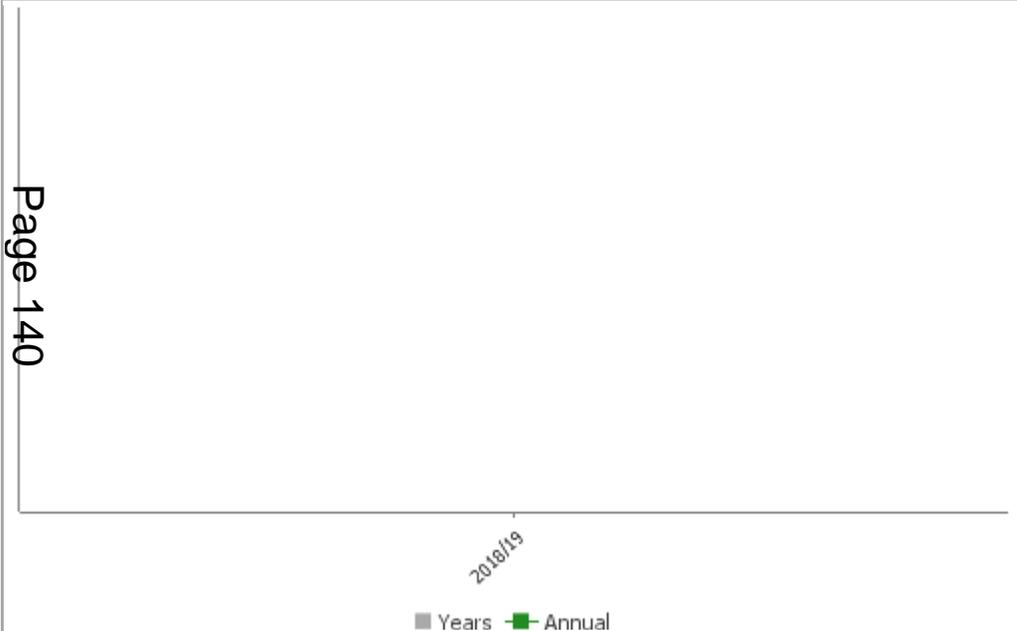
? Performance indicator **M10.1 Funding gap**

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

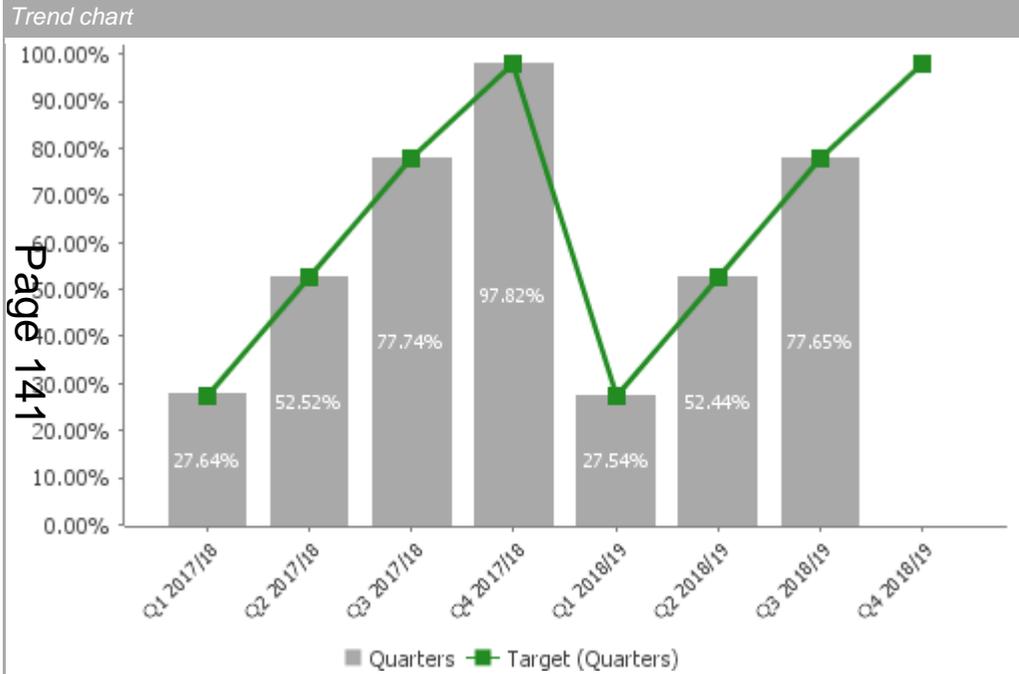
2018/19		
Target	Value	Status
£1,453,000		

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>
Customer Services Director	Aim to Maximise	Corporate	



Comments
Q3 - Marginally under target (0.19%) due to customers switching from 10 to 12 monthly payments which reduces monthly instalment value.

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
27.55%	27.54%		52.54%	52.44%		77.84%	77.65%		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.

Is year-end target likely to be achieved?

● Not applicable

Live from

2018

Scrutiny

RSC

Manager

Interim Transformation Manager

Good performance

Aim to Minimise

Corporate or Partnership indicator

Corporate

Annual trend

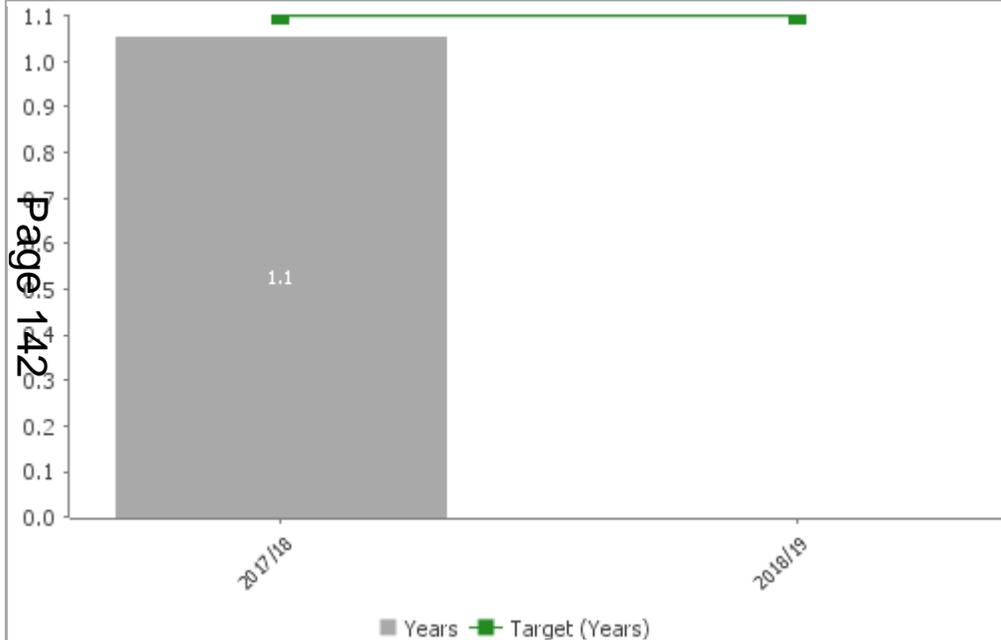


Trend chart

Comments

Please note this is an annual measure

Corrective action



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

Commercial and Regulatory Services Director

Good performance

Aim to Maximise

Corporate or Partnership indicator

Corporate

Annual trend

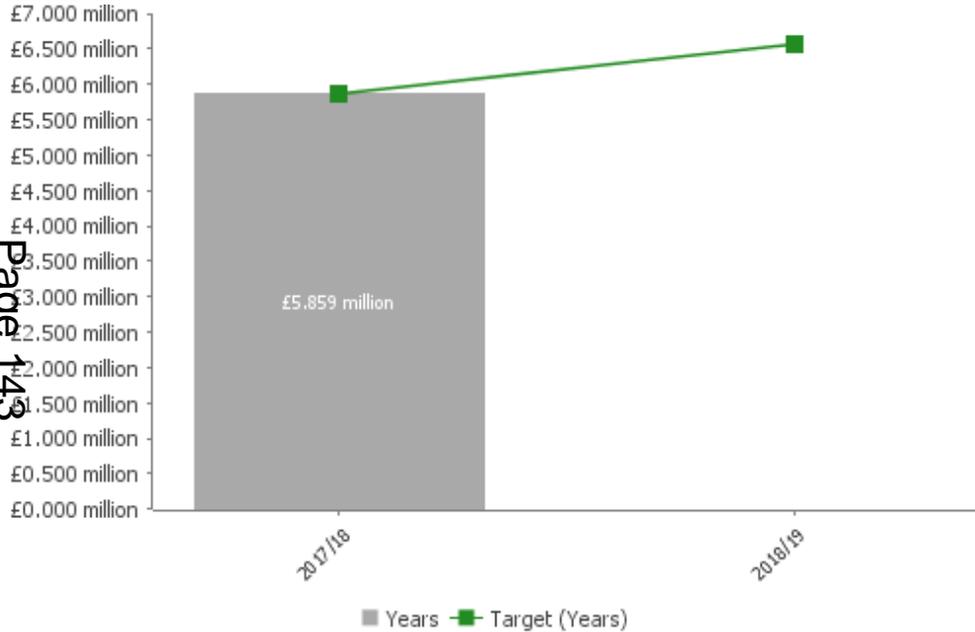


Trend chart

Comments

Please note this is an annual measure

Corrective action



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2018/19

Target	Value	Status
£6.560 million		

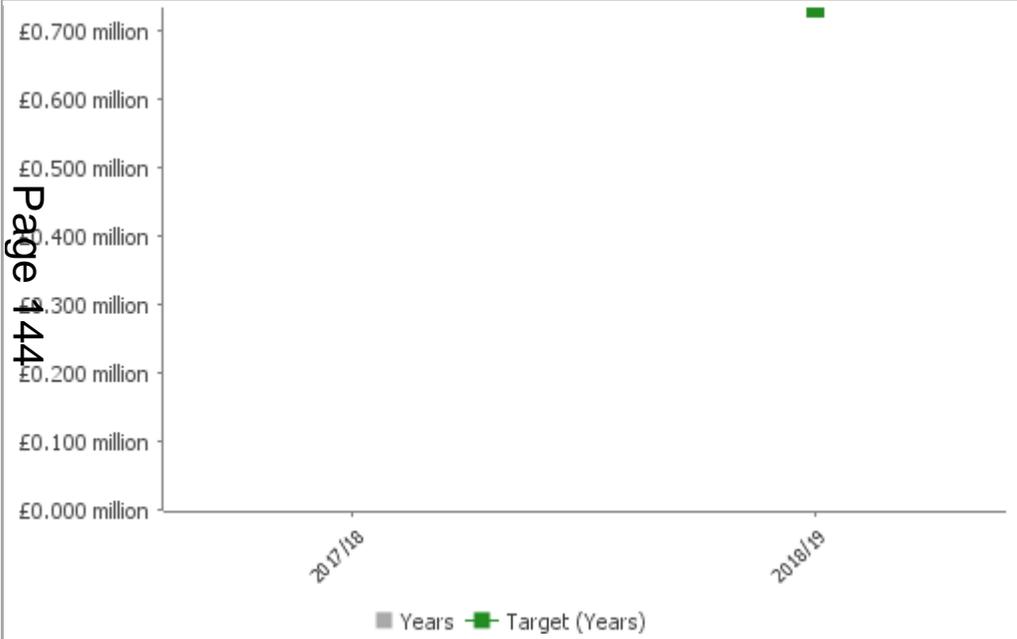
? Performance indicator **M10.5 Income from service contracts**

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

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

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

Corrective action

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>
Commercial and Regulatory Services Director	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>			

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

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Report to Overview & Scrutiny Committee

Date of meeting: 26 February 2019



Subject: Scrutiny of External Organisations - South-East Local Enterprise Partnership

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

Democratic Services Officer: R. Perrin (01992) 564532

Recommendations/Decisions Required:

That the Committee consider and agree the scope of its external scrutiny of the South-East Local Enterprise Partnership.

1. Members will recall that the Committee has previously requested an opportunity to undertake appropriate external scrutiny of the South-East Local Enterprise Partnership (SELEP). This matter is included in the work programme for the Committee for 2018/19.
2. Mr. Adam Bryan, the Managing Director of SELEP will be attending the meeting of the Committee to be held on 16 April 2019, together with representatives of the Essex Business Board, a local board of SELEP.
3. In accordance with the procedure previously agreed by the Committee, members are therefore now asked to consider and agree the scope of such external scrutiny of the local activities of the Local Enterprise Partnership and appropriate lines of questioning, in order that prior notice of the specific issues to be raised by the Committee can be provided to SELEP, to ensure that maximum value is derived from this external scrutiny activity.
4. The following overarching themes relating to the role and responsibilities of SELEP have been notified to Mr. Bryan as the emphasis for such external scrutiny:
 - (a) the success of the Local Enterprise Partnership in terms of its achievements in the Epping Forest District;
 - (b) the views of the Local Enterprise Partnership with regard to the Government's new proposals for partnerships to drive economic growth and investment in local businesses; and
 - (c) the views of the Local Enterprise Partnership with regard to its future geography that best reflects its functional economic area.
5. The identification of relevant lines of questioning to be raised with SELEP has also been sought from members through the Council Bulletin.

Resource Implications:

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

Legal and Governance Implications:

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

Safer, Cleaner, Greener Implications:

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

Consultation Undertaken:

The proposed scrutiny of SELEP was agreed by the Committee at its meeting on 24 July 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.

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) 16 April 2019 (Annual Report)	Service Director (Customer Services) to report on customer service initiatives and performance, including compliments and complaints and call-handling; Annual report to be brought to the Committee on April 2019, in line with other annual performance reporting arrangements is reported. This will also enable the provision of feedback on the new website.	
(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) Transformation Programme - Travel Plan	16 April 2019.	To undertake appropriate scrutiny of the development and implementation of the Council's Travel Plan. Scope of scrutiny activity to be determined;	

(12) Epping Forest College (Scrutiny of External Organisation)	To be arranged.	To review the implications for the district arising from the merger of Epping Forest College with New City College. Appropriate lines of questioning and scope/focus of scrutiny activity (related to curriculum and landholdings) to be agreed; At its meeting on 21 February 2019, the Council is to consider the appointment of a member representative to the Board of Governors of New City College and the local advisory body for the Epping Forest Campus College;	
(13) Essex Partnership University NHS Foundation Trust (Scrutiny of External Organisation)	To be arranged. Carried forward from reserve work programme for 2017/18.	To review the provision of local mental health services. Appropriate lines of questioning and scope/focus of scrutiny activity to be agreed;	
(14) People Strategy	18 December 2018	COMPLETED The Committee has undertaken 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) 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.	Removed and would be going to a future Communities Select Committee

Communities Select Committee (Chairman – Cllr Holly Whitbread)

Work Programme 2018/19

Item	Report Deadline	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	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	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	Completed - June meeting <i>(All Portfolios)</i>	
(4) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	June 2018	Completed - June meeting <i>(All Portfolios)</i>	
(5) 6-Month Progress Report on Annual Housing Strategy Key Action Plan 2017/18	June 2018	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	November 2018	Completed - November 2018 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	Completed - September 2018 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	Completed – November 2018 meeting <i>(Safer Greener Transport Portfolio)</i>
(10) Annual Report of the Community Safety Partnership	November 2018	Completed - November 2018 meeting <i>(Safer Greener Transport Portfolio)</i>
(11) New Housing Strategy Key Action Plan 2018/19	March 2019	<i>(Housing Services Portfolio)</i>
(12) Six-Month Review of the HRA Financial Plan 2018/19	November 2018	Completed - November 2018 meeting <i>(Housing Portfolio)</i>
(13) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	March 2019	Being reviewed and updated <i>(All Portfolios)</i>

(14) HRA Financial Plan 2019/20	March 2019	<i>(Housing Portfolio) – P Maddock</i>
Special (Planned) Items		
(15) Review of Homelessness Strategy <i>(Recommendations to Housing Portfolio Holder)</i>	June 2018	Completed – June 2018 meeting <i>(Housing Portfolio)</i>
(16) Fire Safety Policy for residential Council properties	January 2019	<i>(Housing Services Portfolio)</i>
(17) Six-month Progress Report on EFDC-funded police officers	January 2019	<i>(Community and Partnership Services Portfolio)</i>
(18) Options Report for the installation of sprinklers in sheltered housing schemes and homelessness accommodation <i>(Recommendations to Cabinet)</i>	January 2019	Completed – January 2019 meeting <i>(Housing Services Portfolio)</i>
(19) Review of the future use of sheltered/grouped housing scheme sites <i>(Recommendations to Cabinet / Housing Portfolio Holder)</i>	TBC	Being Reviewed – will come to this meeting approximately January 2020 <i>(Housing Services Portfolio)</i>

Items added to Work Programme during the year		
(20) Report on outcome of LGA Peer Review of Museum Heritage and Culture Service	September 2018	Completed - September 2018 meeting <i>(Community and Partnership Services Portfolio)</i>
Planned Special Items for Future Years		
(21) 6-month Progress Report on EFDC-funded police officers	June 2019	<i>(Community and Partnership Services Portfolio)</i>

Governance Select Committee (Chairman – Councillor G Chambers)

Work Programme 2018/19

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
(1) Key Performance Indicators (KPIs) 2017/18 – Outturn	03 July 2018	Governance indicators only	03 July 2018; 23 October; 27 November; 05 February 2019 – cancelled; and 26 March 2019
(2) Key Performance Indicators (KPIs) 2017/18 – Quarterly Performance Monitoring	Q1 – 23 October 2018 Q2 – 27 November 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 – 26 March 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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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 (COMPLETED)	
		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 the next municipal year (MY) to final 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	To review the Council's leisure contract with Places for People Leisure from April 2017. <i>(NB: next Board meeting on 13 February 2019).</i>	
(9) Environmental Enforcement Activity	March 2019	Annual report to this select committee.	
(10) Environmental Charter and Corporate Green Working Party	TBC	As the future approach to environmental matters will be subject to change, no further updates will be provided until the Council restructure, as part of the People Strategy, is completed.	

Neighbourhoods Select Committee (Chairman – Councillor N Bedford)
Work Programme 2018/19

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(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)	
(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)	

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 - COMPLETED	
(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	February 2019	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	April 2019	Review of Agency Staff in the Council.	

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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;	(1) Consideration of scope of review with reference to terms of reference agreed by the Overview & Scrutiny Committee;	21 January 2019
		(2) Consideration of initial proposals for possible select committee framework based on the Corporate Plan themes of 'Council', 'Place' and 'Community';	31 January 2019
		(3) Review of the terms of reference of the existing select committees;	
		(4) Development of draft terms of reference for the new select committees;	27 February 2019
		(5) Development of recommendations to be made to the Overview & Scrutiny Committee	
		(6) Consideration of any other outstanding matters relating to the review.	14 March 2019 (if required)

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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	26 February 2019	Annual presentation on work of the Youth Council.
	19 April 2016	Annual presentation on work of the Youth Council (presentation made to Communities Select Committee for 2017 and 2018).
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.