



Overview and Scrutiny Committee Tuesday, 16th April, 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, 16th April, 2019
at 7.30 pm .**

**Georgina Blakemore
Chief Executive**

**Democratic Services
Officer:**

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

Members:

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

**PLEASE NOTE THAT THIS MEETING IS OPEN TO ALL MEMBERS TO ATTEND
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 - 46)

To confirm the minutes of the meeting of the Committee held on 26 February 2019.

5. DECLARATIONS OF INTEREST

To declare interests in any items on the agenda.

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

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

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

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

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

(a) Public Questions

Members of the public may ask questions of the Chairman of Overview and Scrutiny

Committee at ordinary meetings of the Committee, in accordance with the procedure set out in the Council's Constitution.

(b) Requests to address the Overview and Scrutiny Committee

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

7. SOUTH-EAST LOCAL ENTERPRISE PARTNERSHIP - SCRUTINY OF EXTERNAL ORGANISATION (Pages 47 - 76)

To undertake appropriate external scrutiny of the South-East Local Enterprise Partnership.

8. ESSEX & HERTS DIGITAL INNOVATION ZONE - 'DIGITAL INNOVATION STRATEGY' (Pages 77 - 80)

(Service Director (Community and Partnership Services)) To consider the attached report.

9. OVERVIEW & SCRUTINY SELECT COMMITTEE FRAMEWORK - REPORT OF TASK & FINISH PANEL (Pages 81 - 104)

(Councillor P. Bolton (Chairman of Task and Finish Panel)) To consider the attached report.

10. CORPORATE PLAN KEY ACTION PLAN 2018/19 - QUARTER 4 PROGRESS

(Interim Transformation Programme Manager) (Report to follow).

11. CORPORATE PLAN ACTION PLAN: YEAR 2 PERFORMANCE

(Interim Transformation Programme Manager) To review the proposed reporting format for the Corporate Plan Action Plan 2019/20 (year 2) (Report to follow).

12. CUSTOMER SERVICE PROGRAMME ANNUAL REPORT (Pages 105 - 118)

(Service Director (Customer Services)) To consider the attached report.

13. OVERVIEW AND SCRUTINY DRAFT ANNUAL REPORT (Pages 119 - 144)

RECOMMENDATION:

To consider and comment on the draft O&S Annual Report 2018/19.

The Committee is asked to consider whether they are happy with the draft report (attached) and to make amendments where necessary. Any comments should be submitted to Democratic Services by Friday 10 May 2019 for inclusion in the final version.

A copy of each Select Committee section has been sent to the relevant Chairman of that committee for comments and there were additional items to be added, following the recent Neighbourhoods and Resources Committee meetings.

The final report will be submitted to the next Overview and Scrutiny Committee meeting on 4 June 2019 for endorsement and then onto Council on 30 July 2019.

14. FORWARD PLAN OF KEY DECISIONS - REVIEW (Pages 145 - 160)

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.

15. EXECUTIVE DECISIONS - CALL-IN

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

16. OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMMES 2018/19 - REVIEW (Pages 161 - 180)

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.

17. 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
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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, 26 February 2019
Place:	Council Chamber, Civic Offices, High Street, Epping	Time:	7.30 - 8.59 pm
Members Present:	Councillors M Sartin (Chairman) R Jennings (Vice-Chairman) R Baldwin, N Bedford, P Bolton, D Dorrell, S Heather, J Lea, S Murray, S Neville, A Patel, P Stalker, H Whitbread, J H Whitehouse, D Wixley and I Hadley		
Other Councillors:	Councillors R Morgan, D Stocker, A Lion, G Mohindra, C Whitbread and A Grigg		
Apologies:	Councillors L Burrows and A Mitchell		
Officers Present:	T Carne (Corporate Communications Manager), P Dunley (Youth Engagement Assistant), D Gilson-Butler (Youth Engagement Officer), G Gold (Assistant Community Health & Wellbeing Manager), D Macnab (Acting Chief Executive), G. Nicholas (Interim Transformation Manager), R Perrin (Senior Democratic Services Officer), S Tautz (Democratic Services Manager) and G Woodhall (Senior Project Manager)		
By Invitation:	S Bakalov (Epping Forest Youth Councillor), A Flynn (Epping Forest Youth Council), T Gray (Epping Forest District Youth Council), S Halcrow (Epping Forest Youth Council), B Hodgkinson (Epping Forest Youth Council), R Kent (Epping Forest Youth Council), F New (Epping Forest Youth Council), E Nsofor (Epping Forest Youth Council), Z Smith (Epping Forest Youth Council), S Tiwana (Epping Forest Youth Council) and M Wilson (Epping Forest Youth Council)		

56. 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.

57. SUBSTITUTE MEMBERS

It was reported that Councillor I Hadley was substituting for Councillor L Burrows.

58. MINUTES

RESOLVED:

That the minutes of the Committee meeting held on 18 December 2018 be signed by the Chairman as a correct record.

59. DECLARATIONS OF INTEREST

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

60. EPPING FOREST YOUTH COUNCIL

Youth Councillors Stanimir, Florence, Archie, Eleanor and Zak made a presentation to the Committee on the work undertaken by the Youth Council in the past year. This included the celebrations of the Youth Council's 10th Anniversary at the Houses of Parliament; the Drugs Project; MiLife; Youth Activities Map; Winners of the National Crimebeat Awards 2018; and their current project We R Safe.

The Youth Councillors advised that to ensure that they were considering relevant priorities, they consulted with their peers and this revealed that the five top issues of concern were; Skills for Work; Mental Health; Bullying; Drug Misuse; and Gangs which they used as a starting point for their project work. They also used social media platforms such as Facebook, Twitter and Instagram and had been involved in many consultations with external organisations. Currently they received £4830 from external funding and had chosen to support Cardiac Risk in the Young (CRY) as their charity.

The Committee congratulated the Youth Council on their presentation, recent drugs report and work that they had been involved in across the District. Members asked a number of questions regarding the presentation.

Councillor A Patel acknowledged that the Youth Council had decided to raise funds for CRY. He advised that in conjunction with the Council, free screenings for 13-34 year olds would be being held in Buckhurst Hill this year.

Councillor H Whitbread asked how the Youth Activities Map could become more interactive. The Youth Councillors advised that the map would be available on the EFDC website, which would be interactive providing photographs of the location and further information on the organisation.

Councillor D Wixley advised that he had attended a few Youth Council meetings in relation to the litter caused by nitrogen oxide canisters and what could be done to prevent or reduce this issue across the District. Furthermore, Loughton Town Council was also considering a venue for the cardiac screenings to take place next year.

Councillor S Neville enquired about the type of fund raising the Youth Council were considering for CRY. The Youth Councillors advised that they were looking to hold events in their schools and were currently working on ideas.

Councillor R Baldwin asked the Youth Councillors what they thought of the GCSE reforms which introduce the 9 – 1 scale and mental health issues surrounding the pressure on young people; and whether there was pressure to attend university or if other outcomes such as apprenticeships were deemed acceptable. The Youth Councillors advised that they felt pressured and stressed at exam times and that this was probably not talked about enough, although the Youth Councillors were looking at ways to help address this issue. Furthermore, there appeared to be an equal split following GCSE's between young people wanting to attend university and vocational subjects with around 70% attending sixth form choosing university compared to an apprenticeships.

Councillor A Lion asked how the Council could encourage a more positive attitude towards litter. The Youth Councillors advised that greater awareness could help with the litter issues including social media campaigns and an increase of bins in the area.

Councillor M Sartin asked whether the Youth Council had much interaction with other Youth Councils. The Youth Councillors advised that they had met with the Harlow

Youth Council and several EFYC members had been elected to the Young Essex Assembly, which represented the whole of Essex.

The Chairman thanked the Youth Council for attending the Committee.

61. 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.

62. EXECUTIVE DECISIONS - CALL-IN

The Acting Chief Executive advised that decision taken by the Cabinet on 10 December 2018 for the Accommodation Strategy, had been called-in.

It was reported that the call-in of the decision of the Cabinet had been 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.

In accordance with Article 6 of the Councils Constitution, the lead signatory of the call-in had requested the opportunity to have an informal meeting with the relevant officers, Portfolio Holder and Chairman of the Overview and Scrutiny Committee to establish if there was a way forward to remove the objections which were raised in the call-in request.

At this meeting the lead and secondary signatory of the call-in attended with the Strategic Projects Portfolio Holder, the Chairman of the Overview and Scrutiny Committee, Acting Chief Executive, Strategic Director, Housing & Property Services Director, Chief Estates Officer and Democratic Services Officers. Following this discussion the lead signatory advised that he was satisfied with the assurances and actions proposed and that the call-in could be formally removed and no further action would taken.

Councillor J H Whitehouse asked that a more comprehensive report be provided to the Committee, following the outcome of the informal meeting for the call-in and that, if actions were determined they were published in the Council Bulletin for all members. The Acting Chief Executive advised that her comments would be taken on board to ensure the process was more transparent. The outcome and actions would also be included in the Council Bulletin.

RESOLVED:

That the withdrawal of a call-in relating to elements of the Council's current Accommodation Strategy be noted.

63. FORWARD PLAN OF KEY DECISIONS - REVIEW

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

Contract and Technical Services

Councillor S Murray queried whether the Waste Management Review would be considering implementing a cost for dry recycling sacks. The Acting Chief Executive advised that the Waste Management Review would be considering the cost to the Council for production and distribution and not the cost to residents.

Housing and Property Services

Councillor S Murray asked whether there was any indication on what the Sheltered Housing Assets Review would encompass. Councillor C Whitbread advised that Councillor S Stavrou would report back to him.

Customer Services

Councillor S Neville enquired about the date set for the District Electoral Review. The Acting Chief Executive advised this would take place following the outcome of the Local Plan, to see where growth would be distributed across the District and would probably be delayed by 12 months.

Community & Partnership Services

Councillor A Patel asked that when the CCTV Strategy was considered, could it include temporary and pop-up CCTV because of incidents such as cars driving down one-way streets in Buckhurst Hill. The Acting Chief Executive advised that he would pass on this information and it would be discussed with Officers and the Community & Partnership Services Portfolio Holder.

64. CORPORATE PLAN KEY ACTION PLAN 2018/23 - PERFORMANCE REPORT QUARTER 3 2018/19

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;

- **M1.2 – Number of ‘take-away’ restaurants signed up to ‘Tuck In’ pledge** – This had missed the target although a further business had signed up to the initiative and a number of steps had been put into place by the EFDC Public Health Improvement Officer to increase the up take.
- **M4.3 - Number of New Residential Properties Built or Acquired by the Council** – The value had increased although the target had been missed due to boundary wall issues; rectifying damage caused by the fire at Burton Road; and getting the water supply connected.
- **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** – The value was incorrect and should have been 27%, which made it above target.
- **M2.2 – Number of days to process benefits claims** – The target had now been met.

Councillor N Bedford questioned the commentary on M10.2 Annual Council Tax collection and why the monthly instalment value was affected, if customers switched from 10 to 12 monthly payments. The Business Support Services Portfolio Holder advised that payments had now been spread over 12 months, when historical months 11 and 12 had been to chase outstanding payments, therefore causing a drop in the target as the full amount had not been collected by this point. He would amend the commentary to reflect.

RESOLVED:

That the outturn position for Quarter 3 2018/19, in relation to the achievement of the Corporate Plan for 2018-2023 had been considered and noted.

65. SCRUTINY OF EXTERNAL ORGANISATIONS - SOUTH-EAST LOCAL ENTERPRISE PARTNERSHIP

The Democratic Services Manager advised that representatives of the South-East Local Enterprise Partnership (SELEP) would be attended the next Committee meeting on 16 April 2019. Members were asked to consider appropriate lines of questioning, to ensure maximum value was achieved.

The following questions were captured and would be sent onto the Manager Director of SELEP and Essex Business Board representative for the meeting on 16 April 2019;

- a) What is the role and responsibilities of the Local Enterprise Partnership;
- b) How does the Local Enterprise Partnership support local business organisations to adapt to the current economic climate and the shift of retail activity towards increased online provision;
- c) How can the Local Enterprise Partnership assist the Council to enhance its digital infrastructure throughout the District, to support local businesses;
- d) How can the Local Enterprise Partnership support the Council in terms of attracting investment and delivering economic growth for the District;
- e) What is the likely effect of the withdrawal of the United Kingdom from the European Union on how the Local Enterprise Partnership will continue to seek to attract investment and deliver economic growth across its area; and
- f) What support can the Council provide to the Local Enterprise Partnership, particularly through initiatives such as its Digital Innovation Zone, to support the attraction of investment and the delivery of local economic growth.

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

The Democratic Services Manager updated members on the Overview and Scrutiny Committee Work Programme for 2018/19. It was noted that the South East Local Enterprise Partnership (SELEP) and the Customer Services Annual Report would be brought to the Committee meeting on 16 April 2019.

Councillor S Murray asked for assurances that Epping Forest College would be invited to attend the Committee in September/October 2019, which would allow for the Council's representative Councillor R Bassett to have established his role.

Select Committees

Communities Select Committee

Councillor H Whitbread advised that at the last meeting they had considered the Fire Safety Policy for residential Council properties, a six month progress report on the EFDC-funded police officers and an options report for the installation of sprinklers in sheltered housing schemes and homeless accommodation. The next scheduled meeting had been cancelled.

Councillor J H Whitehouse asked whether further details on the Buckhurst Hill Isolation Programme could be provided as the next meeting had been cancelled. Councillor A Patel advised that he would pass on the relevant officer's details to Councillor J H Whitehouse.

Governance Select Committee

The Democratic Services Manager advised that the consultation period for Review of Polling Districts, Polling Places & Polling Stations was now taking place for a six week period which would be reported to the relevant select committee in July 2019.

Resources Select Committee

Councillor A Patel advised that the select committee had received training with regards to the budget process and had been invited to the Finance Performance Management Cabinet Committee which considered the Council Budget for 2019/20. At the most recent meeting, consultation papers were considered regarding the Fair Funding Review and Business Rates Retention.

Neighbourhoods Select Committee

The Chairman of the select committee had nothing to report back.

Overview & Scrutiny Task and Finish Panel

Councillor P Bolton advised that the Panel had met on several occasions and had been keen to draw a distinction between the Council's 'Overview' (policy development) and 'Scrutiny' (decision-making) responsibilities. In addition there was a need to ensure that adequate resources were directed towards 'overview' activities and that influencing of policy development was carried out through appropriate pre-scrutiny.

The Panel had agreed that the future structure of the select committee framework should be based on the Corporate Plan themes of 'Stronger Council', 'Stronger Place' and 'Stronger Community' and this approach had been further developed, to inform the recommendations to be made to the Committee on 16 April 2019.

67. 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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EFYC presentation to Overview & Scrutiny Select Committee

26 February 2019





Youth Councillor Stanimir Bakalov



Youth Councillor Florence New



Youth Councillor Archie Flynn



Youth Councillor Eleanor Nsofor



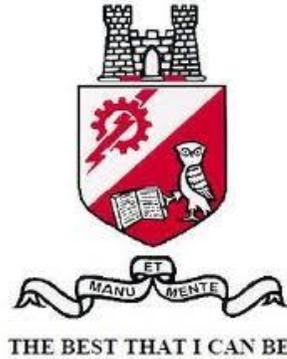
Youth Councillor Zak Smith



The
Ongar
Academy



**EPPING
FOREST
DISTRICT**
SIXTH FORM





Epping Forest



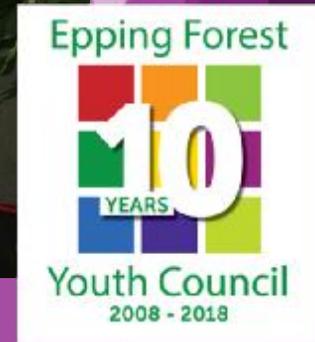
Youth Council
2008 - 2018



Youth Council 10th Anniversary reception to celebrate 10 years of Epping Forest Youth Council



Youth Council 10th Anniversary



EFYC Induction Training and Project Work







Drugs Project Report

3177 school pupils consulted

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Previous Projects:

2014-2015	Bullying Awareness
2015-2019	MiLife
2017-2018	Drug Awareness

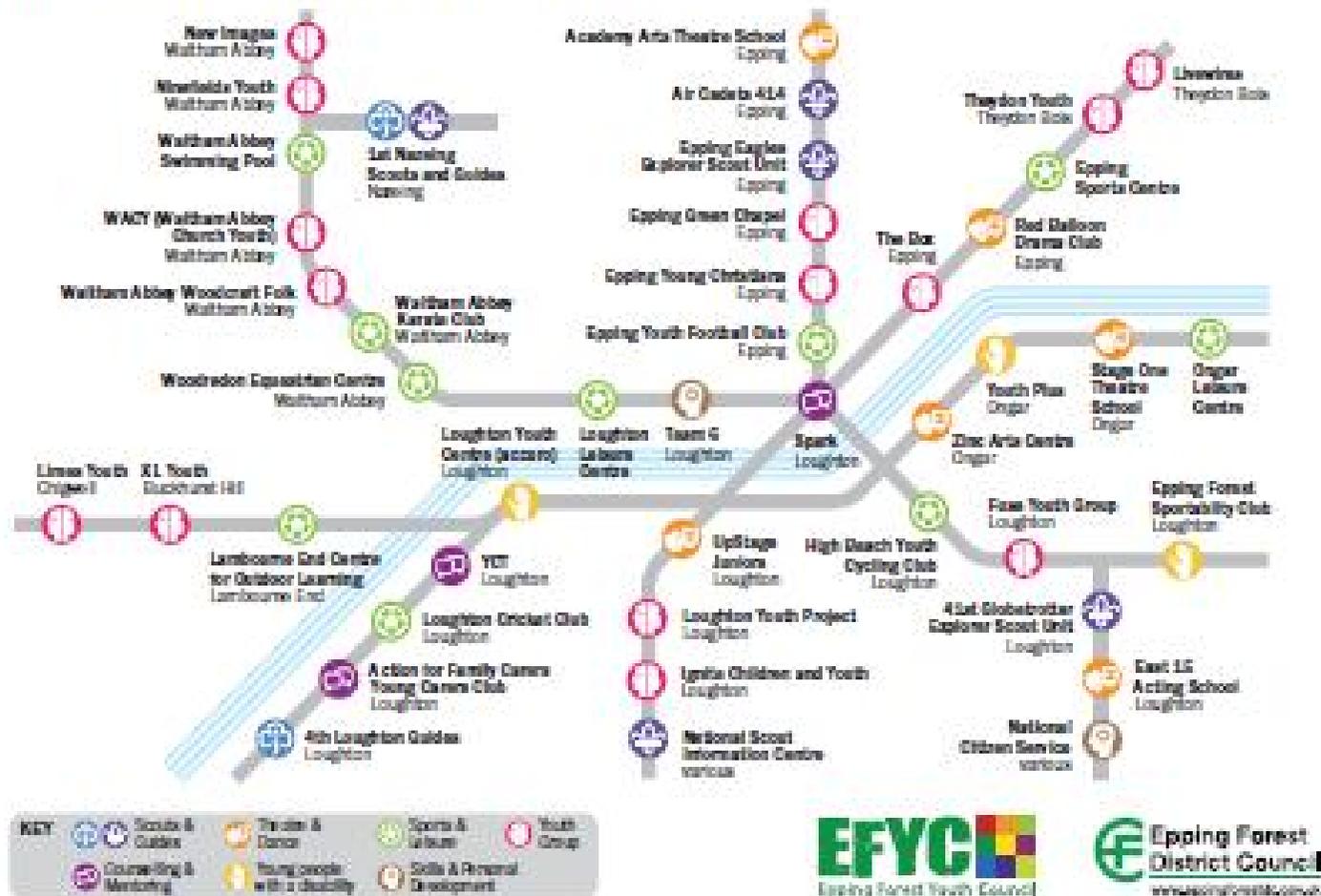
Current Project:

2018 -2019	We R Safe
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EFYC 2019 Projects

Youth Projects in Epping Forest 2019



Winner of the National Crime beat award 2018



MILIFE PARTNERSHIP



Suggestion boxes



The Ongar Academy





Youth Conference



The consultation highlighted the 5 top issues as:

- Skills for work
- Mental health
- Bullying
- Drug Misuse
- Gangs



The Ongar Academy





Twitter
@eppingyc

1477 followers



Facebook
@eppingyc

762 LIKES



Instagram
@eppingyc

180 FOLLOWERS

Consultations



YOUTH
SERVICE



Representation

Epping Neighbourhood Action Panel

Epping Forest Youth Strategy Group

Communities Select committee

Anti-Social Behaviour

Epping Forest Youth Strategy
Working Group

School Councils

Training Programme

- EFYC Induction training
- Dementia Friends Awareness
- Hate Crime Ambassadors training
- Fearless training by Essex Police
- British Youth Council training
- Consequences of Crime awareness
- Drug Awareness
- Basic First Aid including Cardiac Arrest training
- Diversity Awareness



Hen Power



External Funding

£4830 EXTERNAL FUNDING IN THE PAST YEAR!

£1500	Jack Petchey Foundation
£300	O2 Think Big
£280	Jack Petchey Education Grant
£750	Jack Petchey Small Grant Fund
£1000	Safer Community Partnership
£1000	The High Sherriff of Essex



Cardiac **R**isk *in the* **Y**oung

Awards









HM Government

Strengthened Local Enterprise Partnerships



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July 2018

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Executive summary

Since their establishment in 2010, Local Enterprise Partnerships have been integral to economic growth across England. Following the publication of our modern Industrial Strategy, that sets out an approach to ensuring prosperous communities throughout the country, we have reviewed our policy towards Local Enterprise Partnerships to ensure that they continue to support Government in meeting this ambition.

In the Industrial Strategy, Government committed to work with Local Enterprise Partnerships to bring forward reforms to leadership, governance, accountability, financial reporting and geographical boundaries. It is critical that Local Enterprise Partnerships are independent and private sector led partnerships that are accountable to the communities they support. At the same time, it is important to set out a model that will underpin future national and local collaboration. This will be essential to the development of Local Industrial Strategies and in the context of the future UK Shared Prosperity Fund.

This document sets out the conclusions of our policy review. It includes a series of Government commitments alongside a number of additional changes that Government will work with Local Enterprise Partnerships to implement.

Role and responsibilities:

Over recent years Local Enterprise Partnerships have played a key role in convening local economic stakeholders to develop evidence-based economic strategies. They have helped to identify key investment opportunities and interventions with the potential to increase growth in towns, cities and rural areas across the country. Local Enterprise Partnership Chairs have also acted as authoritative advocates for their local economy.

Government will:

- Publish a **statement on the role and responsibilities** of Local Enterprise Partnerships. Local Enterprise Partnerships will focus on enhancing productivity. This will be achieved through the development and delivery of their Local Industrial Strategy.
- Publish a **further statement on Local Industrial Strategies** to guide locally-led work. This statement will be published over the summer. Government will aim to agree Local Industrial Strategies with all areas of England by early 2020.
- Commission an **annual economic outlook** to independently measure economic performance across all Local Enterprise Partnerships and the areas they cover.

Government will support all Local Enterprise Partnerships to:

- Develop an evidence-based **Local Industrial Strategy** that sets out a long-term economic vision for their area based on local consultation.
- Publish an **annual delivery plan and end of year report**. This will include key performance indicators to assess the impact of their Local Industrial Strategy, funding and interventions. It will inform objective assessment on Local Enterprise Partnership performance both nationally and locally.

Leadership and organisational capacity:

Successful Local Enterprise Partnerships are led by influential private and public sector leaders, acting as champions for their area's economic success. Since their formation Local Enterprise Partnerships across the country have benefitted from business expertise and acumen. They have created new partnerships between the public and private sector across administrative geographies that represent the diversity of local businesses and communities.

Local Enterprise Partnerships prioritise policies and actions on the basis of clear economic evidence and intelligence from businesses and local communities. Their interventions are designed to improve productivity across the local economy to benefit people and communities with the aim of creating more inclusive economies. To do this effectively Local Enterprise Partnerships must have robust governance arrangements that provide the operational independence to take tough decisions and hold local partners to account for delivery. This also requires Local Enterprise Partnerships to have the organisational capacity to fulfil their roles and responsibilities. They must have the means to prioritise policies and actions, and to commission providers in the public, private sector and voluntary and community sector to deliver programmes.

Government will:

- Increase **regular dialogue** with Local Enterprise Partnerships. This includes the **Prime Minister chaired Council** announced in the Industrial Strategy, as well as a **senior official sponsor** for every Local Enterprise Partnership from across government departments.
- Actively **work with Local Enterprise Partnerships to advertise opportunities** for private sector leaders to become a Local Enterprise Partnership Chair when vacancies emerge. While these are not public appointments, we will offer to list vacancies on the Centre for Public Appointments website.
- Offer an **induction and training** programme for Local Enterprise Partnership board members and officers on working with Government. We will work with the LEP Network, Local Government Association and other professional development bodies to develop this programme.
- Provide **up to £20 million between 2018-19 and 2019-20 in additional capacity funding to support Local Enterprise Partnerships** to implement the review and to provide the strategic and analytical capability needed to develop ambitious Local Industrial Strategies.

Government will support Local Enterprise Partnerships to:

- **Consult widely and transparently** with the business community before appointing a new Chair; and introduce **defined term limits** for Chairs and Deputy Chairs in line with best practice in the private sector.
- Establish more **representative boards of a maximum of 20 persons** with the option to co-opt up to five additional board members. Our aspiration is that two-thirds of board members should be from the private sector;
- **Improve the gender balance and representation of those with protected characteristics on boards** with an aim that women make up at least one third of Local Enterprise Partnership boards by 2020 with an expectation for equal representation by 2023, and ensuring all Local Enterprise Partnership boards are representative of the businesses and communities they serve.

- **Provide a secretariat independent of local government** to support the Chair and board in decision making.
- **Develop a strong local evidence base of economic strengths, weaknesses and comparative advantages** within a national and international context. This will be supported by **robust evaluation of individual projects and interventions**.

Accountability and performance:

Local Enterprise Partnerships already recognise that they must operate to the highest standards of accountability and transparency in the use of public funding. Government has strengthened its approach to assurance processes for the Local Growth Fund. Additional guidance has also been provided to Local Enterprise Partnerships on transparency.

We want to build on that progress and go further. We will clarify Government's approach to robust monitoring and intervention. This will be based on a standardised national framework that ensures Local Enterprise Partnerships remain autonomous and independent bodies with local decision making powers. Sitting alongside this, the Government will agree with the LEP Network how it will support Local Enterprise Partnerships to share best practice, undertake peer-review and work together as a sector to embed a culture of good governance and self-regulation.

Local Enterprise Partnerships operate on organisational structures that support local decision making and provide greater assurance over the management of public funding. These structures should enable clear lines of accountability for delivery with local partners, as well as democratic, public and business scrutiny of decision making.

Government will:

- Continue to maintain **overall accountability for the system** of Local Enterprise Partnerships and local growth funding, and implement in full the recommendations of the Ney Review and any future recommendations that may be made as the performance of Local Enterprise Partnerships is scrutinised and reviewed.
- Assess and publish annual performance against **quantitative and qualitative measures** set out within Local Enterprise Partnership delivery plans.
- Set out within a revised National Assurance Framework a clear statement on an **escalating approach to intervention** in any instances where Local Enterprise Partnerships demonstrate that they are found to be underperforming.
- Develop with the LEP Network and Local Enterprise Partnerships a **sector-led approach to assessing and improving performance** through regular peer review.

Government will support all Local Enterprise Partnerships to:

- Have a **legal personality**, such as incorporation as companies, or mayoral combined authorities or combined authorities where they exist.
- Set out clearly and transparently the **responsibilities of the Chair, Board, Director, and Accountable Body**, including over spending decisions, appointments, and governance.
- Actively participate in relevant **local authority scrutiny panel** enquiries to ensure effective and appropriate democratic scrutiny of their investment decisions.
- Hold **annual general meetings** open to the public to attend to ensure the communities that they represent can understand and influence the economic plans for the area.

Geography:

One of the great strengths of Local Enterprise Partnerships is their ability to bring together business and civic leaders across local administrative boundaries and provide strategic direction for a functional economic area. This will remain central to the success of Local Enterprise Partnerships; however, it is right to review the current geographic boundaries to ensure that they are fit for purpose for the expanded role we are proposing here.

Overlapping geographies emerged when Local Enterprise Partnerships were first formed on a voluntary basis. Since 2011, however, the context in which Local Enterprise Partnerships operate has altered significantly. They now oversee significant amounts of public funding and have an authoritative voice in shaping national and local policy. It is important that accountability for decisions and responsibility for investment is clear. On balance, Government considers that retaining overlaps dilutes accountability and responsibility for setting strategies for places and so will seek to ensure that all businesses and communities are represented by one Local Enterprise Partnership. Close collaboration between Local Enterprise Partnerships will replace overlapping responsibilities. In looking to remove overlaps, we will also need to ensure that Local Enterprise Partnerships are operating over a significant enough scale to provide the strategic direction and efficient delivery of future programmes.

Government will:

- Ask Local Enterprise Partnership Chairs and other local stakeholders to come forward with **considered proposals by the end of September on geographies which best reflect real functional economic areas, remove overlaps and, where appropriate, propose wider changes such as mergers**. Government will respond to these proposals in the autumn and future capacity funding will be contingent on successfully achieving this.

Government will support all Local Enterprise Partnerships to:

- **Collaborate across boundaries** where interests are aligned when developing strategies and interventions to maximise their impact across their different objectives.

Mayoral combined authorities:

Government has supported local partners to establish mayoral combined authorities as democratically accountable bodies focused on driving growth. Part of the case for establishing these bodies over specific geographies is that these are functional economic areas that are conducive towards the development of strategy, policy and interventions. Government remains open to conversations with other local areas that wish to explore the potential for devolution, where clear local support and a strong economic case for doing so can be demonstrated.

Greater alignment and collaboration between mayoral combined authorities and Local Enterprise Partnerships is administratively efficient and leads to a greater economic impact, whilst still retaining private sector acumen in decision making. The precise nature of the relationship between these two institutions, however, will need to take account of the governance arrangements established for each area.

Government will:

- **Consolidate its engagement with mayoral combined authorities and their Local Enterprise Partnerships** with a collaborative approach to agreeing a Local Industrial Strategy.

In mayoral combined authority areas, we will work with each Local Enterprise Partnership and mayoral combined authority to:

- **Ensure Local Enterprise Partnerships have a distinctive role in setting strategy and commissioning interventions** to drive growth, jobs and private sector investment.
- Require **Local Enterprise Partnerships and mayoral combined authorities to develop local agreements** which clearly set out roles and responsibilities and accountability.
- **Encourage Local Enterprise Partnerships and mayoral combined authorities to move towards coterminous geographies where appropriate** in line with the wider discussions on Local Enterprise Partnership geographies.

The subsequent chapters of this paper provide detail on next steps and further detail on the reforms we will ask of Local Enterprise Partnerships in each of these areas. **Local Enterprise Partnerships will need to clearly set out how they will adopt these changes.** As referred to above, **we will provide up to £20 million of additional funding between 2018-19 and 2019-20 to support the implementation of these changes and embed evidence in Local Industrial Strategies.**

Introduction

The Industrial Strategy sets an ambitious, long-term vision to make Britain the world's most innovative economy, with good jobs and greater earning power for all. Every region in the UK has a role to play in boosting the national economy, driven by local leadership and ambitious visions for the future. We want to have prosperous communities throughout the country and strengthened Local Enterprise Partnerships will help deliver this vision in England.

Evolution of Local Enterprise Partnerships

Local Enterprise Partnerships are private sector led partnerships between businesses and local public sector bodies. They were announced in 2010 to bring private sector expertise into local economic decision making and to encourage collaboration and strategic decision making at a functional economic area. This was part of Government's ambition to shift power away from central government to local communities, citizens and independent providers, as set out in the Local Growth White Paper 2010.

Following the 2013 Spending Review Local Enterprise Partnerships acquired considerable new levers over growth – particularly funding to deliver the interventions that stimulate growth. Through three rounds of Growth Deals the Government is giving over £9 billion to help Local Enterprise Partnerships to deliver their investment priorities. Local Enterprise Partnerships also perform a strategic oversight function for EU Structural and Investment Funds.

Local Enterprise Partnerships have increased private sector involvement in economic decision making, encouraged greater collaboration between public sector leaders across administrative boundaries, and ensured that effective investments are made across areas in growth priority projects.

While Local Enterprise Partnerships have played an important role in supporting local growth, we know that performance has varied. Last year, Mary Ney (Ministry of Housing, Communities and Local Government Non-Executive Director) led a review into Local Enterprise Partnership governance and transparency. Government accepted all the review recommendations and made compliance with these a condition of funding for 2018 - 19. The Government has subsequently accepted in full the recommendations of the recent Public Accounts Committee report on Governance and departmental oversight of the Greater Cambridge Greater Peterborough Local Enterprise Partnership.

Reformed Local Enterprise Partnerships and the Industrial Strategy

The Industrial Strategy (published in November 2017) confirmed that the Government remained firmly committed to Local Enterprise Partnerships. As part of this commitment the Prime Minister agreed to chair a biannual 'Council of Local Enterprise Partnership Chairs'. This will provide an opportunity for Local Enterprise Partnership leaders to inform national policy decisions. The first of these meetings took place on 19th June 2018.

The Industrial Strategy stated that Government would work to strengthen Local Enterprise Partnerships to ensure that all parts of England stand ready to play their part in the growth of our economy after our exit from the European Union. The Government confirmed a

review of Local Enterprise Partnerships to deliver this objective, so that they are securely placed to drive growth through the development of the Local Industrial Strategies in partnership with areas, harnessing distinctive strengths to meet the Government's Grand Challenges and in the context of the UK Shared Prosperity Fund.

This document marks the conclusion of the Ministerial review of Local Enterprise Partnerships and sets out Government's expectations of their roles and responsibilities. Government will support Local Enterprise Partnerships to meet this level of ambition by working with them to strengthen leadership and capability, improve accountability and manage risk, and provide clarity on geography.

Approach to the review

In November 2017 the Industrial Strategy announced a review into the roles and responsibilities of Local Enterprise Partnerships that set out to identify reforms to leadership, governance, accountability, financial reporting and geographical boundaries.

Ministers in the Ministry of Housing, Communities and Local Government; the Department for Business, Energy and Industrial Strategy; and Her Majesty's Treasury convened an advisory panel, comprised of experts from Local Enterprise Partnerships, business, local authorities and business representative organisations in order to obtain an overview of both issues and practice. The panel met four times in December, January, March and May and has agreed the joint statement included as an annex below.

Government has worked with the LEP Network and received submissions from them and other organisations to inform the development of these reforms. In addition, through the annual performance review process we have held discussions with each Local Enterprise Partnership on their growth ambitions and challenges. Government has also carried out a series of in-depth deep dives into Local Enterprise Partnerships' governance, accountability and transparency to help to identify best practice.

Government will implement the commitments set out in this document and will work with Local Enterprise Partnerships to take forward all the recommended actions we have set out in preparation for Local Industrial Strategies across England and in the context of the UK Shared Prosperity Fund.

Role and responsibilities

Cities, towns and rural areas across England face a range of economic opportunities and challenges. Over recent years, Local Enterprise Partnerships have assessed these local needs and tailored economic policy responses accordingly. They must continue to carry out this critical role.

The case for change:

Local Enterprise Partnerships were initially established to “provide the clear vision and strategic leadership to drive sustainable private sector-led growth and job creation in their area”^[1] Their roles and responsibilities were relatively unspecified in order to allow for arrangements reflecting different circumstances across the country. They replaced the former Regional Development Agencies which delivered poor value for money; covering sprawling government office regions, the Regional Development Agencies were distant and remote from local business, and the arbitrary regions had no connection with natural economic areas.

This approach has led to significant local innovation. However, we think there is more opportunity to share best practice across the country and provide clarity on where Local Enterprise Partnerships should focus activity. By being clearer on roles and responsibilities we intend to set out a well understood model that allows Local Enterprise Partnerships to make the most effective use of available resources and funding.

Evidence also suggests that the best economic strategies integrate all influential economic players into decision-making.^[2] Successful economies require more than a single institutional or leadership model – they are dependent upon strong networks and sustained partnerships.

Private sector leadership remains integral to the Local Enterprise Partnership model. Businesses provide essential market intelligence to inform local decision making. Councils are also critical. They provide political accountability and community knowledge. They support business growth through their statutory functions, investment in economic infrastructure, and wider role in creating quality places. Successful Local Enterprise Partnerships have also worked closely with universities, business representative organisations, further education colleges, the voluntary sector, and other key economic and community stakeholders. It is Government’s expectation that Local Enterprise Partnerships continue this collaboration in order to draw on the best local knowledge and insight.

In line with the Industrial Strategy, we will set all Local Enterprise Partnerships a single mission to deliver Local Industrial Strategies to promote productivity. This should include a focus on the foundations of productivity and identify priorities across Ideas, People, Infrastructure, Business Environment and Places. In certain parts of the country this may

[1]

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/32076/cm7961-local-growth-white-paper.pdf

[2] <https://www.gov.uk/government/publications/future-cities-comparative-urban-governance>

involve an emphasis on skills whilst in others it may be land supply, congestion or working with relevant local authorities in the delivery of housing where it is a barrier to growth. In others, it may involve harnessing distinctive strengths to meet the Government's Grand Challenges. And for others, it may involve identifying weaknesses in productivity across their local areas or communities and promoting inclusive growth by using existing national and local funding, such as in isolated rural or urban communities. This focus will ensure the benefits of growth are realised by all and that there are the right conditions for prosperous communities in an area.

Local Enterprise Partnerships will support the supply of skills to an area as they respond to the Skills Advisory Panels programme, and will develop even stronger local labour markets and skills governance through Skills Advisory Panels (these will, where possible, use existing infrastructure). These boards will convene local employers, learning providers and other partners, to achieve a better alignment of the local employment and skills offer. This analysis will feed into the development of Local Industrial Strategies.

How Government will support this change:

We have reviewed our previous statement on the responsibilities of Local Enterprise Partnerships. Whilst Local Enterprise Partnerships will determine their own specific priorities, we are clear that they should focus their activities on the following four activities to support the development and delivery of their Local Industrial Strategy:

- **Strategy:** Developing an evidence-based Local Industrial Strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area.
- **Allocation of funds:** Identifying and developing investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the local economy.
- **Co-ordination:** Using their convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors.
- **Advocacy:** Collaborating with a wide-range of local partners to act as an informed and independent voice for their area.

We will publish a further **statement on Local Industrial Strategies** to inform locally-led development across the country. This will set out how Local Enterprise Partnerships will identify priorities across the foundations of productivity. As set out in the Industrial Strategy, Government intends to discuss the operation of Local Industrial Strategies in the devolved nations with the relevant devolved administration and other stakeholders.

In addition, Government will **commission an annual economic outlook** to measure and publish economic performance across all Local Enterprise Partnerships and benchmark performance of individual Local Enterprise Partnerships. We will work with academics, and think tanks and the LEP Network to further develop the scope of this work.

How Local Enterprise Partnerships will support this change:

Government will work with Local Enterprise Partnerships to **develop Local Industrial Strategies. These will set out a collective and shared strategic course for the long-**

term. The first Local Industrial Strategies will be agreed with Government by March 2019. We will adopt a phased approach to working with places. We aim to **agree Local Industrial Strategies across England by early 2020.**

Building on the work already being developed across the country, all places should continue locally-led work in a range of areas, including: ensuring priorities are based on objective evidence, engaging with local stakeholders to build a focused set of priorities; and ensuring local ambitions are aligned to the national Industrial Strategy.

In addition, we expect all Local Enterprise Partnerships will follow best practice within the sector and **produce an annual delivery plan and end of year report.** These will be published and shared with Government and will include a set of headline outcome indicators based on local priorities to benefit people and communities, and a detailed and well developed understanding of the local economic evidence base across their area. These documents will inform objective assessments of Local Enterprise Partnership performance both nationally and locally. Local Enterprise Partnerships will need to work closely with key delivery partners, notably councils, to determine and agree the economic development priorities, interventions and funding that will be set out in their delivery plans.

We expect that these delivery plans would include how Local Enterprise Partnerships are investing existing Local Growth Fund awards, and delivering other local growth programmes such as Enterprise Zones and Growth Hubs. We will also expect that these delivery plans would include detail on how Local Enterprise Partnerships will work with local authorities to make the most of their existing levers to drive economic growth and ensure that the planning system is responsive to commercial development. They would also include details on the allocation of any other national and local funds, alongside approaches to monitoring and evaluation, and how the Local Enterprise Partnership plans for consultation and engagement with public, private and voluntary and community based bodies. Government will work with Local Enterprise Partnerships to develop a consistent approach to delivery plans that recognises different local priorities. These will be ready for April 2019.

The revised Local Enterprise Partnership Assurance Framework, to be published in early Autumn 2018, will provide further clarity on the development of Local Enterprise Partnership delivery plans.

Leadership and organisational capacity

The leadership that Chairs have provided has been central to Local Enterprise Partnerships' success. In the Industrial Strategy, Government set out a commitment to ensure that all Local Enterprise Partnerships are driven by influential local leaders, acting as champions for their area's economic success. Local Enterprise Partnerships provide a platform for businesses, local elected leaders, universities, skills providers and voluntary and community sector organisations to shape policies for their area, bringing in business expertise and acumen, as well as forming new partnerships between the public and private sector across existing administrative geographies.

Local Enterprise Partnerships must have the operational independence and organisational capacity to deliver on the roles and responsibilities set out in this document. They must have the means to prioritise policies and actions, and to commission providers in the public, private and voluntary sectors to deliver programmes. Local Enterprise Partnership board members should be provided with adequate support, coupled with proportionate governance requirements, to enable them to perform their role effectively.

The case for change:

The intention has always been that Local Enterprise Partnerships should be led by Chairs who are visible, active participants in the business community, supported by boards with a strong business and community voice.

Chairs must have a strong private sector background and experience of building effective organisations to ensure they are equipped with the skills needed to steer the work of a Local Enterprise Partnership. Chairs must be able to work collaboratively with a range of stakeholders, including local people, businesses and their representatives, elected officials, education institutions and voluntary and community sector bodies, holding stakeholders to account for delivery and ensuring tough decisions are taken. They must also act as an advocate for the place and be able to represent the concerns of its people, institutions and businesses, both locally and at the highest levels of Government.

As the role of Local Enterprise Partnerships evolves, it is increasingly important for Chairs to be strategic operators – able to interpret the external environment, articulate the Local Enterprise Partnership's position within it and amplify the board's stated ambitions. As Local Enterprise Partnerships invest significant amounts of public money, it is critical that Chairs have an eye on the detail and ensure that the correct processes are in place to provide assurance on both how funding is allocated and how it is managed. The support that they receive to carry out this greater strategic function must also be strengthened, including through the appointment of a Deputy Chair for each Local Enterprise Partnership.

The Industrial Strategy highlighted the role for communities in driving productivity across the country; Local Enterprise Partnerships must therefore be accountable to their area and representative of the communities they serve. We need to do more to improve the diversity of Local Enterprise Partnership Chairs and board members, both in terms of protected characteristics and also in drawing from a more diverse representation of sectors and all parts of their geography, with representation from more entrepreneurial and growing start-

ups and from the voluntary and community sector bodies who will often work with and deliver services on behalf of the most vulnerable in society.

As Local Enterprise Partnerships represent a broad coalition of interests and are responsible for allocating public funding, it is essential that recruitment exercises for Chair and board vacancies operate on the basis of merit, fairness and openness in line with the Nolan Principles. There must be consistent and publicly-outlined processes to enable effective recruitment of people who can bring new ideas and approaches, and help increase board diversity. Reflecting their broader role in promoting the development of prosperous communities, Local Enterprise Partnerships should look for board members who bring a range of expertise to their role, as the best do at present, for example business leaders who are also charity trustees, school governors or who lead social enterprises as well.

With a new enhanced role for Local Enterprise Partnerships, it is important these leaders possess the necessary skills and that their organisations have the capability to deliver on the fundamental task of generating local economic growth. This should include the ability to effectively gather and analyse evidence around the economic strengths, weaknesses and barriers to growth of the area; identify the priority areas for investment; and develop an investment plan to secure the necessary funding to take this work forward. To ensure effective and efficient focus on the priorities for local economic growth and to deliver impact, there should be robust monitoring and evaluation of programmes which is used to inform decisions around awarding, continuing or withdrawing funding.

How Government will support this change:

There will be an increase in regular **Government dialogue** with Local Enterprise Partnerships, to reflect their strengthened role. This includes the Prime Minister-chaired 'Council of Local Enterprise Partnership Chairs', which was announced in the Industrial Strategy. This will allow Chairs to identify key areas for action, inform national policy, and enable closer cooperation with Government on delivering the Industrial Strategy objectives. To complement this, each Local Enterprise Partnership will be supported by a senior official sponsor from across Whitehall, to provide additional guidance on working with Government.

Government will actively **work with Local Enterprise Partnerships to advertise opportunities** for private sector leaders to become a Local Enterprise Partnership Chair when vacancies emerge. While these are not public appointments, we will offer to list vacancies on the Centre for Public Appointments website. This will help open up recruitment exercises to a broader pool of potential candidates, and at the same time underline the importance of the role to helping shape and deliver Government policy.

Some Local Enterprise Partnerships have proactively sourced formal support to build the capability of newly recruited board members. Government will build on this good practice and introduce an **induction and training** programme for Local Enterprise Partnership board members and officers, to ensure board members are adequately supported to provide challenge and direction to their Local Enterprise Partnership and understand how best to work with Government. We will work with the LEP Network, Local Government Association and other professional development bodies to develop this programme.

To understand what support Local Enterprise Partnerships will need to implement these changes we will commission an independent benchmarking of the capacity and capability of all Local Enterprise Partnerships against best practice, so that performance requirements match resources available. In addition, **we are providing additional capacity funding in 2018 for each Local Enterprise Partnership that clearly sets out how they will adopt these changes and are ready to develop Local Industrial Strategies**. This funding will also help to strengthen Local Enterprise Partnerships' ability to more actively involve local communities and organisations in their activity. We will ask Local Enterprise Partnerships to develop an implementation plan before they receive their allocation of this funding.

How Local Enterprise Partnerships will support this change:

Government expects that each Local Enterprise Partnership **consults widely and transparently with the business community before appointing a new Chair, and appoints a Deputy Chair**. This process, including members of the appointment panel, should be set out by the Local Enterprise Partnership in their local assurance framework. Government will support this by advertising vacancies and actively supporting recruitment into these roles but appointment to positions on Local Enterprise Partnership boards will remain a decision for the Partnership. In line with best practice in the private sector, Local Enterprise Partnerships will want to **introduce defined term limits for Chairs and Deputy Chairs** where these are not currently in place.

Businesses pay the taxes, create the jobs and provide the economic growth that will deliver the ultimate outcomes of the Industrial Strategy: higher living standards and higher levels of productivity. Government's aspiration is that Local Enterprise Partnerships work towards strengthening the representation from the private sector, increasing **representatives from the private sector so that they form at least two thirds of the board**, to ensure that each Local Enterprise Partnership can truly be said to be business-led. In order to maintain focused board direction and input, Government will work with Local Enterprise Partnerships to establish a **maximum permanent board of 20 people**, with the option to co-opt an additional five board members with specialist knowledge on a one year basis.¹

The composition of Local Enterprise Partnership boards is an important ingredient in their success. These boards must be able to take into consideration a breadth of interests of different local leaders and stakeholder groups to ensure that their growth strategies are relevant, representative and widely supported across their area. We want to ensure all Local Enterprise Partnership boards are truly representative of the communities that they serve. Government expects refreshed Local Enterprise Partnership boards to **improve their gender balance and representation of those with protected characteristics**. Our aim is for Local Enterprise Partnership boards to have equal representation of men and women by 2023. As a step towards achieving this, we will replicate the target set in the

¹ Any private sector board member must fit the definition of 'private sector' as defined by the National Accounts Sector Classification. A private sector member must be or have been employed by an organisation not included as central government, local government or a public corporation as defined for the UK National Accounts.

Hampton-Alexander Review for FTSE 350 boards; Local Enterprise Partnerships should aim for a minimum of a third women's representation on their boards by 2020.²

It is vital to ensure that local leadership has access to the advice and information they need to make informed and impactful decisions. Whilst local government representatives on boards can draw on the advice of their officials, other board members do not have the benefit of this level of support. Local Enterprise Partnerships will **need to provide a secretariat independent of local government to support the Chair and board** in decision making.

We are determined to help local areas learn from what works best and where, so that we can work together to refine and maximise the impacts of major investments. Government will support all Local Enterprise Partnerships to **develop a strong local evidence base of economic strengths, weaknesses and comparative advantages** within a national and international context. We will **require robust evaluation of individual projects and interventions**. The additional funding that Government is providing each Local Enterprise Partnership will help to develop this capability and we will work with the LEP Network to develop and share best practice.

The revised Local Enterprise Partnership Assurance Framework, to be published in the Autumn, will provide further clarity on the leadership and capability requirements set out above.

² <https://www.gov.uk/government/publications/ftse-women-leaders-hampton-alexander-review>

Accountability and performance

As autonomous local partnerships, Local Enterprise Partnerships are primarily accountable to the communities within their area. In practice, the full and active role of senior local authority representatives on these boards provides a strong and direct link back to local people and are one part of the Local Enterprise Partnership's democratic accountability. Whilst Local Enterprise Partnerships are individually accountable, Government remains accountable for the overall system and ensures appropriate mechanisms are in place to drive standards of accountability and performance across the network.

Case for change:

Government has awarded significant funding streams to Local Enterprise Partnerships, most notably the £9 billion through the Local Growth Fund. As this funding has increased, Government and Local Enterprise Partnerships have developed systems of governance and accountability to ensure that the devolved funding from central Government budgets is being managed effectively.

There have been criticisms around the accountability and performance of some Local Enterprise Partnerships. The level of transparency local partners want to see has been limited by the absence of comparability across differing Local Enterprise Partnership legal personalities and accountability frameworks. Furthermore, the significant differences in structures between Local Enterprise Partnerships contributes to the lack of consistency across the network. This has prevented Government from applying more targeted and transparent rules on performance. It has also meant that the public have been unclear on the role and the impact of Local Enterprise Partnerships in their areas.

Whilst Local Enterprise Partnerships have made significant progress in strengthening their accountability and transparency arrangements over the past few years, Government's greater ambitions for these institutions requires a renewed commitment to accountability and a strengthened approach to performance to ensure that Local Enterprise Partnerships operate to the highest standards.

How the Government will support this change:

Government's primary ambition is for Local Enterprise Partnerships to operate as a self-regulating sector, working with local partners and their peers through the LEP Network to drive improvements in governance and delivery and strive for excellence. The Government, the LEP Network and Local Enterprise Partnerships will develop a **Local Enterprise Partnership sector-led approach to assessing and improving performance through regular peer review**.

Although Local Enterprise Partnerships are locally accountable for their decisions, as the arbiter of the system and as the primary funding provider for Local Enterprise Partnerships, **Government will retain accountability and oversight over the system as a whole**. Local Enterprise Partnerships recognise the need to adhere to standards of transparency and accountability clearly set out in the National Assurance Framework. This is one element of the wider assurance system, which also comprises of Local Enterprise Partnership reporting to Government on agreed outputs, evaluation frameworks and

annual performance reviews. In January 2018 we issued best practice guidance in response to the recommendations of the Ministry of Housing, Communities and Local Government Non-Executive Director Review into Local Enterprise Partnership governance and transparency.

Well performing Local Enterprise Partnerships are critical to creating successful local economies. To help ensure Local Enterprise Partnerships are performing to their highest standard there need to be clear expectations both from Local Enterprise Partnerships themselves and from Government around overall Local Enterprise Partnership performance and the performance of individual programmes. These will be used to support decisions around the level of control held over future funding programmes. The Government will set out more detail on how this system could work in due course.

Government will publish a statement regarding its approach to intervention in a revised National Assurance Framework where there are instances of non-compliance or underperformance. This will ensure that any intervention is proportionate and provides the appropriate levels of support to rectify issues. In the majority of cases, our intervention will be minimal as the sector matures and self-regulates to effectively address underperformance at the local level and through the network of Local Enterprise Partnerships. Where there are significant concerns, we will proceed using a spectrum of options ranging from regular, minuted performance meetings, the agreement of action plans with milestones and risk based deep-dives. In the most extreme instances, this could include direct intervention to express the Government's loss of confidence in the Local Enterprise Partnership by withholding or withdrawing funding.

The performance of each Local Enterprise Partnership differs based on the individual circumstances of their place. Each Local Enterprise Partnership's **overall performance will be held to account through measures agreed in their delivery plans**. The Government will work with Local Enterprise Partnerships to ensure that they have these plans in place by April 2019.

Government will continue to monitor Local Enterprise Partnerships through annual performance reviews and quarterly monitoring of data returns for major growth programmes to monitor risk. Performance assessments will be grounded in the three themes encompassing the objectives of a Local Enterprise Partnership: 'Governance', 'Delivery' and 'Strategy'. In order to strengthen this system, we will introduce a mid-year review session with each Local Enterprise Partnership. This will enhance the existing annual performance review meetings and will focus significantly on strategic direction whilst also providing a forum for Government to highlight concerns with senior Local Enterprise Partnership officials.

How Local Enterprise Partnerships will support this change:

Government will **support all Local Enterprise Partnerships to have a legal personality**. Where they are not already incorporated as companies, Local Enterprise Partnerships that are not in mayoral combined authorities or combined authorities should take steps to become companies. Where Local Enterprise Partnerships are integrated within mayoral combined authorities and combined authorities exist, they may elect to use this legal personality. This new legal structure should be in place by April 2019, ahead of any release of further local growth funding. Ensuring that all Local Enterprise Partnerships

have a legal personality reflects their more prominent role in local growth, that they are their own business-led organisations and will allow them to enter into legal commitments to take on further responsibilities in the future.

Local Enterprise Partnerships will continue to be individually accountable for the allocation of funding and the delivery and evaluation of projects, with Section 151 Officers (or equivalent) maintaining accountability for the proper conduct of financial affairs within the Local Enterprise Partnership. Local Enterprise Partnerships and Accountable Bodies are responsible for the success and day to day operations of the Local Enterprise Partnership. In addition, the revised National Assurance Framework will provide further clarity on the role of the Section 151 Officer and Accountable Body with regards to governance and financial oversight. Local Enterprise Partnerships will want to identify **a single Accountable Body within in each area** that is responsible for all Local Enterprise Partnership funding.

As legal entities, all Local Enterprise Partnerships will be required to hold an annual general meeting. **We will set an expectation that these are open to the public and businesses to attend and be properly promoted.** This provides Local Enterprise Partnerships with the opportunity to update the wider public on progress on growth plans and its ambitions for future growth and ensure the communities that they represent can understand and influence the economic plans for the area. To ensure that all businesses in an area have equal access to their Local Enterprise Partnership, we will not permit any Local Enterprise Partnership to operate on a paid-membership basis.

Local Enterprise Partnerships must be clear on who in their organisation is responsible for their activity – and who ought to be held to account. **We will expect all Local Enterprise Partnerships to set out exactly who is accountable for spending decisions, appointments, and overall governance** locally. Schemes of delegation must be clear and the Partnership should explicitly address the accountability arrangements and relationships between the Board, Chair, Local Enterprise Partnership CEO, Accountable Body and Sub-Boards (in MCA areas this should also include the Combined Authority Board and the Mayor).

The Government will **support Local Enterprise Partnerships to set out how they will ensure external scrutiny and expert oversight**, including participating in relevant local authority scrutiny panel enquiries to ensure effective and appropriate democratic scrutiny of their investment decisions. We want this to provide an opportunity to Local Enterprise Partnerships to engage local partners and independent experts – such as academics - when developing their strategies, whilst reassuring their partners that taxpayers money is being put to best use.

This legal framework and additional detail on assessing performance within the National Assurance Framework will provide a greater level of clarity for all partners whilst ensuring that Local Enterprise Partnerships remain independent, private sector led institutions.

The Government will continue to provide guidance on the accountability requirements and assurance and performance management process for Local Enterprise Partnerships.

Geography

A strength of Local Enterprise Partnerships from the outset was their ability to bring together public and private sector leaders across functional economic areas to set a strategic vision and make decisions that transcend local administrative boundaries. However, in certain parts of the country, the benefits of this geographic scale have been tempered and the geographic boundaries have not provided the clarity needed to businesses and communities.

It is essential that communities served by Local Enterprise Partnerships are able to see a single vision and a compelling plan for their area. This will ensure that each Local Enterprise Partnership is in the best position to identify and align local interventions that maximise their economic impact.

The case for change:

When Local Enterprise Partnership geographies were first decided in 2011 they had a more strategic role with limited delivery responsibilities. Since then, the context in which they operate has changed greatly; as Government has committed over £9 billion from the Local Growth Fund to Local Enterprise Partnerships through three rounds of competitive Growth Deals.

To be fit for purpose as their roles and responsibilities are expanded once again, we need to ensure that Local Enterprise Partnership geographies provide simplicity, accountability and practicability. Whilst in most areas the existing arrangement has worked in practice, greater clarity and consistency is required if they are to meet Government's increased ambition. It is therefore the right time to revisit geographic boundaries.

The recent Public Accounts Committee inquiry into Local Enterprise Partnership assurance processes was clear that we need to provide clarity and accountability on how we deliver value for taxpayers' money. Local Enterprise Partnership accountability practices have been addressed throughout the wider review. The removal of overlaps forms a component part of a wider initiative to make these organisations more transparent, consistent and robust in the way that they allocate funding to drive growth across the country.

We must ensure that decision-making and delivery operate at the most appropriate geographical levels that maximise efficiency and effectiveness. In a number of instances since 2011, Local Enterprise Partnerships have amended their original boundaries, including the successful merger of Northamptonshire Local Enterprise Partnership and South East Midlands Local Enterprise Partnership, and we would expect any consideration of geographical changes to consider the most effective size and scale to operate over.

There is no universally accepted approach to measuring or defining functional economic areas and boundaries vary depending on the method used.³ However, we acknowledge

³ For example housing market definitions <https://www.gov.uk/government/publications/future-cities-comparative-urban-governance>, compared to labour market containment definitions

that economic geographies often cross administrative boundaries and we want to see continued collaboration between Local Enterprise Partnerships and local authorities where this is the case.

How the Government will support this change:

As Local Enterprise Partnerships are central to future economic growth, Government will ask Local Enterprise Partnership Chairs and local stakeholders to come forward with considered **proposals by the end of September on geographies which best reflect real functional economic areas, remove overlaps and, where appropriate, propose wider changes such as mergers.**⁴ We will encourage **Local Enterprise Partnerships and mayoral combined authorities to move towards coterminous boundaries where appropriate** in line with the wider discussions on Local Enterprise Partnership geographies. These proposals should be submitted by 28 September 2018. Government will respond to these proposals in the autumn and future capacity funding will be contingent on successfully achieving this.

We recognise that Local Enterprise Partnerships are independent bodies and will have to work closely with local stakeholders to reconfigure their geographies to meet the future roles and responsibilities of Local Enterprise Partnerships. Once any changes to Local Enterprise Partnership boundaries have been agreed, we will work with each Local Enterprise Partnership to ensure that revised geographies come into effect by spring 2020 at the latest, recognising the need to deliver against existing commitments as well as transition to the new policy and funding landscape over these new geographies. This will simplify the allocation of future growth funding and rationalise the increasingly complex local growth landscape.

How Local Enterprise Partnerships will support this change:

Local Enterprise Partnerships should build on the strength of their existing partnership working to collaborate on common issues. Whilst we are removing all instances in which two or more Local Enterprise Partnerships geographies overlap, this is not to say that local partners should not participate in the development of other Local Enterprise Partnerships' strategies. The Government **expects collaboration between Local Enterprise Partnerships** where interests are aligned when developing strategies to maximize their impact across their different objectives. This helps to ensure a more efficient use of resources and secure a better outcome than operating in isolation. This collaboration need not be restricted to neighbouring Local Enterprise Partnerships and will be particularly important where partnerships share a common interest or particular themes, for example, aerospace technologies.

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/articles/commutingtoworkchangestotraveltoworkareas/2001to2011>, and variations of each.

⁴ This will also include removing any situation in which a lower tier or unitary authority is covered by two Local Enterprise Partnerships whose geographies do not overlap.

Mayoral combined authorities

Since 2012, City Deals, Growth Deals and Devolution Deals have shifted power and funding to local areas to enable them to take strategic decisions about local priorities. These deals have enabled places to develop long-term plans and create the right conditions for prosperity.

Both Local Enterprise Partnerships and mayoral combined authorities are seeking to drive growth at a strategic economic geography, through place-based and locally-controlled policies and funds. It is essential that these bodies work together to respond to future opportunities and challenges.

The case for change:

The election of six mayors in mayoral combined authority areas in May 2017 was an historic step in the Government's mission to deliver an economy that works for everyone, and the seventh city region mayor was elected in Sheffield City Region in May 2018.⁵ The Government and local leaders agreed a 'minded to' deal with North of Tyne at Budget 2017. On 20 July 2018 all of the authorities consented to deal. As a result the Government will proceed to lay the orders in Parliament. Government remains open to conversations with other local areas that wish to explore the potential for devolution, where clear local support and a strong economic case for doing so can be demonstrated.

In all of these areas, Local Enterprise Partnerships and local authorities have worked together effectively throughout the process of negotiating and implementing devolution deals. In this, Local Enterprise Partnerships have taken a distinct role from that of the mayoral combined authority, providing private sector expertise and challenge to drive and inform strategy and investment decisions, including on local growth funding, business support and skills.

It is crucial at this point to ensure that investors, businesses and the public have a clear understanding of the relationships between Local Enterprise Partnerships and mayoral combined authorities as they take on an ever greater strategic role. The relationship between these bodies reflects local priorities and varies from place to place. Government is committed to working with Local Enterprise Partnerships and mayoral combined authorities to ensure clarity and transparency on their respective roles and responsibilities, address potential inefficiencies and help strike the right balance between integrated decision-making and delivery on the one hand, and appropriate challenge and scrutiny on the other.

How Government will support this change:

Government will **consolidate its engagement with mayoral combined authorities and their Local Enterprise Partnerships with a collaborative approach to agreeing Local Industrial Strategies**. As set out in the Industrial Strategy, places in England with a Mayoral combined authority will have a single Local Industrial Strategy led by the mayor

⁵ Government signed the Cornwall devolution deal in July 2015. The content of this section does not apply to Cornwall as this deal does not include a Mayoral Combined Authority.

and supported by the Local Enterprise Partnership. To ensure the maximum buy-in of key local stakeholders, we will expect mayoral combined authorities to work in partnership with their Local Enterprise Partnership to jointly develop and agree these strategies.

How Local Enterprise Partnerships and mayoral combined authorities will support this change:

To help ensure that Local Enterprise Partnerships have a distinctive role from the mayoral combined authorities, we **will support Local Enterprise Partnerships and mayoral combined authorities to develop and publish agreements – brought together in a single document with relevant financial assurance frameworks – which set out their respective roles and responsibilities** in a way that recognises the variation between places, while providing sufficient clarity on accountability for public funding.

We have set out five themes below which we would want to see addressed in these agreements:

- **Advisory and challenge function:** how local partners will ensure that there is a strong, independent voice for the Local Enterprise Partnership in the decision making process within mayoral areas, and that the Local Enterprise Partnership Chair and Board are able to draw directly on appropriate support and expertise from staff.
- **Alignment of decision-making across a clear geography:** how local partners will work together to ensure a clear, transparent decision-making process which minimises the impact of differences in organisations' geographical boundaries. To assist with clarity and transparency, we would encourage areas to move towards coterminous Local Enterprise Partnership and mayoral combined authority boundaries, but recognising that this will not be possible in all cases.
- **Accountability:** how the formal accountability relationship between the Local Enterprise Partnership and the mayoral combined authority will work. We would expect local partners to designate the mayoral combined authority as the formal Accountable Body for the Local Enterprise Partnership in terms of handling public money.
- **Efficiency and corporate identity:** how the Local Enterprise Partnership and the mayoral combined authority will work together in their approach to staffing, branding and other resources and assets.
- **Overview and scrutiny:** how the Overview and Scrutiny Committees of the mayoral combined authority and local authorities will interact with the Local Enterprise Partnership.

A move towards more aligned geographies would greatly strengthen democratic decision making and scrutiny between the Local Enterprise Partnership and mayoral combined authorities. We will **encourage Local Enterprise Partnerships and mayoral combined authorities to move towards coterminous boundaries where appropriate** in line with the wider discussions on Local Enterprise Partnership geographies.

As agreed with Government, the London Local Enterprise Partnership is chaired by the Mayor of London and operates through the Greater London Authority (GLA) which acts as its accountable body for funding provided by Government. All decisions must comply with the GLA's corporate governance, financial, legal and procurement frameworks and processes. We will work with London Economic Action Partnership to implement the changes outlined in this document as relevant.

The revised National Local Enterprise Partnership Assurance Framework and revised Single Pot Assurance Framework, to be published in the autumn, will provide further clarity on the requirements for mayoral combined authorities and Local Enterprise Partnerships in these areas.

Managing the transition to strengthened Local Enterprise Partnerships

We want to ensure that Local Enterprise Partnerships maintain their momentum and move quickly to implement these changes and formally establish themselves in their new form.

This document has set out a plan for reform, to ensure Local Enterprise Partnerships continue to drive growth and remain credible organisations locally and nationally. This provides Local Enterprise Partnerships with defined role and responsibilities, and provides clarity on activities and objectives to deliver on the ambitions of the Government's Industrial Strategy.

We will write to Local Enterprise Partnership Chairs to communicate the importance of the review and will work with them to develop revised proposals on geography by 28 September 2018 and a detailed plan for implementing the changes outlined in this document before 31 October 2018 at the latest. In order to deliver their role effectively, Local Enterprise Partnerships need financial support. As referred to above, to support Local Enterprise Partnerships in implementing these changes and embed evidence in Local Industrial Strategies, we will provide up to £20 million of additional funding between 2018-19 and 2019-20 to support Local Enterprise Partnerships to adopt these changes.

We will update the National Local Enterprise Partnership Assurance Framework so that these changes are included within Local Assurance Frameworks ahead of April 2019. The National Assurance Framework will be an essential part of our wider Local Enterprise Partnership assurance system to ensure that Local Enterprise Partnerships have in place the necessary systems and processes to manage devolved funding from central Government budgets effectively.

We recognise that some reforms will take longer to implement, particularly as we leave the European Union and Government considers key funding arrangements such as the UK Shared Prosperity Fund. We will work with these Local Enterprise Partnerships to ensure these reforms are implemented in a measured way and with least disruption to existing programmes.

This document has set out a step change in approach for both Local Enterprise Partnerships and Government. We will continue to work with Local Enterprise Partnerships to understand how the network can identify and apply best practice and develop a programme of training for Local Enterprise Partnership boards and executive teams. This will be supported by regular engagement from senior government officials, to ensure Local Enterprise Partnerships and all parts of Government work strategically together to deliver economic growth and prosperity across the country.

Annex – Advisory Panel Joint Statement

The Industrial Strategy made clear Government “remains firmly committed to Local Enterprise Partnerships”, but that “performance has varied” across the country. The Industrial Strategy set out that Government will review Local Enterprise Partnerships.

To inform this review Ministers in MHCLG, BEIS and HMT established an external advisory panel. The panel met four times between December 2017 and May 2018 to discuss LEP best practice and opportunities for reform. The panel also provided advice on best practice in comparable private and public sector organisations.

Following these discussions and other engagement with officials, the advisory panel agrees that ministers should consider the following statement in concluding the review:

- LEPs provide a rich partnership of private sector organisations, local government, education – including universities – and other key local institutions and will be central to the delivery of the Industrial Strategy, driving growth and productivity across England. These partners each make unique and critical contributions to the LEP model, ensuring its distinctive role, which the ministerial review of LEPs should recognise and promote. To ensure LEPs are credible organisations locally and nationally, working with stakeholders from across the public and private sector, LEPs should have a clear and simple mission, focused on strategy-setting and the prioritisation of resources. Partnership working is the key determinant of a successful LEP and should be promoted across the country, so LEPs can set effective strategies for long term change and economic improvement.
- The panel recognises the important recommendations of Mary Ney’s Review of Local Enterprise Partnership Governance and Transparency and agrees that LEPs should have consistent, formalised and transparent governance arrangements. All LEPs should have the institutional capacity and capability to develop and maintain a robust evidence base to support and monitor the strategic vision and performance of an area. The review could consider how local authorities support LEPs, and how LEPs and other bodies such as the LEP Network collaborate to share best-practice and promote effective peer review within the sector.
- To ensure LEPs maintain a culture of constructive challenge and bring strategic leadership for growth across their area, they should have a distinctive role from individual local government institutions, including combined authorities. LEPs should not crowd out or duplicate business organisations, which represent businesses at the local level, and the LEP review should consider how Government can ensure these distinct roles are maintained. The review should ensure that the accountable body role undertaken by a local authority is facilitated in appropriate membership arrangements and recognises the risk management role that body fulfils on behalf of the LEP. The review could also consider increasing the proportion of private sector members on LEP boards, but should remain cognisant of the need for clear accountability.
- Effective boards represent the diverse communities and businesses of their economies, and those local bodies which contribute to growth. The best LEP boards draw on the expertise of an area’s business leaders and enable these individuals to

engage with local and national government, and the education and skills sector, to identify, articulate and invest in economic priorities and support innovation. All LEPs should engage small- and medium-sized business leaders as well as larger firms in their governance, and be representative of their areas' communities. Government and LEPs should show leadership on promoting diversity on boards and in effective decision-making.

- LEPs' activities should work towards targeted key performance indicators and effectively evaluate the impact of their projects, programmes and investments. The panel recognises the importance of local autonomy and differentiation, and that LEPs should hold themselves to account and be held to account by others on the basis of their performance against these measures. Transparent performance measures and expectations could be accompanied by a more nuanced range of actions and support from Government with regards underperforming LEPs. It is vital to provide stakeholders with confidence that all LEPs can deliver on the core roles and responsibilities set out for them.
- It is important to ensure LEP boundaries provide clarity and transparency in decision making and recognise functional economic areas, whilst seeking to optimise opportunities for cross-LEP collaboration where common economic priorities are evident.

The terms of reference the advisory panel considered as part of the ministerial review were:

- Define with greater clarity the strategic role of LEPs in driving growth and productivity for business; people; ideas; infrastructure; and place.
- Strengthen business leadership and corporate governance to ensure that LEPs remain diverse private sector-led organisations that can shape and challenge local economic decision making, through the adoption of best practice.
- Establish clear accountability through rigorous financial reporting and enforcement of transparency in decision making.
- Assess the impacts of boundary overlaps to ensure clarity, transparency and representation of functional economic areas.
- Improve organisational capability and planning certainty, including looking at options for a common incorporation model; how LEPs are resourced and the standardisation of organisational structures and reporting.
- Define the relationship between LEPs and Local Authorities, as well as new organisational structures such as Mayoral Combined Authorities.

The panel members were:

- Dr Adam Marshall – Director General of the British Chambers of Commerce
- Cllr Anne Western – Leader of the Labour Group, Derbyshire County Council, and Vice-Chair of the Local Government Association's People and Place Board
- Cllr Bob Sleight OBE – Deputy Mayor of the West Midlands Combined Authority and Leader of Solihull Council
- Christine Gaskell MBE – Cheshire and Warrington Local Enterprise Partnership Chair and representative of the LEP Network Management Board

- Professor Diane Coyle CBE – Bennett Professor of Public Policy, University of Cambridge, and Co-Chair of the Industrial Strategy Commission
- Cllr Gordon Birtwistle – Councillor and former MP for Burnley
- Cllr Judith Blake – Leader of Leeds City Council
- Professor Judith Petts CBE – Vice Chancellor of University of Plymouth and Heart of the South West Local Enterprise Partnership Board Member
- Cllr Manjula Sood MBE – Deputy Mayor of Leicester City Council
- Martin McTague – Policy Director at the Federation of Small Businesses
- Mary Ney – Non-Executive Director at the Ministry of Housing, Communities and Local Government, and former Chief Executive of the Royal Borough of Greenwich
- Sherry Coutu CBE – Chair of the Scale-Up Institute, Chair of the Financial Strategy Advisory Group, University of Cambridge, and Non-Executive Director for the London Stock Exchange Group
- Stephen Greenhalgh – Joint Managing Director of J&J Omerod PLC



Report to Overview and Scrutiny Committee

Date of meeting: 16 April 2019

Portfolio: Strategic Projects

Subject: Essex and Herts Digital Innovation Zone - 'Digital Innovation Strategy'

Officer contact for further information: J. Houston/M. Warr (01992 564094/564472)

Democratic Services Officer: R. Perrin (01992) 564532

Recommendations/Decisions Required:

That the Committee endorse the Essex and Herts Digital Innovation Zone 'Digital Innovation Strategy'.

Report:

1. The Essex & Herts Digital Innovation Zone (DIZ) initiative began in October 2016 with discussions between One Epping Forest, Epping Forest District Council and partners within Essex County Council. Initial investigations looked at the opportunities for public services to use digital to transform service delivery, more efficiently delivering their services and providing a more joined-up service for residents. In addition, partners were looking at how infrastructure investment could help future-proof local economic success and continue to make this location a strong choice for job retention and growth.
2. The DIZ grew quickly from a focus on one district and service sector following discussions with major infrastructure providers and other research. The DIZ now comprises of five district council areas, (two in eastern Hertfordshire and three in Essex) and involves partners from various public bodies including the health economy, both county and district / borough tiers of local government, further and higher education, business and the voluntary and community sector.
3. The DIZ has significantly raised the profile and the understanding of the current and future digital economy in this area and has pioneered a truly multi-agency, multi-area, multi-sector approach to digital innovation and integration. This has only been possible through the ongoing commitment and support of the partners. This inclusive DIZ approach has been recognised by government as a strong and unique selling point for this geography. The partnership has successfully worked in a number of areas:
 - Jointly commissioning a strategic long-term overarching strategy to focus work;
 - Bidding for external funds on the understanding that collective bidding opens opportunities to access funds that partners would not access individually – LGA/ Design Council, DCMS LFFN programme;
 - Researching potential applications across various geographies – Open Data Source, Common Assets Register, Town Centre Wi-fi;

- Bringing the widest range of stakeholders and partners together for masterclasses on different aspects of the digital revolution – 5 x Smart Place Seminars (attended by almost 300 delegates);
 - Coordinated and jointly supported the delivery of Superfast Broadband across the geography including enhanced investment; and
 - Establishing consensus on the importance of digital as a core enabling platform for all the partners in delivery of their services and serving the future needs of residents and businesses.
4. In June 2018 members received a presentation to the Overview and Scrutiny Committee on the background and progress of the DIZ. This presentation highlighted that a key workstream of the DIZ was the development, in conjunction with Arup, of a Digital Innovation Strategy for the DIZ and members provided advice and guidance at that stage. This strategy is now complete and is presented to members for review and endorsement.
 5. The strategy clearly sets out long-term ambitions and an understanding of the area's current and future digital strengths and challenges. It does however also include a series of recommendations for immediate action at an operational level to improve digital performance. This strategy aims to be adopted and endorsed by the full range of partners represented on the DIZ Board. This will be the first time in the UK where partners from the various tiers of local government, primary and secondary health care, further and higher education, local businesses and the community and voluntary sector have come together to agree an over-arching combined digital plan.
 6. Concurrent with this report to members, partner organisations are also taking the strategy through their own decision-making processes to secure the widest possible sign-up to, and endorsement of, the strategy. At the time of writing scrutiny had already taken place at East Herts DC with the support of Epping Forest DC and the strategy was warmly received and endorsed. A further presentation is also planned at Broxbourne BC. Council officers and members will support this process where possible and as requested by partner organisations. This process of adoption may involve further amendments or additions to achieve our aim of endorsement by all the DIZ partners.
 7. Following the adoption of this document by all partners a detailed delivery plan will be drawn up and implemented. This strategy document will also be a key element of any future bids for external funding and form part of the key information to be sent to digital businesses looking to expand or relocate into the area.
 8. With the adoption of this strategy the Digital Innovation Zone will be well placed to fully engage with the Government's new industrial strategy and help shape how local partners individually and collectively respond to the digital challenge. It is intended that, once adopted, a high-profile launch event will be delivered to further raise the identity, visibility and positioning of the DIZ and promote the strategy to Government and key industry stakeholders.
 9. This strategy has been compiled with the ongoing support of a wide range of organisations following interviews with representatives from all sectors and a major conference to refine its objectives and content. While this strategy, and its delivery plan, will need to evolve over time it puts the Digital Innovation Zone well ahead of other areas that are not Smart Cities in preparing to meet the digital challenge 'better together'.

Resource Implications:

Whilst the report does not have any immediate resource implications there will be a need, in the future, to consider the resources required to both deliver the programme and fund specific

initiatives. Work is ongoing with DIZ partners to understand the best model to achieve this and ensure the greatest efficiency from publicly funded digital investment programmes.

In addition, the work programme of the DIZ is actively pursuing funding through government initiatives eg. DCMS Local Full Fibre Network (LFFN) Challenge Fund and, if successful, this would significantly increase the level of funding available to, and requiring management and governance by, the DIZ and its constituent organisations.

Legal and Governance Implications:

None

Safer, Cleaner and Greener Implications:

None

Consultation Undertaken:

This strategy has been compiled with the ongoing support of a wide range of organisations, following interviews with representatives from all sectors and a major conference to refine its objectives and content.

Background Papers:

There is a set of data appendices to the strategy document which are available, currently in their original raw format, should members request.

Risk Management:

None

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SCRUTINY



Report to the Overview and Scrutiny Committee

Date of meeting: 16 April 2019

Subject: Overview & Scrutiny Select Committee Framework – Report of Task & Finish Panel

Chairman of the Task & Finish Panel: Councillor P. Bolton

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

Democratic Services Officer: R. Perrin (01992 564532)

Recommendations/Decisions Required

- (1) That a new overview and scrutiny select committee framework, based on a structure of three select committees, be established with effect from the commencement of the 2019/20 municipal year;
- (2) That the titles and responsibilities of each select committee, based on the themes of the Corporate Plan for 2018-2023, be agreed as follows:
 - (a) **Stronger Communities Select Committee**
 - customer excellence;
 - partnership working;
 - behavioural insights;
 - (b) **Stronger Council Select Committee**
 - accommodation;
 - people;
 - digital enablement;
 - medium-term financial strategy;
 - Corporate Plan and Key Performance Indicator monitoring;
 - (c) **Stronger Place Select Committee**
 - St. John's Road redevelopment;
 - North Weald (masterplanning and re-location of council services);
 - local plan;
 - growth, skills and employment; and
 - Council housebuilding.
- (3) That the consideration of quarterly performance monitoring information in respect of the Corporate Plan and the Council's adopted suite of Key Performance Indicators be undertaken by the proposed Stronger Council Select Committee, subject to the implementation of the exception-based reporting arrangements set out in this report;
- (4) That the draft terms of reference for each of the new select committees for 2019/20 be agreed;

- (5) That the draft work programme for each of the new select committees for 2019/20 be agreed;
- (6) That focused and achievable work programmes be developed for each new select committee for each year, drawing on Portfolio Holder and service delivery aims and objectives, and relevant community priorities;
- (7) That the scrutiny of business as usual activities be allocated to the ongoing work programme of each new select committee on the basis of the respective programme and project environment within the Corporate Plan for 2018-2023;
- (8) That the Cabinet be requested to ensure that relevant pre-scrutiny activity is built in to the development of all key decisions to reduce the need for call-in, and to pro-actively utilise the overview and scrutiny framework for policy development activity wherever appropriate;
- (9) That arrangements for meetings of the new select committees to be held on a quarterly basis during 2019/20, be agreed as set out in this report;
- (10) That the Service Director (Customer Services) arrange for the routine webcasting of meetings of the new select committees;
- (11) That the current training arrangements for members in respect of the Council's overview and scrutiny function be reviewed as appropriate, in light of the operation of the proposed new select committee framework;
- (12) That the operation of the proposed new select committee framework be reviewed after twelve months operation, or a sooner period if considered necessary;
- (13) That the Constitution Working Group be asked to review the current application of requirements for members to make reports to ordinary meetings of the Council with regard to the business of external organisations subject of member representation; and
- (14) That, subject to the agreement of the above recommendations, the Chairman formally advise the Council of the arrangements for the new select committee framework at its meeting on 25 April 2019, in view of the likely wider member interest in the establishment of the new framework.

Report

This report will be presented by Councillor P. Bolton, Chairman of the Task and Finish Panel.

Introduction

1. The Task and Finish Panel was established by the Overview and Scrutiny Committee in December 2018, to undertake a review of the Council's existing overview and scrutiny select committee framework, in light of the adoption of a revised executive portfolio structure that complements the new senior management structure of the authority.
2. It should be noted that constitutional issues relating to overview and scrutiny and the operation of the Overview and Scrutiny Committee, were not included within the terms of reference of our review. The review of overview and scrutiny matters pertaining to the Constitution is the responsibility of the Council, usually on the recommendation of the Constitution Working Group. We therefore make no recommendations with regard to any such matters.
3. As the Committee will be aware, an overview and scrutiny framework based on a structure of four 'select committees' was established from the 2015/16 municipal year.

In accordance with Article 6 of the Council's Constitution, the select committees are established on an annual basis by the Overview and Scrutiny Committee. At its first meeting in each municipal year, the Committee is required to consider whether the existing select committees should continue for a further year and to determine the terms of reference and work programme for each committee for the year ahead.

4. At its meeting on 4 June 2018, the Committee agreed the re-establishment of the following select committees for the 2018/19 municipal year:

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

5. Members will be aware that the implementation of the Council's People Strategy has progressed as far as the appointment of new Service Directors and Service Managers. The Council's new senior management structure is set out at Appendix 1 to this report and comprises seven new service directorates covering the operations of the authority. The Leader of the Council has realigned the responsibilities of the Cabinet during the current municipal year, in order to reflect the new senior management structure and we therefore consider that it is appropriate to also review the alignment of the select committee framework going forward.

Select Committee Framework

6. The Local Government Act 2000 introduced a new political management system for local councils in England and Wales, requiring them to have a separate 'executive' in the form of a leader, or elected mayor, and cabinet. To provide a counterweight for this, the Act also introduced the concept of 'overview and scrutiny', whereby every council with an executive management structure was required to have an overview and scrutiny committee. This requirement is fulfilled by the annual establishment of the Overview and Scrutiny Committee. The ongoing business of the Council's scrutiny activity is also carried out by the select committees and 'task and finish' panels established to gather evidence and make recommendations on specific subjects.
7. At that time of the establishment of the select committees in 2015/16, select committee status was intended to be restricted to activities of a recurring or cyclical character which required longer-term involvement by members. At that time, the responsibilities of the select committees broadly reflected the management structure of the Council, save for the creation of a standalone 'Housing Select Committee' and the incorporation of the Community Services and Safety responsibilities of the Communities Directorate within the 'Neighbourhoods and Community Services Select Committee'. However, during 2016/17 these arrangements were reviewed further, resulting in the adoption of the current select committee framework that was fully aligned to the then current management structure of the Council, to ensure that all services had a reporting route for overview and scrutiny activity.
8. The Panel considers that it is important that the future select committee framework should continue to reflect the management structure of the Council and cover the whole range of its business, whilst also achieving efficiencies and maintaining the effectiveness of the Council's scrutiny activity. At present, we understand that about one third of members are not formally involved in overview and scrutiny through membership of the Overview and Scrutiny Committee or a select committee.
9. From the viewpoint of our review, it seemed that different approaches to work programme development were taken by the existing select committees and that a uniformity of approach in this respect might be more appropriate, in order that scrutiny activity results in positive change or improved outcomes. Additionally, it appeared that scrutiny activity wasn't always necessarily directed towards key issues of concern to

local residents.

Approach to the review

10. We considered a variety of evidence and submissions as part of our review. The changes to the directorate structure give the Panel an opportunity to consider the workload balance and the terms of reference of the existing select committees, to ensure that the structure provided efficient scrutiny activity aligned with the directorate structure and relevant communication and process channels.
11. The Panel met for the first time on 21 January 2019, to consider the scope of the review exercise. At that time, we expressed disappointment at the level of attendance at the meeting from amongst members that had expressed concern to the Overview and Scrutiny Committee in relation to the initial proposals for the restructure of the select committee framework that were considered in October 2018. We therefore sought to encourage all members to participate in the review process.

Framework Options

(a) Current Select Committee Structure

12. During the course of our review, the following issues have been expressed with regard to the operation of the current select committee framework:
 - although some select committees work well, others lack a focused work programme;
 - some select committees seem to have a less intensive work programme than others;
 - not much changes as a result of scrutiny activity;
 - there is lack of consistency of approach between the select committees;
 - the structure currently absorbs a significant amount of officer time;
 - there is a lack of public awareness and engagement with the select committees; and
 - the structure can result in duplication and blurring of responsibilities.
13. Although we consider that the current select committee framework allows new and current members to become engaged in scrutiny matters and to develop skills such as chairmanship, the framework seems to have led to a situation where not all of the Council's services are subject to consistent scrutiny and do not necessarily always deliver impact in terms of outcomes. In view of the reservations expressed with regard to the current framework, we do not recommend that this option be continued going forward.

(b) Directorate-Aligned Structure

14. At its meeting on 29 October 2018, the Committee considered a proposal of the Acting Chief Executive for the establishment of two select committees as follows:

Communities & Neighbourhoods Select Committee

To cover the following service areas:

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

Governance & Resources Select Committee

To cover the following service areas:

- Governance and Member Services (subsequently removed from the Council's management structure);
 - Business Support Services;
 - Customer Services; and
 - Commercial and Regulatory Services.
15. In reviewing this proposal for the select committee framework, the committee identified a number of areas of concern arising from a reduction in the current number of select committees, including:
- a potential increase in workload for each committee;
 - a perceived lack of balance in the workload of each committee;
 - a likely reduction in member involvement if no increase is made in the number of members appointed to each select committee; and
 - the likelihood of reduced opportunities for member development in terms of chairmanship skills and experience.
16. Although the Panel considered that some of these concerns could be addressed through the development of achievable work programmes for each select committee, we were mindful of the heavy workload that might accrue to each select committee as a result of this arrangement.
17. In view of the reservations expressed on this framework proposal, we do not recommend that this option be pursued.

(c) Corporate Plan Structure

18. The Panel has also considered a further option for the establishment of a cross-cutting select committee framework, based on the current Corporate Plan themes of 'Stronger Council', 'Stronger Place' and 'Stronger Community'.
19. We have received an illustration of the scope of the various programmes within each theme of the Corporate Plan and the potential opportunities for scrutiny activity in respect of specific projects and business as usual activities, alongside the development of the 'overview' aspect of the role of each of the select committees, to provide policy development capacity through enhanced pre-scrutiny.
20. Our attention has been drawn to the distinction between the Council's 'Overview' (policy development) and 'Scrutiny' (decision-making) responsibilities and the need to ensure that adequate resources are directed towards overview activities and the influencing of policy development through appropriate pre-scrutiny where necessary, which may not have routinely been the case in the past. The recent decision of the Cabinet with regard to the Accommodation Strategy and the possible relocation of services to North Weald, which had been subject to call-in, has been highlighted to the Panel as an example of an issue that might have benefitted from increased overview arrangements, although we would take this opportunity to remind the Committee that it has an opportunity at each meeting to review the Cabinet's forward plan of key decisions, to identify areas for appropriate pre-scrutiny activity.
21. The Panel considers that there is a need for active engagement between the Cabinet and overview and scrutiny on identified matters of concern. We therefore suggest that the Cabinet should be encouraged to utilise the overview and scrutiny framework for policy development and pre-decision scrutiny wherever necessary. The consideration of proposed policy and decisions before they are made provides an important means to influence such matters and to challenge assumptions that may have been made as the policy or decision is developed. Scrutiny can bring a different perspective to the policy and decision-making process and looking at a decision before it is made can be a more

effective means of scrutiny than looking at a decision after it is made (through the call-in process), when the opportunity to influence and change the decision was limited. We also considered that the Overview and Scrutiny Committee should be encouraged to utilise its existing opportunity for the review of the Cabinet's forward plan of key decisions at each meeting, to proactively review specific executive decisions to be taken over the period of the forward plan.

22. We also consider that this option would present a clear scope for the activities of each select committee and that the proposed framework would generate efficiencies through a reduction in the number of select committees. The proposed select committee framework would also continue to provide for relevant scrutiny activity to also occur by way of the establishment of task and finish panels (as necessary) by the Overview and Scrutiny Committee, to support the delivery of work programme activity. We consider that it is also beneficial for task and finish panels to be managed, where appropriate' along the lines of the working groups previously established by the Council.
23. The Panel is not proposing that the new select committees be strictly aligned to the Council's service structure, as has been the case with previous iterations of the framework, as it is our intention that the select committees should have cross-cutting responsibilities. We propose that the review of performance against 'key' customer satisfaction measures be a function of the new Stronger Communities Select Committee. This will also include member satisfaction with services provided by the Council and we have also highlighted the importance of the consideration of service performance in relation to business as usual activity, particularly where performance measures or other intelligence indicates reduced levels of customer satisfaction. We understand that work is being undertaken to define relevant customer satisfaction performance targets and measures, as part of the ongoing development of the Council's Customer Service Strategy.
24. However, we consider that it is important to ensure that all services have a 'reporting' route for overview and scrutiny and arrangements will remain available for members to propose subjects for consideration or review by the new select committees, either through the Overview and Scrutiny Committee, the chairman of the select committee or the relevant lead officer for each committee. Although we understand that the designation of lead officers for the select committees and the identification of resources for each committee has yet to be agreed, we have asked the Chief Executive to consider appropriate arrangements for the chairmen and vice-chairmen of the new select committees (when appointed) to be involved in agenda planning processes for the committees.
25. That Panel has established that the Council's arrangements for securing Value for Money in its services, are subject to regular review by the Audit and Governance Committee, notwithstanding that such matters have previously been included within the work programmes of the existing select committees. The assessment of the Council's provision of Value for Money is undertaken by Internal Audit as a cross-cutting theme, incorporating how the Council makes the best use of its resources and assets, the balance of cost and performance and how the needs of residents are met, whilst also providing challenge on whether services could be done differently. We therefore consider that scrutiny of the Council's Value for Money arrangements should remain with the Audit and Governance Committee. The review of the select committee framework did not encompass the role of the Audit and Governance Committee, which is required be independent of both the Council's executive and scrutiny functions.
26. Although this approach might result in an overall reduction in the number of members appointed to select committees, we would emphasise that the Constitution allows any member to attend meetings of the committees. The Panel accept that a reduction in the number of select committees would provide reduced opportunities for member development in terms of chairmanship skills and experience, but wishes to encourage the use of existing opportunities for the establishment of task and finish panels to

support the delivery of work programme activity.

27. This option seeks to address the disadvantages highlighted with regard to the existing select committee framework and is the Panel's preferred option for the future overview and scrutiny framework.
28. However, we consider that, subject to the agreement of our recommendations, the operation of the proposed new select committee framework should be reviewed after twelve months operation, or a sooner period if considered necessary.

Performance Reporting

29. The Panel considers that the consideration of performance monitoring information (Corporate Plan and Key Performance Indicators) would be most effectively undertaken by a single select committee as part of our proposed framework arrangement. The consideration of performance monitoring information would sit most logically within the responsibilities of the proposed Stronger Council Select Committee.
30. We believe that this approach would best address the concerns of some members that reports be made as soon after the end of the relevant quarter as possible, to assist members in scrutinising performance against appropriate targets. The Panel has been advised that service directors are undertaking a review of the existing suite of performance indicators for continued relevance and to ensure that appropriate indicators are developed to bring visibility to key issues not currently subject to appropriate reporting measures.
31. We are also recommending that, in future, performance reporting against relevant objectives and indicators be made on an exception basis ('amber' and 'red' indicators) only. To further improve the timeliness of the consideration of performance monitoring information, we understand that the Chief Executive intends to progress arrangements for live system reporting to the proposed Stronger Council Select Committee, involving the presentation of live data to each meeting and removing the requirement for performance reports to be circulated with agenda packs.
32. This approach will enable the select committee to be issued with less-lengthy working agenda. Lengthy supporting documents will be published as background papers and be available online, through the committee management system.

Terms of Reference

33. The Panel has reviewed the terms of reference of the existing select committees, to ensure that these remain fit for purpose for application to our proposed new select committee framework.
34. In accordance with Article 6 of the Constitution, the terms of reference for the select committees for each municipal year are required to be agreed by the Overview and Scrutiny Committee. The draft terms of reference for the proposed new select committees are therefore attached as Appendix 2 to this report and seek to illustrate how key projects, programmes and 'business as usual' activity can be accommodated within the proposed framework of three select committees going forward.

Work Programmes

35. The development of annual work programmes for each select committee, will be a key feature of the new select committee framework that we are proposing. The Panel considers that it is important that work programmes ensure flexibility in terms of unforeseen issues, the continued use of task and finish panels and appropriate methods of scrutiny activity. However, we do not believe that items for information should be included in the work programmes of the select committees as is currently the

case in some instances, as such matters can be more appropriately delivered by way of member briefings etc.

36. The Panel also considers that reports should not be made to the proposed select committees with regard to the business of external organisations subject of member representation, as such matters may have unnecessarily congested the work programmes of the select committees in the past. Arrangements already exist for members to make reports to ordinary meetings of the Council with regard to the business of external organisations on which they have been appointed as the Council's representative and we are recommending that the Constitution Working Group be requested to consider the operation of this arrangement.
37. In accordance with Article 6 of the Constitution, the work programmes for the select committees for each municipal year are required to be agreed by the Overview and Scrutiny Committee. The draft work programmes for the proposed new select committees are attached as Appendix 3 to this report.
38. The Panel considers that items for information should not generally be included in the work programmes of the select committees going forward, as it believes that such matters could be more appropriately delivered by way of specific member briefings or through the Council Bulletin etc. The Panel also suggests that the Constitution Working Group be asked to consider the application of requirements for members to make reports to ordinary meetings of the Council with regard to the business of external organisations subject of member representation, in order that such matters also do not unnecessarily congest the work programmes of the new select committees.

Membership

39. The membership requirements for select committees, particularly in terms of pro-rata requirements and the inclusion of members that are not affiliated to a political group, are specified in the Constitution (Article 6 (Overview and Scrutiny)) and are not matters that formed part of the terms of reference of the Panel.
40. We therefore make no recommendations with regard to the membership of the new select committees, which will be determined by the Overview and Scrutiny Committee at its first meeting in the new municipal year.

Meeting Arrangements

41. We propose that meetings of the new select committees be held on a quarterly basis going forward. The calendar of meetings for the 2019/20 municipal year has recently been adopted by the Council. In agreeing the calendar, arrangements for meetings of the select committees in the next year were based on the existing framework of four committees, pending the completion of the review of the framework by the Task and Finish Panel.
42. For expediency, we propose, subject to the agreement of our recommendations concerning the adoption of a new framework of three new select committees, that meetings of the new select committees be scheduled on dates already agreed by the Council, as follows:

(a) Stronger Communities Select Committee

2 July 2019;
1 October 2019;
21 January 2020; and
21 April 2020.

(b) Stronger Council Select Committee

9 July 2019;
8 October 2019;
14 January 2020; and
14 April 2020.

(c) Stronger Place Select Committee

25 June 2019;
17 September 2019;
10 December 2019; and
24 March 2020.

43. The Panel recognises that this approach will also generate efficiencies through a reduction in the number of meetings of the select committees held each year.

Webcasting

44. To improve the perceived lack of public awareness and engagement with the current select committees, we have asked the Service Director (Customer Services) should investigate opportunities for the routine webcasting of meetings of the new select committees. The Democratic Services Manager has advised us that, wherever possible, meetings of the new select committees will be held in the Council Chamber.

Member Training

45. The Panel has been advised that the development of the member training programme 2019/20 has recently been finalised. As part of the programme, a development session for members of the Overview and Scrutiny Committee and the Select Committees will be held on 24 June 2019, focusing on skills that members need to carry out overview and scrutiny activity to best effect, including techniques, questioning skills, the assessment of evidence, making effective recommendations and monitoring outcomes.
46. We understand that further on-going training could be provided later in the year, in light of requirements arising from the operation of the proposed new select committee framework.
47. The Panel understands that the Government is preparing new statutory guidance on overview and scrutiny in local government to reflect the changing role of scrutiny over recent years. We have been advised that this guidance was expected to be published in December 2018, but is currently subject to indefinite delay. When issued, the guidance will be subject of a future report to the Committee.

Recommendations

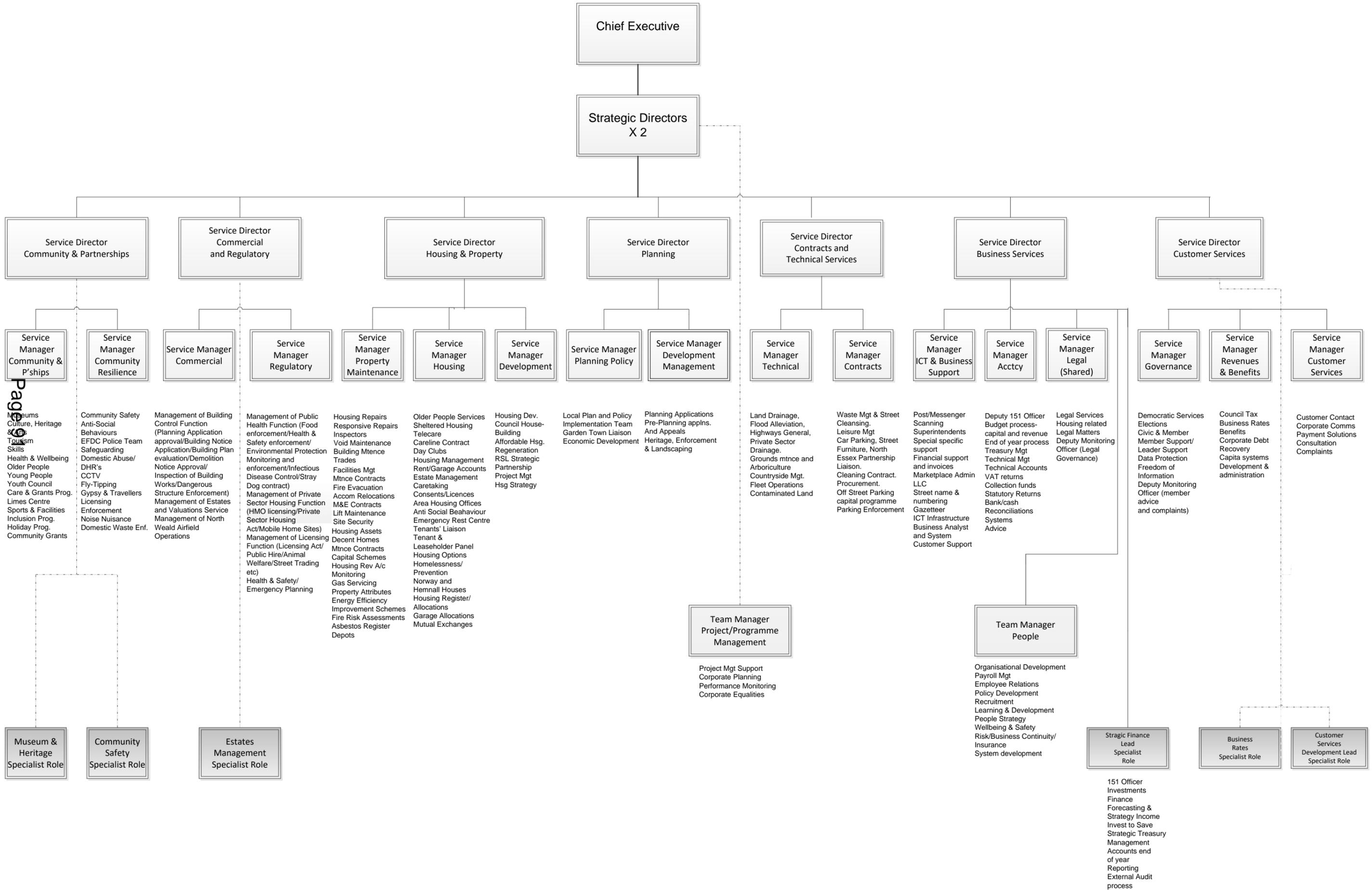
48. We recommend as set out at the commencement of this report. The Committee is requested to consider the recommendations of our report and to specifically agree a structure proposal for the select committee framework, for implementation with effect from the commencement of the new municipal year.
49. The adoption of the proposed new overview and scrutiny framework is not a matter reserved to the Council. However, the Task and Finish Panel recommends that, subject to the agreement of its recommendations, the Council formally be advised of the future overview and scrutiny structure in view of the likely wider member interest in the establishment of the new framework.
50. This report concludes the work of the Task and Finish Panel, which does not therefore require re-appointment for 2019/20. We would like to acknowledge the contribution of the officers involved in our review of the select committee framework.

Members of the Task and Finish Panel

Councillors P. Bolton (Chairman), R. Jennings (Vice-Chairman), N. Bedford, H. Brady, G. Chambers, D. Dorrell, A. Patel, M. Sartin, H Whitbread and J.H. Whitehouse

Meetings of the Task and Finish Panel were also attended by Councillors A. Lion and G. Mohindra.

LEVEL 2 SERVICE MANAGERS' CONSULTATION WITH IDENTIFIED SPECIALIST AND LEVEL 1 TEAM MANAGERS' DIRECT LINE REPORTS SHOWING FOR INFORMATION



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STRONGER COMMUNITIES SELECT COMMITTEE

TERMS OF REFERENCE 2019/20

Core Areas of Responsibility

- (1) To provide scrutiny for the following corporate projects:
 - Customer Excellence - Delivering services that put the customer at the heart of everything we do;
 - Behaviours and Insights - Future-proofing the Council's service provision by understanding customer needs and expectations over the next ten years and beyond; and
 - Partnerships - Working with public, private and third sector partners to deliver and develop services to our community, businesses and visitors to the district including shared and cross-border working.
- (2) To monitor levels of customer satisfaction and provide scrutiny of services that are not performing to standard and develop proposals for their improvement. This will also include matters of concern that are identified by the Stronger Council Select Committee in its review of Corporate Key Performance Indicators.

Scrutiny Role of the Select Committee

- (1) To engage in policy review and development, with a focus on improvement and how this can be best achieved;
- (2) To develop a work programme each year that effectively scrutinises the areas of responsibility outlined above;
- (3) To consider any matter referred by the Overview and Scrutiny Committee, Cabinet or a Portfolio Holder and to make recommendations as appropriate;
- (4) To look outwards and show community leadership;
- (5) To consider the effect of Government actions or initiatives that affect the Select Committees areas of responsibility and the impact on customers, residents, businesses and visitors to our district, and to respond to consultation activities as appropriate;
- (6) To establish working groups and task and finish panels to undertake any activity within these terms of reference;
- (7) To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers to help develop policy;
- (8) To monitor and review relevant projects and associated closure and benefits reports; and
- (9) To engage with the community and encourage community engagement.

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STRONGER COUNCIL SELECT COMMITTEE

TERMS OF REFERENCE 2019/20

Core Areas of Responsibility

- (1) To provide scrutiny for the following corporate projects:
 - People Strategy;
 - Accommodation Strategy; and
 - Digital Enablement
- (2) To monitor the Corporate Plan Action Plan performance report and provide scrutiny of services that are not performing to standard and develop proposals for their improvement. The Stronger Council Select Committee in its review of Corporate Key Performance Indicators can task other Select Committees to review service performance and develop proposals for improvement.

Scrutiny Role of the Select Committee

- (1) To engage in policy review and development, with a focus on improvement and how this can be best achieved;
- (2) To develop a work programme each year that effectively scrutinises the areas of responsibility outlined above;
- (3) To consider any matter referred by the Overview and Scrutiny Committee, Cabinet or a Portfolio Holder and to make recommendations as appropriate;
- (4) To consider the effect of Government actions or initiatives that affect the Select Committees areas of responsibility and the impact on customers, residents, businesses and visitors to our district, and to respond to consultation activities as appropriate;
- (5) To establish working groups and task and finish panels to undertake any activity within these terms of reference;
- (6) To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers to help develop policy;
- (7) To monitor and review relevant projects and associated closure and benefits reports; and
- (8) To engage with the community and encourage community engagement.

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STRONGER PLACE SELECT COMMITTEE

TERMS OF REFERENCE 2019/20

Core Areas of Responsibility

- (1) To provide scrutiny for the following corporate projects:
 - Local Plan Delivery;
 - St. Johns Road;
 - North Weald (including masterplanning);
 - Council Housebuilding; and
 - Economic growth, skills and employment;
- (2) To have overview of the performance of the Waste Management Contract and Leisure Management Contract and provide scrutiny of services that are not performing to standard and develop proposals for their improvement; and
- (3) To have overview of the green agenda helping to inform policy and future proofing the place.

Scrutiny Role of the Select Committee

- (1) To engage in policy review and development, with a focus on improvement and how this can be best achieved;
- (2) To develop a work programme each year that effectively scrutinises the areas of responsibility outlined above;
- (3) To consider any matter referred by the Overview and Scrutiny Committee, Cabinet or a Portfolio Holder and to make recommendations as appropriate;
- (4) To consider the effect of Government actions or initiatives that affect the Select Committees areas of responsibility and the impact on customers, residents, businesses and visitors to our district, and to respond to consultation activities as appropriate;
- (5) To establish working groups and task and finish panels to undertake any activity within these terms of reference;
- (6) To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers to help develop policy;
- (7) To monitor and review relevant projects and associated closure and benefits reports; and
- (8) To engage with the community and encourage community engagement.

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**Stronger Communities Select Committee
Work Programme 2019/20
Chairman: To be appointed**

No.	Item	Deadline	Progress and Comments	Programme of Meetings
1.	"What are our customers telling us?"	Quarterly report of customer satisfaction and feedback		2 July 2019 1 October 2019
2.	Digital Inclusion	July report on project progress and future strategy October strategy update January strategy update April strategy update		21 January 2020 21 April 2020
3.	Universal Credit and its impact on our customers and services	July - Initial findings and recommended actions from the officer working group January – further findings, review of previous recommended actions and further recommendations.		
4.	Customer Service Strategy	Presentation to October meeting and quarterly update on key objectives thereafter		
5.	Data insight led review of customer service outlets	Report to January meeting with options and recommendations for short, medium and long-term options		
6.	Service reviews as a result of performance concerns	TBD		
7.	Six-month report on the work of the Council-funded Police Officers	Presentation at June meeting		
8.	Annual Review of work undertaken to address	Presentation at June meeting		

	needs of the ageing population			
9.	Item to discuss questions for Police Commander at October meeting	Preparation for October meeting		
10.	Community Safety Partnership annual report and review of the district Strategic Intelligence Assessment	Annual Reporting (October)		
11.	District Police Commander – Police Priorities and Q&A	Annual presentation (October)		
12.	New Cultural Strategy Presentation	October		
13.	Epping Forest Youth Council presentation on project delivery for 2019/20 and request for project budget for 2020/21 (precedes report to O&S)	November		
14.	Health and Wellbeing Strategy – To consider outcomes for the district			
15	Police, Fire and Crime Commissioner to report on local volunteer police officer provision in the district			
16.	'Neighbourhood Group' feedback, especially in relation to mental health issues.			

**Stronger Council Select Committee
Work Programme 2019/20
Chairman: To be appointed**

No.	Item	Deadline	Progress and Comments	Programme of Meetings
1.	Corporate Plan Action Plan (KPI's by exception) – performance scrutiny	Corporate Action Plan KPI's, Q1 Apr, May, Jun – 9 th July meeting Q2 Jul, Aug, Sept - 8 th Oct meeting Q3 Oct, Nov, Dec - 14 th Jan meeting Q4 Jan, Feb, Mar – 14 th Apr meeting Live system reporting – by exception. No pre- distributed reports, projection of live data on the night.		9 July 2019 8 October 2019 14 January 2020 14 April 2020
2.	People Strategy	July and Oct - Project reporting, issues focussed		
3.	Digital Enablement	Prioritisation of Council Technology strategy. Outcome focussed. 14 th January 2020.		
4.	Accommodation	July and Oct - Project reporting, issues focussed		
5.	Financial Issues Paper	Scrutiny of MTFS 20/21 onwards		
6.	Draft budget scrutiny	2020/21 budget setting (joint with F&PMCC)		
7.	Asset Management Strategy	Council asset strategy (new)		
8.	Review of local elections 2019	October 2019		

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**Stronger Place Select Committee
Work Programme 2019/20
Chairman: to be appointed**

No.	Item	Deadline	Progress and Comments	Programme of Meetings
1.	Economic Strategy	Draft strategy to June meeting		25 June 2019
2.	North Weald Airfield Masterplan	Appointment of masterplanners – decision scrutiny – June Interim report – pre- cabinet scrutiny – September Final report – post cabinet scrutiny - March		17 September 2019 10 December 2019 24 March 2020
3.	St Johns Road development	Project report in September		
4.	Waste Contract	December. Performance and amendments.		
5.	Green agenda – energy, sustainable transport	tbc		
6.	Service reviews as a result of performance concerns	ongoing		
7.	Council Housebuilding	December. Progress and issues.		
8.	Local Plan	Awaiting completion of Examination in Public. Annual report on housing issues arising from the Local Plan (including Private Sector Housing, Council Housing and Assisted Living Accommodation)		

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Report to Overview and Scrutiny Committee

SCRUTINY



Date of meeting:

Portfolio:	Customer
Subject:	Customer Service Programme Annual Report
Officer contact for further information:	Rob Pavey (01992 564211)
Democratic Services Officer:	Rebecca Perrin (01992 564243)

Recommendations/Decisions Required:

(1) That the Committee not the report detailing the work of the Customer Programme in 2018/19 and its future direction from 2019/20.

Report:

1. This report updates the progress made against the objectives Customer Service Programme within the original transformation work by the Council. The Customer programme work is due to be reset within the terms of the new Select Committee framework and the report will explain the work already underway to meet these new objectives.

The original Customer Service Programme had four key objectives.

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

All four of these elements remain relevant and will be taken forward as part of the new programme framework which will be described later. Current progress is laid out in the following paragraphs.

2. The **Corporate Contact Centre (CCC)** has continued to evolve and grow as more services are integrated to achieve the resolution of customer enquiries at the first point of contact. The services that have been integrated so far have largely been identified through the process mapping work undertaken to split functions in line with the Common Operating Model – Customer, Business Support and Technical. Whilst some services have integrated into the CCC there remain large areas of operation which sit outside. These larger areas are Housing and Revenues and Benefits, although Revenues and Benefits does have a ‘sister’ Contact Centre but not yet integrated. The process mapping so far has largely been vertical in design i.e. looking at the process within the service and not looking at its touchpoint with other services, and more importantly, not from the customer’s journey and experience. Housing and Revenues and Benefits will be subject to future service re-design based on mapping the Customer journey. Work has started already on Revenues and Benefits and work on Housing Services will commence in the coming months. Customer journey mapping truly enables services to be designed around the needs of our customers and the results of this work will be presented to the Stronger Communities Select Committee. Once the customer journey work has been undertaken the full customer service design in these areas can be achieved.

3. To give a current position statement of the CCC the services that have been integrated in 2018/19 to build on existing service provision have been:

- Parking and Street Furniture;
- Grounds Maintenance;
- MOT bookings;
- Local Land Charges

The call volumes that are now going through the CCC have risen from around 81,000 in 2017/18 to 118,000 in 2018/19. With the aim of the CCC to resolve customer enquiries at the first point of contact without having to be transferred to another service area the performance indicator measuring this is key. In 2017/18, 27% of contacts were resolved at first point of contact and in 2018/19 this had risen to 35%. There is therefore a strong incentive to move more types of service contact into the CCC to raise the number of first contact resolutions and to continually review processes with the back-offices to achieve this. The appointment of a new Customer Service Manager will provide the capacity to allow the integration process to accelerate.

4. One area that has moved into the Customer team is Member Services. Members are a customer with specific requirements that the Customer team can provide a resilient and focussed support. The team will support Members on the digital journey and paperless agenda and also provide a specific service to triage all Member contact effectively and monitor these to ensure timely responses for Members

5. The major piece of work on **Systems and Digital Development** has been the launch of the new website in early January. The focus of the new website is transactional to encourage customers to self-serve and help the Council achieve back-office efficiencies. The transactional element of the website remains a work in progress as more processes become available for customers to transact in that way. The move to the new website was accelerated due to security concerns around the former website's platform and unfortunately there remained some elements that were incomplete although key transactions were functioning as expected. This is reflected in the customer satisfaction data in paragraph 9. Most of those initial issues were around:

- Broken links;
- Look and feel of the website, and
- Navigation to transactions.

Specific customer feedback, further explained in paragraph 10, has enabled officers to prioritise work to improve and develop the website.

6 As an indication of the usage of the new website the number of visitors for the period January to February 2019 was 172,674 and in the comparable period for 2018 this number was 141,452. This shows an increase of 22% compared to last year which is good news. Further breakdown of the figures is shown in the table below:

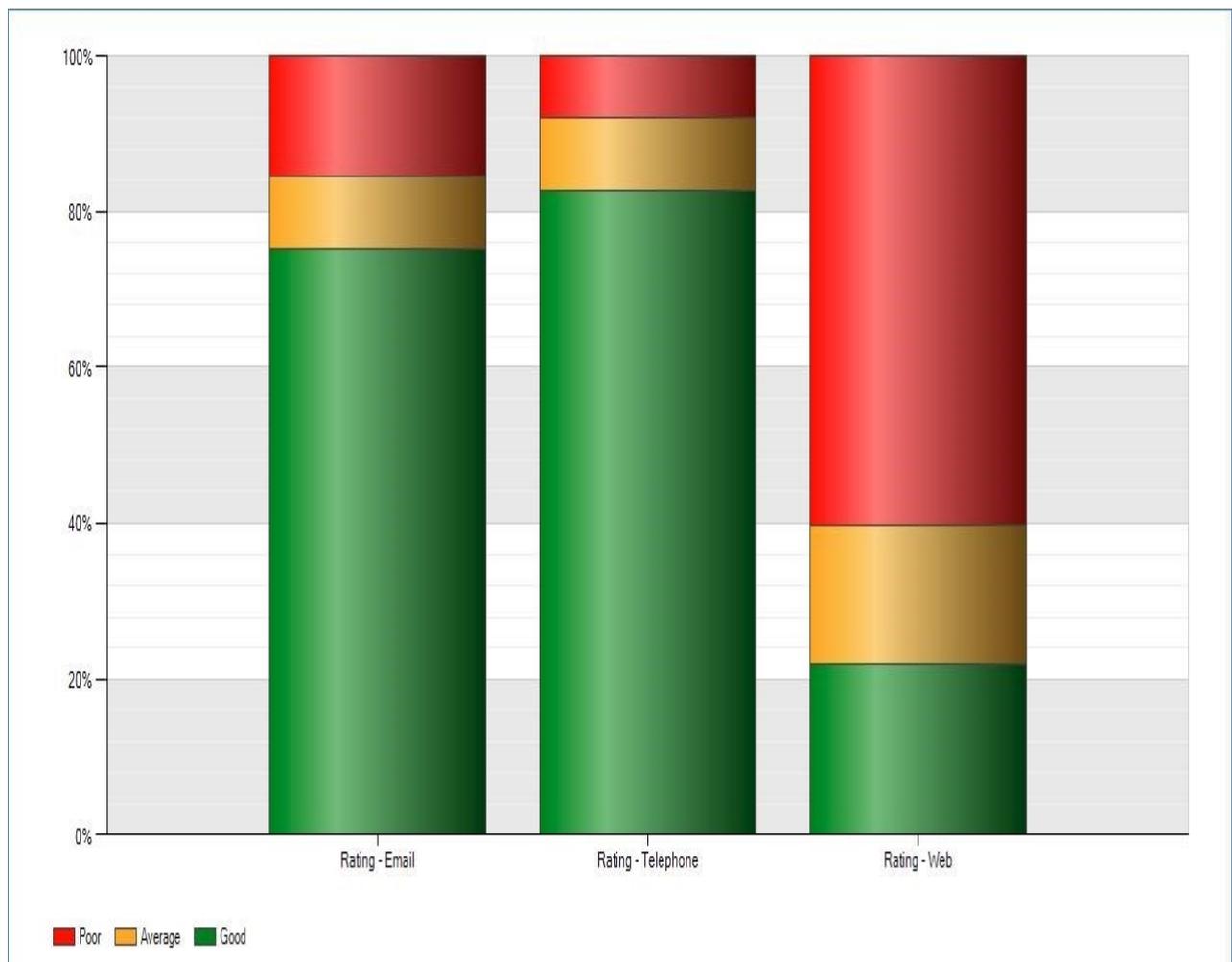
	1 Jan 18 – 28 Feb 18	1 Jan 19 – 28 Feb19
Visits	141,452	172,674
Page views	766,950	986,905
Unique visitors	86,310	115,687
Returning visitors	18,185	19,555

Device	1 Jan 18 – 28 Feb 18	1 Jan 19 – 28 Feb19
Desktop	75,298 (53.2%)	99,818 (57.18%)
Mobile	49,518 (34.8%)	57,701 (33.4%)
Tablet	16,996 (12.0%)	15,155 (8.8%)

7 Key data that will be assessed in the coming year will be the number of self-serve transactions that are being carried out with the aim that the Council sees an upward curve in this respect. This information will form part of a new quarterly report on Customer Excellence that will be presented to the Stronger Communities Select Committee.

8 Other systems and digital development work has been completed and remains on-going, Work that has been completed include over 40 forms being converted to digital providing back-office efficiencies. Other on-going projects around the digital agenda will be discussed later in the next phase of the Customer Programme work.

9. **Customer Satisfaction** is the key indicator for the Council's performance demonstrating how well the Council has put the customer at the heart of everything it does. There has been a shift in how customer satisfaction is measured. Previously customer satisfaction has been measured by a snapshot survey during the year giving a picture at that particular point in time. During this year the Customer team has introduced a feedback process called Govmetric which is available to customers to provide feedback on each contact with the Council via telephone and e-mail through the CCC and website visit. Using the Govmetric tool the Customer Satisfaction information between January to March 2019, since the launch of the new website, looked like this: .



	E-mail		Telephone		Web	
	Volume	%	Volume	%	Volume	%
Poor	186	16	27	8	2,028	60

Average	112	9	31	9	599	18
Good	896	75	278	83	742	22

10. The power of the feedback really comes in the specific comments made. As can be seen the website feedback is currently disappointing but the numbers showing dissatisfaction needs to be seen in the context of the number of visits that are made. A lot of the dissatisfaction came just after the launch and many of these have now been fixed. There are however key themes that have emerged and to which officers are devoting resources to resolve such as:

- Making payments other than Council Tax;
- Difficulty in finding out how to apply, report or book anything; and
- Broken links to external websites for transactions – this is due to re-skinning that is needed (making the external website have the look and feel of the EFDC version)

11. It is extremely hard to get a holistic view of customer satisfaction but this method, shown as emojis on the website and e-mails, or by automated voice surveys following telephone calls, gives the Council up to date customer feedback with options for specific comments. The Council can therefore be more responsive to service delivery issues. Currently, only services that run through either of the CCC or Revenues and Benefits have this feedback tool available for e-mail and telephone but that already constitutes a major proportion of customer contacts. As more services are integrated into the CCC a more complete analysis of customer satisfaction will be available. Officers will continually look to develop ways of capturing customer satisfaction data to ensure our services remain relevant and are performing well. Again, the feedback and customer satisfaction data will form part of the quarterly report to the Stronger Communities Select Committee.

12. The table below shows a breakdown of **complaints** received since April 2018 by stage and service area:

Service Area	Stage 1	Stage 2	Total
Governance	3	0	3
Customer Services – Revenues/Benefits/ Debt Recovery	13	2	15
Planning	42	7	49
Commercial & Regulatory Services	7	0	7
Environmental Licensing	1	0	1
Housing and Property Services	106	15	121
Contract and Technical Services	16	0	16
Car Parking	29	2	31
Waste and Recycling			
Community and Partnership Services	2		2
Total	219	26	245

The average time to respond to a complaint was 5 days. The Complaints policy provides 10 days to provide a response. Should customers still not be satisfied with the Council's response after Stage 2 their complaint can be referred to the Local Government or Housing Ombudsman. The cases that the Ombudsman bodies investigated and their findings are laid out in the table below:

Finding	Local Government Ombudsman	Housing Ombudsman	Total
Fault	1	3	4
No Fault	2	4	6
No Maladministration	0	5	5
Outside Jurisdiction	1	0	1

Discontinued/Not investigated	3	2	5
Premature/Out of Time	1	4	5
Local settlement	1	0	1
Outstanding/in progress	3	3	6
Assessment only	1	2	3
Total	13	23	36

The higher level of complaints to the Housing Ombudsman is common nationally.

The Future Customer Programme

13. This report has so far provided an analysis looking back on performance for this financial year and this type of monitoring will continue for future Member consideration through the quarterly select committee report previously mentioned. Working with the Overview and Scrutiny Task and Finish Panel the work of the Customer programme has been reset to have an increased outward perspective and a greater increased emphasis on future customer need which help inform our next generation of services. The Civic Offices Reception and systems and digital development remain key aspects going forward. The two broad strands of work are therefore firstly, achieving **Customer Excellence** in the services that we deliver. This is about the services that we are currently delivering and ensuring they meet customer need and looking outside the organisation to look at that end-to-end customer journey. Key Performance Indicators on Customer Satisfaction and Resolution at First Point of Contact will assist Members in assessing our success in achieving Customer Excellence.

14 An example of a specific piece of work being undertaken reflecting the end-to-end customer journey is a working group with external partners, including the DWP, and charities aiming to mitigate the effects of Universal Credit on our customers and on our services. Whilst the Council does not administer Universal Credit its effects are felt within the services we provide such as rent and debt collection, benefits administration, Housing or safeguarding. The aim is to make Universal Credit operate as effectively as possible within our District for the Council, its customers and partners by joining up work and support for claimants. Its findings will report to the Stronger Communities Select committee.

16 The second strand is around **Behaviour and Insight**. This work is aimed at providing the information to enable the Council to future-proof its services by meeting changing customer needs. The work will involve gathering and analysing data to really understand our customers and the changing trends within that base. It will involve looking at the journey our existing and potential partners are on to see what opportunities may exist for joint provision to improve the whole customer experience. An example has been explained around Universal Credit, which is happening now, but this aspect will also look at medium and long-term opportunities.

17 As an example, an obvious challenge for the Council in the coming years is the new service demands from the residents and businesses arising out of the Local Plan, through the building of 11,400 homes and associated commercial and employment opportunity. What will the customer demand look like in the future and can we most effectively and efficiently deliver our services to match that need. How can the Council provide those services that meet customer needs to most effect and deliver best value? There is a lot of work going on currently around the digital agenda to deliver these services in the future. The Customer team is involved with the work of the Digital Innovation Zone, led by EFDC, and involving other public and private sector partners, which is looking at digital opportunities in the future for service provision.

18 The Customer team has embarked on a project with a charity called Citizens Online which is aimed at increasing the digital skills of our customers to help them access our services digitally, increase their employability skills, and help reduce poverty and social isolation. It will create a

network of Digital Champions across the district to support our residents. This work also involves many external partners and organisations to help deliver the aims of the project. Progress on this work and the future strategy to embed the achievements in future service provision will be taken to the Stronger Communities Select Committee. The aim is to introduce a lead to a network of around 500 Digital Champions with partners across the District to support our residents in the use of technology to access services.

19. A significant piece of work that Citizens Online are doing on behalf of the Council is to provide the Council with a digital maturity assessment of our residents and partner organisations. This will provide the data that will help inform and plan service delivery, particularly digitally and with partners where appropriate. It is the type of analysis that the Council has not had before and will help future-proof services for our customers.

20 In conclusion the Customer Programme continues to evolve. The number of services integrating into the CCC grows but there is still more to do over the coming year. This will enable the number of customer enquiries resolved at the first point of contact to increase. The new website has experienced teething problems but the good news is that it is being used significantly more and as more transactions can be self-served by customers, the more resources proportionately the Council devote to those of our community that really need our help.

Resource Implications:

None

Legal and Governance Implications:

None

Safer, Cleaner and Greener Implications:

None

Consultation Undertaken:

None

Background Papers:

None

Risk Management:

None

Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
 - Factsheet 1: Equality Profile of the Epping Forest District
 - Factsheet 2: Sources of information about equality protected characteristics
 - Factsheet 3: Glossary of equality related terms
 - Factsheet 4: Common misunderstandings about the Equality Duty
 - Factsheet 5: Frequently asked questions
 - Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details

Your function, service area and team: Customer

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

Title of policy or decision: Customer Service Programme – Annual Report 2018/19

Officer completing the EqIA: Tel: Rob Pavey Email: rpavey@eppingforestdc.gov.uk

Date of completing the assessment: 29/03/19

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>Annual report for noting</p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>Update Members on the progress of the Customer Service Programme</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <p>As above</p>
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>The noting of the report is neutral. The customer programme itself affects all the Council's customers.</p> <p>Will the policy or decision influence how organisations operate?</p> <p>The recommended decision will not.</p>
2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>No</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?</p> <p>The customer programme is a central feature of the Council's journey of change.</p>

Section 3: Evidence/data about the user population and consultation¹

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

3.1	What does the information tell you about those groups identified? Neutral – information for Members. The customer programme for 2019/20 has been developed in consultation with the Overview Task and Finish Panel.
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? Not on the decision. Feedback from customers is a key principle in shaping the direction and improvement of services and the process is explained in the report.
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: See above

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	Neutral	
Disability	Neutral	
Gender	Neutral	
Gender reassignment	Neutral	
Marriage/civil partnership	Neutral	
Pregnancy/maternity	Neutral	
Race	Neutral	
Religion/belief	Neutral	
Sexual orientation	Neutral	

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No	
		R	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.

Section 7: Sign off

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

Signature of Service Director: Rob Pavey

Date: 29/03/19

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA 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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Overview and Scrutiny

Annual Report for 2018-2019

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OVERVIEW AND SCRUTINY ANNUAL REPORT: MUNICIPAL YEAR 2018/2019

Introduction and Welcome from the Chairman

Welcome, this is the fourteenth annual report of the Overview and Scrutiny Committee for Epping Forest District Council.

The report provides information on the work undertaken by the Overview and Scrutiny Committee, the four Select Committees and any time limited Task and Finish Panels that have occurred over the past municipal year.

This was the fourth year that the Select Committees had been broken down into directorates which consisted of Communities, Governance, Resources and Neighbourhoods. As always, the Overview and Scrutiny Committee and the Select Committees were charged with reviewing Cabinet decisions, the Corporate Strategy and the Council's financial performance.

Following the progression of the People Strategy, the management structure and individual portfolio holder's responsibilities were reorganised. This also gave an opportunity for the overview and scrutiny framework to be reconsidered, to reflect this structure. With this in mind, the Overview and Scrutiny Committee set up a task and finish panel to consider the options available.

The task and finish panel considered proposals that would complement the new executive and a management structure and concluded that the select commitments could occur in line with the Council's adopted corporate aims; Stronger Council, Stronger Place and Stronger People for 2019/20 municipal year.

The Committee also scrutinised the performance of the public bodies that were active in the district, by inviting them to present to the committee. During the year we had received presentations from outside bodies including Citizen's Advice – Epping Forest District, Manchester Airport Group - Stansted Airport and the South East Local Enterprise Partnership.

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

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

Cllr Mary Sartin
Chairman, Overview and Scrutiny Committee

What is Scrutiny?

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

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

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

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

The Overview and Scrutiny Committee

The Committee uses the Forward Plan of Key Decisions to consider the Cabinet's future decisions, to draw out any problems or concerns. It also gave the Cabinet a chance to ask Overview and Scrutiny to look at any items of work that they thought needed either scrutiny or pre-scrutiny.

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

Select Committees

The terms of reference for each Select Committee were agreed each year by the O&S Committee, to establish a rolling programme of ongoing and cyclical issues. A Lead Officer was appointed to each Select Committee to help facilitate the process.

The four Select Committees were;

- (i) Communities;
- (ii) Governance;
- (iii) Neighbourhoods; and
- (iv) Resources.

The Select Committees reported regularly to the Overview and Scrutiny Committee on their progress and work carried out.

Task and Finish Panels

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

One Task and Finish Panel had been established in 2018/19, to review the Overview and Scrutiny Select Committee Framework, realigning the Select Committees to the Councils three corporate ambitions Stronger Communities, Stronger Place and Stronger Council.

OVERVIEW AND SCRUTINY COMMITTEE

The Overview and Scrutiny Committee consisted of the following members:

Councillor M. Sartin (Chairman)

Councillor R. Jennings (Vice Chairman)

Councillors 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.

The lead officer was Derek Macnab, Acting Chief Executive.

Terms of Reference

The Overview and Scrutiny Committee's main functions were to monitor and scrutinise;

- the work of the executive and its forward plan;
- external bodies linked to the District Council; and
- the Council's financial performance.

It also considered call-ins, policy development, performance monitoring and reviews the corporate strategies.

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

(a) Scrutinising and monitoring cabinet work

The Committee can have a proactive role in this area through carrying out pre-scrutiny work on decisions set out in the Cabinet's forward plan of Key Decisions, which was considered at each meeting.

(b) Call-ins

The Committee had received one call-in this year, in reference to the Cabinet Decision C-024-2018/19, Accommodation Strategy which was determined on 10 December 2018.

The matter was considered at an informal meeting which was convened in accordance with the procedure for the 'withdrawal or modification of a call-in' contained in the Council's Constitution.

At this informal meeting, the lead signatory of the call-in was provided with the reassurances that the necessary due diligence would be undertaken at all stages in the process and that the decision would only enable the first stages of the Accommodation Strategy to progress. Officers would also keep members regularly updated on the various progress and outcomes of the strategy. Following the meeting the lead signatory of the call-in confirmed on behalf of the call-in signatories that the Chairman of the Overview and Scrutiny Committee could treat the call-in as withdrawn.

(c) *Select Committees work programme monitoring*

The Committee received regular updates from the Chairmen of the four Select Committees, who reported on the progress made on their current work programme. This enabled the Committee to monitor their performance and if necessary adjust their work plans to consider any new proposals and urgent items.

(d) *Items considered by the committee this year*

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

Presentations included:

(i) The Essex County Council (Passenger Transport) – The Committee had wished to undertake external scrutiny of the support provided for local bus services operating across the Epping Forest District by Essex County Council. The County Council Portfolio Holder for Education, Skills and Passenger Transport was unable to attend the meeting but responded in writing to the relevant questions put by members.

(ii) West Essex and Eastern Hertfordshire Digital Innovation Zone – (now known as Herts and Essex DIZ) The Economic Development Officer, One Epping Forest Officer and the Technology and Support Services Portfolio Holder gave a presentation on the Digital Innovation Zone and investment in superfast broadband network across the District.

Following the Government's Industrial Strategy for Digital Innovation, funding had been obtained for superfast broadband connection to rural communities within the District. The Cabinet's aim had been, to be the best-connected authority in Essex with a total of 99.7% households achieved. The Council aimed to collaborate with other authorities and public-sector organisations involved in the Digital Innovation Zone, to benefit the Districts residents.

(iii) Citizens Advice (CA) (Epping Forest District) - The CA had been invited to discuss the service they provided throughout the District, in person or by telephone at their three offices based in Loughton Library, Waltham Abbey Town Hall and Hemnall Street, Epping and the two additional outreach services at Limes farm, Chigwell and Ongar Library.

The provision of free, confidential, independent and impartial advice, prevented residents suffering from a lack of knowledge of rights and responsibilities with issues such as benefits, debt management, housing, employment, relationships, legal matters and financial services. The CA advised that their objectives within Service Level Agreement with EFDC did not necessarily match the core work of the CA and that better collaboration could develop a quality service together.

(iv) Manchester Airport Group (MAG) Stansted Airport - The MAG were invited to discuss the local provision of services at Stansted Airport and specific issues raised by members.

These included the planned expansion and associated infrastructure requirements; future capacity and infrastructure which would arise from the significant planned housing developments across Essex; provision of employment opportunities for local residents; the handling of increased passenger numbers; opportunities for partnership working with further education facilities in the District; improvements to the existing railway infrastructure serving the airport; and associated high costs of taxi services at the airport.

(v) Council's People Strategy – The Strategic Director, G Blakemore updated members on the People Strategy. This consisted of five work streams which included Developing

Leadership, Developing the Organisation, Developing Skills & Capacity, Resourcing the Council and Pay, Grading & Benefits. The aim was to define clear accountability for decision making and responsibilities across the Council and to provide a common operating model between the customer, business and the specialist/technical.

(vi) Youth Council – The Youth Council presented their annual report which provided an overview of the events, activities, project work and achievements they have been involved since their election in 2018.

The Youth Councillors advised that to ensure they were considering relevant priorities, they consulted with their peers, which revealed that the five top issues of concern were; Skills for Work; Mental Health; Bullying; Drug Misuse; and Gangs. These issues were used as a starting point for their project work.

Furthermore, the Youth Council used social media platforms such as Facebook, Twitter and Instagram and had been involved in many consultations with external organisations. They had received grants and awards of £4830 from external funding and had chosen to support Cardiac Risk in the Young (CRY) as their charity.

(vii) South East Local Enterprise Partnership

Other Topics Considered:

(i) **Select Committees Terms of Reference and Work Programmes** – Each year the terms of reference and work programmes were agreed for each of the Select Committees; Governance, Resources, Neighbourhoods and Communities.

(ii) **Corporate Plan Key Action Plan Progress Reports 2018/19** – These reports provided quarterly monitoring on the Council's key objectives, targets and delivery through 2018/19. The reports provided members with information on the performance indicators, in particular highlighting areas where targets had been missed and/or improvements had been made.

(iii) **Forward Plan of Key Decisions** – The plan was a work programme for the Cabinet which included details of decisions, Key Decisions and proposed private decisions. It provided an opportunity for the Committee to ask the individual Cabinet members about their future programme of work. The most current version of the Plan was included in the agenda for the Committee to be considered.

(iv) **Transformation Programme – Project Dossiers/Project Closures** – These reports demonstrated how the work of the Council and the corporate plan fitted together at a strategic level. It included the following work streams; the Customer Service Programme, the Customer Reception, Corporate Customer Team, Systems and Digital Development and Corporate and Business Planning.

Following further consideration, it was determined that these reports were not required and that the quarterly progress reports provided the required level of information for members.

(v) **Overview and Scrutiny Select Committee Framework Review** – Following the progress on the People Strategy, implementation of the new management structure and realignment of the portfolio holder responsibilities, it was considered an appropriate time to review the overview and scrutiny framework. A joint meeting was held with the Chairman and Vice-Chairman of the Committee and suggestions were put forward to reduce the Select Committees to two, which would be supported by the two Strategic Directors. The

Committee felt that further consultation with members was required and that a task and finish panel should consider and determine a way forward. In January and February 2019, a task and finish panel met a number times and concluded that the Select Committees should be based around the Council's three Corporate Aims; Stronger Council, Stronger Place and Stronger Communities. **Further comments following the report to O&S on 16 April 2019.**

(vi) **Review of Polling Districts, Polling Places and Polling Stations** – The Electoral Registration and Administration Act 2013 introduced changes to the timing of compulsory reviews of parliamentary polling districts and polling places.

The Returning Officer had advised that the next review would be required between 1 October 2018 and 31 January 2020 and this would be beneficial to commence in January 2019, between the annual canvass for the register of electors for 2018 and the commencement of the canvass in 2019. The Governance Select Committee had requested that as the review was annually and no significant changes were expected, that due to time constraints the report would be submitted directly to Council, which was agreed.

SELECT COMMITTEES

1. COMMUNITIES SELECT COMMITTEE

The Communities Select Committee consisted of the following members:

Councillor H Whitbread (Chairman)

Councillor J Lea (Vice Chairman)

Councillors A Beales, K Chana, S Heap, S Heather, L Hughes, A Mitchell, A Patel, C Roberts, D Roberts, D Stocker, D Sunger and J H Whitehouse

The Lead Officer was Alan Hall, Director of Communities and P Pledger, Service Director Housing & Property Services. The Housing Portfolio Holder, Councillor S Stavrou, also attended the meetings, along with Wyn Marshall, from the Tenants and Leaseholder Federation and a nominated Youth Councillor. W Marshall attended the meetings as a non-voting co-opted member that provided the views of residents and stakeholders and a member of the Epping Forest Youth Council also attended as a co-opted member, where issues concerned young people.

It was noted that A Hall, Director of Communities retired from the Council in 2018 and the Committee wished to thank him for all his support.

Terms of Reference

The Communities Select Committee was tasked:

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

8. To identify any matters within the services and functions of the Communities Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee; and
9. To recommend the establishment of task and finish panels to the Overview and Scrutiny Committee as necessary, in order to undertake any activity within these terms of reference.
10. To review relevant projects and associated closure and benefits reports arising from initiatives undertaken as part of the Council's Transformation Programme.

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

(i) Review of Homelessness Strategy – The Committee reviewed the Council's Homeless Strategy which linked with the Council's Housing Strategy, Housing Allocations Scheme and Tenancy Policy. It incorporated the needs and demands on the service and actions that needed to be undertaken over the next three years, including the new duties under the Homelessness Reduction Act 2017 which came into force on 3 April 2018.

(ii) Housing Service Standards Performance Report 2017/18 and Review – The Standards and Housing Service's performance were considered each year by the Committee to determine if any changes to the Service Standards should be recommended to the Housing Portfolio Holder, which had been minor.

(iii) Progress Report on the Implementation of the Ageing Population Study Action Plan – The Committee noted that in 2015/16 the Council had carried out a comprehensive study into the impact of an ageing population in the Epping Forest District. This had been generated into over 40 recommendations for the Council and a range of statutory and voluntary sector partners.

The study enabled the Council to increase its understanding of the future resident population and provided the opportunity to consult the existing older residents on their expectations and service needed as they aged, providing an insight into preferences and choices that they would ultimately make, in respect of their future lives in the Epping Forest District.

(iv) Housing Strategy Progress Report – This provided the Committee with a progress report on the Housing Strategy and the opportunity for the Key Action Plan to be reviewed.

(v) Corporate Plan Key Action Plan – This was the overarching document that set out the Council's priorities over the five-year period from 2015/16-2019/20. The Committee reviewed the outturn position of the Corporate Plan Key Action Plan in relation to Communities Directorate.

(vi) Key Performance Indicators Outturn Reports – This related to quarterly reports that monitored the performance of the Council's agreed Key Performance Indicators, to ensure improvement and where necessary corrective action be taken in relation to the Communities Directorate.

(vii) Transformation Programme Project Charters and Dossiers - This related to updates on projects from the transformation programme. It provided the basic definition of a project, its scope and identified a project manager and sponsor to complete the project.

(viii) Museum, Heritage & Culture LGA Peer Challenge (4.09.18) – The Council's Museum, Heritage & Culture service took part in a fully funded competitive LGA Peer Challenge Review, which involved a small team of experienced professionals from the museum and cultural sector spending time at the Museum. The peer challenges were improvement focused and tailored to meet individual councils' needs, complementing and adding value to the Council's own performance and improvement. The Peer Review team reported that they saw evidence of an excellent service with demonstrable passion and commitment from councillors, staff and volunteers which was clearly demonstrated at all levels.

(ix) Social Housing Green Paper – The Committee was consulted and asked to provide responses to the green paper documents, which proposed a rebalance of the relationship between residents and landlords in a new deal for social housing.

(x) Use of Receipts from Right to Buy Sales – The Committee were consulted and asked to provide responses to the green paper documents which set out reforms to the arrangement for the use of receipts from Right to Buy Sales.

(xi) Essex Police District Commander – The Committee received a presentation on the current policing and crime issues in the District from Chief Inspector Lewis Basford, District Commander for Brentwood and Epping Forest Community Policing Team.

The Committee asked questions regarding mental health problems and the pathways used by the Police; the retention and recruitment of police officers; anti-social behaviour; the 101 and 999 response times; the current crime clear up statistics; and drugs operation.

(xii) Annual Report of Community Safety Partnership – This outlined the accomplishments of the Community Safety Team. In July 2018, the District Community Safety Hub opened and saw the Council's Community Safety Team working alongside three Council funded Police officers. The Safety Hub was a first for Essex and was being watched closely by other local authorities across the UK. They had launched a Twitter account and a two-weekly newsletter, available to the public and advised more timely details of the work carried out by the Community Safety Team.

(xiii) Housing Revenue Account 30-year Plan – This report updated the Committee on the Housing Revenue Account 30-year Plan and that despite the Government's policy to reduce all social rents by 1% per annum for four years, beginning in 2016/17, the HRA continued to be in a reasonably healthy state. All of the current and planned HRA loans were able to be repaid within 24 years (or 25 years from April 2018) and the minimum HRA balance of £2 million could be maintained throughout the plan period.

(xiv) Update of work of EFDC Funded Police Officers – The Committee was updated on the work of these Police officers. The work had been identified through the District Community Safety Partnership (CSP) priorities and Annual Strategic Assessment, which were aligned to the Police, Fire & Crime Commissioner's (PFCC) Policing Plan. The team were occasionally deployed to support EFDC Officers in their work, where formal task requests had identified a risk of threat or harm to staff in carrying out their lawful functions. Close management of the process had ensured that the Council's police resources had been targeted most effectively and efficiently.

(xv) Fire Safety Policy – The Committee considered the Fire Safety Policy for Council-owned Accommodation, the benefits of installing sprinkler systems into "High-Risk" council accommodation and whether the Council should follow the "Stay Put" or "Stay Safe" policy

following the Hackitt review into the Grenfell Tower fire. The Committee were advised that based on the information contained on the Essex Fire and Rescue Service website, it would be recommended that the Council adopts the “Stay Put” policy in the event of a fire, but it would be up to the individual if they decided to stay or leave the premises.

2. GOVERNANCE SELECT COMMITTEE

The Governance Select Committee consisted of the following members:

Councillor G Chambers (Chairman)
Councillor D Dorrell (Vice Chairman)

Councillors R Brookes, L Burrows, R Gadsby, L Hughes, S Jones, H Kauffman, M McEwen, M Sartin, J Share-Bernia, H Whitbread, J M Whitehouse and D Wixley

The Lead Officer was Nigel Richardson, Service Director Planning Services

Terms of Reference

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

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

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

(xvi) Transformation Programme Project Charters and Dossiers - This related to updates on projects from the transformation programme. It provided the basic definition of a project, its scope and identified a project manager and sponsor to complete the project.

(xvii) Key Performance Indicators outturn reports – This related to quarterly reports that monitored the performance of the Council’s agreed Key Performance Indicators to ensure improvement and where necessary corrective action was taken.

(xviii) Corporate Plan Key Action Plan 2017/18 – This was the overarching document that set out the council’s priorities over the five-year period from 2015/16-2019/20. The select Committee review the outturn position of the Corporate Plan Key Action Plan in relation to Governance.

(xix) Review of Local Elections 2018 & Associated Matters – This provided information on the planning process and implementation of the elections held on 3 May 2018. The matter was required by law and the Approval of Areas and Polling Places was matter reserved by Council. The review highlighted the publicity, pre-election period, postal voting, staffing, polling stations, verification and count; and post-election consultation. A review of Polling Places and Stations during 2019 required a compulsory review which had occurred in January 2019.

The Boundary Commission for England – 2018 Review had revised proposals for the Eastern Region and had submitted the final recommendations on revised Parliamentary constituencies to the Government. There had been no changes recommended to the Epping Forest constituency boundaries but changes reflected in a second consultation to the Harlow and Brentwood and Ongar constituencies had been formally made.

(xx) Petition Scheme – The Committee considered the Council’s petition scheme with other local authority comparative data, in particular in relation to threshold requirements; clear and concise guidance; and the incorporation of e-petitions.

(xxi) Equality Objectives 2018-22 – The Committee reviewed the progress on the four equality objectives, in order for the Council to achieve the aims of the Public Sector Equality Duty set out by the Equality Act 2010. Three of the four objectives had been completely met, although the status for ‘Produce and promote a process for accessing translation services’ and ‘Elected Members’ were ‘under control’ and would require further training for equality and diversity issues and further support for scrutinising equality impact assessments for major decisions.

(xxii) Equality Information Report 2018 – This report provided the Committee with the annual equality information that demonstrated compliance with the Equality Act 2010. It considered the progress made over the last year to improve the Council’s services and employment practices for people with protected characteristics, and its draft Equality Information Report for 2018.

(xxiii) Development Management - The Committee considered the notes of the meeting of the Chairmen and Vice-Chairmen of the Area Plans Sub-Committees and the District Development Management Committee. It highlighted members concerns for the consideration of planning applications by the Area Plans Sub-Committees, in circumstances where such applications were referred to a Sub-Committee for determination solely because of an objection to the development proposal by the relevant local council and their intention to speak at the Area Plans Sub-Committee meeting. The Committee considered whether this

was an appropriate use of members time at these meetings if the application could have been determined by the Service Director (Planning Services).

Review of the Local Enforcement Plan (LEP) – The Committee were advised that the LEP was scheduled for a review and the Town and Parish Councils had also been consulted. The report advised that there had been no significant change to planning legislation in respect of enforcement and that the LEP made clear what breaches were and how they were prioritised.

3. RESOURCES SELECT COMMITTEE

The Resources Select Committee consisted of the following Members:

Councillor A. Patel (Chairman)

Councillor P. Stalker (Vice Chairman)

Councillors N Bedford, L. Burrows, K Chana, D Dorrell, I. Hadley, J. Jennings, J. Lea, A. Mitchell, M. Owen, C. P. Pond, B Vaz and J.H. Whitehouse

The Lead Officer was Peter Maddock, Assistant Director Accountancy.

Terms of Reference

General

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

Finance

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

Information and Communications Technology

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

Value for Money

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

Human Resources

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

Transformation Programme

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

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

(i) ***Provisional Capital outturn 2017/18*** – The Committee considered the Council's capital programme for 2017/18, in terms of expenditure and financing, and compared the provisional outturn figures with the revised estimates.

(ii) ***Provisional Revenue outturn 2017/18*** – The Committee considered the revenue outturn for the financial year 2017/18.

(i) ***Corporate Plan Key Action Plan 2017/18***– This was the overarching document that set out the Council's priorities over the five-year period from 2015/16-2019/20. The select Committee reviewed the outturn position of the Corporate Plan Key Action Plan in relation to Resources.

(iii) ***Key Performance Indicators Outturn Reports*** – This related to quarterly reports that monitored the performance of the Council's agreed Key Performance Indicators to ensure improvement and where necessary corrective action be taken by the Council.

(iv) ***Business Rates and Funding Services*** – The Committee received a report explaining the background to the Council's business rates collections and how it translated into the funding of local services. The Council had a statutory duty to collect Business Rates although the final retained income for the Council was only around 10% of the collections. For 2017/18 the actual retained income had increased to £3.7m. It was reported that the Government was expected to issue a series of consultation papers in the coming months, ahead of local rates retention moving from 50% to 75%.

(v) ***Sickness absences monitoring*** - The report monitored the sickness absences quarterly and included absence figures by Directorate; the number of employees who had met the trigger level; those who had more than 4 weeks absence; and the reasons for absence. The Council was 0.72 days over its target of 7.25 during 2017/2018.

(xxiv) ***Transformation Programme Project Charters and Dossiers*** - This related to updates on projects from the transformation programme. It provided the basic definition of a project, its scope and identified a project manager and sponsor to complete the project.

(vi) ***Financial Issues Paper 2019/20*** - This report provided the Committee with the framework for the Budget 2019/20 and updated Members on a number of financial issues that would affect the authority in the short to medium term and also included the updated medium term financial strategy.

(vii) Technology Strategy Update – The Committee were advised that the new corporate project management system PENTANA had enabled the monitoring of the entire transformation process and created a central point of reference for the ICT work programme. The Committee were asked to comment and feedback on the format of the reports produced.

(viii) Fees and charges 2019/20 – The Committee considered the annual report on the fees and charges, which the Council levied and what scope there was, if any to increase particular charges, including their views of the suggested level of fees and charges for 2019/20.

(ix) Transformation Programme Project Charters and Dossiers – This related to updates on projects from the transformation programme. It provided the basic definition of a project and its scope with a project manager and sponsor to complete the project.

(x) Quarterly Financial Monitoring – These reports provided the Committee with a comparison between the original estimate for a three-month period and the actual expenditure or income. The reports covered the key areas of income and expenditure and had been aligned to the new service directorates responsible for delivering the services to which the budgets related and the budgets themselves were the original estimate.

(xi) Update General Fund Continuing Services Budget (CSB), District Development Fund (DDF) and Invest to Save (ITS) - The report updated the Committee on the draft Continuing Services Budget (CSB), District Development Fund (DDF) and Invest to Save (ITS) Schedules for 2019/20.

(xii) Shared Service Working – The Committee were advised that the Council had shared services in HR with Braintree District and Colchester Borough councils and the joint purchase of the iTrent system would result in a shared payroll system, which was due to commence from 1 June 2019.

(xiii) Fair Funding Review/ Business Rate Retention Consultations – The Committee were taken through two consultations issued by the Ministry of Housing, Communities and Local Government (MHCLG) regarding the Fair Funding Review and Business Rates Retention. The Fair Funding review advised what the Government thought the Council needed to spend and the Business Rates Retention related to how the Council could raise the money, and how these transitional arrangements for the new funding regime would work.

NEIGHBOURHOODS SELECT COMMITTEE

The Neighbourhoods Select Committee consisted of the following members:

Councillor N Bedford (Chairman)

Councillor H Brady (Vice Chairman)

Councillors A Beales, P Bolton, R Brookes, K Chana, I Hadley, S Heather, L Hughes, L Mead, S Neville, A Patel, M Sartin, D Stocker and J H Whitehouse.

The Lead Officer was Derek Macnab, Acting Chief Executive.

Terms of Reference

General

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

Performance Monitoring

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

Environment

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

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

Leisure

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

Transformation Programme

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

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

(i) Key Performance Indicators Outturn Reports – These related to quarterly reports which monitored the performance of the Council's agreed Key Performance Indicators. They ensured improvement and where necessary corrective action to be put into place within the Neighbourhoods Directorate.

(ii) The Corporate Plan, Key Action Plan for 2017/18 – This set out the Council's priorities for a five-year period from 2015/16-2019/20. The Select Committee received quarterly reports on the progress in relation to the individual actions and deliverables in neighbourhoods. There were 10 actions which fell within the areas of responsibility for the Neighbourhoods Select Committees. 6 had been 'achieved or on target'; 2 were 'under control' and 2 were 'behind schedule'.

(xxv) Transformation Programme Project Charters and Dossiers - This related to updates on projects from the transformation programme. It provided the basic definition of a project, its scope and identified a project manager and sponsor to complete the project.

(iii) Air Quality and Public Health – The Committee received a presentation regarding the Neighbourhoods Services that the Council provided. This incorporated Public Health, Licensing, Neighbourhoods, Leisure Management, North Weald Airfield, Emergency Planning, Corporate Health and Safety, Environmental Pollution and issues around air quality.

(iv) Local Plans Updates – The Committee received updates from the Planning Portfolio Holder on the progress of the Local Plan, regarding the work being undertaken to support the progression and implementation of the Local Plan and Neighbourhood Planning in the district.

(v) Harlow Council – Local Plan Regulation 19 Pre-Submission Publication – Harlow District Council had published the Harlow Local Development Plan on Thursday 24 May 2018. A six-week period for representations had been requested, prior to submission of the Plan for examination. The Committee were advised that matters on the Pre-Submission Local Development Plan based on key cross-boundary issues that had been identified. It was recommended that EFDC respond to the publication period welcoming the pre-

submission Plan, while providing comments and/or recommendations on key policies and reserving the Council's right to appear at Independent Examination.

(vi) Corporate Green Working Party (CGWP) and Environmental Charter – These reports focused on the Council's internal functions of environmental matters. The Committee were advised that the role of environmental co-ordinator would be embedded into the work of all directorates going forward, to provide a more holistic approach across the Council to address these important issues. The Environmental Charter action plan continued to be reviewed by the CGWP.

(vii) Annual Report for Off Street Parking 2017/18 – This report provided the Committee with the first annual update on the progress of NSL Ltd, for the enforcement of the eighteen off street car parks owned by the Council. There had been an increase in parking enforcement because of staff working a shift basis to facilitate seven-day coverage and create good enforcement across the District. Improvements to the car parks such as surfacing; increased cleanliness; and new ticketing machines enabling chip and pin payments, had been installed in the Council's car parks. This was to the benefit of shoppers and commuters using them.

(viii) Emergency Planning and Corporate Health and Safety Arrangements -The Committee were updated on the emergency planning and business continuity of the Council.

In addition, the corporate health and safety was also being reviewed. This included lone working, accident report forms, the introduction of expectant mothers/nursing mothers risk assessment and the creation of a staff health and wellbeing strategy.

(ix) Leisure Contract Update - The Committee was updated on the leisure contract with Places for People (Leisure) (PfP). This included the completion of the new Leisure Centre at Waltham Abbey, investments and improvements at Epping, Ongar and Loughton Leisure Centres and the increase in overall membership across the District. The Committee was also informed about the feasibility for a new leisure centre in Epping on the St John's Site.

(x) Bobbingworth Nature Reserve – The Committee received the notes from the Bobbingworth Nature Reserve (Former Landfill site) Local Liaison Group, updating the Committee on the operation and maintenance of the site.

(xi) Environment & Neighbourhoods Enforcement Activity 2018 - The Committee was updated on the enforcement activity carried out by the Council's Environment & Neighbourhoods team in 2018, which included fly-tipping issues, noise complaints, other neighbour issues, unauthorised encampments and Taxi/Licensing enforcement. The figures compared to 2017 were virtually the same with slight increases in fly-tipping and noise issues.

(xii) Resource and National Waste Strategy – Consultation

Meeting on 19 March 2019

TASK AND FINISH PANELS

Origin/background:

On the 29 October 2018, the Overview and Scrutiny Committee considered a proposal for the establishment of a new overview and scrutiny framework that would complement the new executive and senior management structure.

It was proposed that the structure would be based on two cross-service select committees and would be supported by the Strategic Directors.

Members of the Overview and Scrutiny Committee determined that all members should be consulted and that a Task and Finish Panel be set up to consider the options available for a suitable framework.

Aims and Objectives:

(a) To determine a select committee framework, having regard to the terms of reference for the review that had been agreed by the Overview and Scrutiny Committee in October 2018.

(b) To submit recommendations the Overview and Scrutiny Committee on 16 April 2019, in order for the select committees to commence in the 2019/20 municipal year.

Term of Reference:

(a) 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;

(b) That the Panel consider:

(i) the retention of the existing framework of four select committees;

(ii) 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;

(iii) 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

(iv) any other structure arrangement considered appropriate.

(c) That the Panel consider arrangements to ensure that reports in respect of the Council's adopted key performance indicators are made to the select committees as soon after the end of the relevant quarter as possible, and how best such reports can be presented to assist members in scrutinising performance against appropriate targets and the financial and resource implications for the authority; and

(d) That the Panel review the terms of reference of the existing select committees in terms of relevance and consider whether these could be improved.

The Panel

The Overview and Scrutiny Committee appointed Councillor P Bolton as the Chairman and Councillor B Jennings as the Vice-Chairman and requested that a notice for other members be placed in the Council Bulletin.

The following members expressed an interest; Councillors N Bedford, H Brady, G Chambers, D Dorrell, A Patel, M Sartin, H Whitbread and J H Whitehouse

The Lead Officer was Georgina Blakemore, Strategic Director.

The Panel met three times in January and February 2019 before reporting to the main Overview and Scrutiny Committee on 16 April 2019.

At their first meeting on 21 January 2019, the Panel considered the report that set out scope and timescale for the review of the overview and scrutiny select committee framework.

It was suggested that the Council's new cross-working approach and project and programme management environment based on the three Corporate Plan themes of 'Stronger Council', 'Stronger Place' and 'Stronger Community' could be adapted to provide a new form of select committee framework focusing on the authority's key priorities and outcomes.

Other issues raised by members were the effectiveness of performance monitoring and the consideration for consolidate this to one select committee, to enable the scrutiny and relevance of information and performance to occur as soon as possible after the end of the relevant quarter.

On 31 January 2019, the Panel gave further consideration to the future structure of the select committee framework, associated programme and project environment driving the Council's aims for increased customer service, efficiency and effectiveness and how they fitted into the three corporate aims. There was also the opportunity to provide policy development capacity through enhanced pre-scrutiny role.

The final meeting on 27 February 2019, considered the work programme for each of the select committees and the format that the Key Performance Indicators would be presented to members.

Outcome

Finally, the Panel made the following recommendations to the Overview and Scrutiny Committee at their meeting on 16 April 2019 meeting **which were agreed?**

- (1) That a new overview and scrutiny select committee framework, based on a structure of three select committees, be established with effect from the commencement of the 2019/20 municipal year;
- (2) That the titles and responsibilities of each select committee, based on the themes of the Corporate Plan for 2018-2023, be agreed as follows:
 - (a) Stronger Communities Select Committee
 - customer excellence;
 - partnership working;
 - behavioural insights;

(b) Stronger Council Select Committee

- accommodation;
- people;
- digital enablement;
- medium-term financial strategy;
- Corporate Plan and Key Performance Indicator monitoring;

(c) Stronger Place Select Committee

- St. John's Road redevelopment;
- North Weald (masterplanning and re-location of council services);
- local plan;
- growth, skills and employment; and
- Council housebuilding.

- (3) That the consideration of quarterly performance monitoring information in respect of the Corporate Plan and the Council's adopted suite of Key Performance Indicators be undertaken by the proposed Stronger Council Select Committee, subject to the implementation of the exception-based reporting arrangements set out in this report;
- (4) That the draft terms of reference for each of the new select committees for 2019/20 be agreed;
- (5) That the draft work programme for each of the new select committees for 2019/20 be agreed;
- (6) That focused and achievable work programmes be developed for each new select committee for each year, drawing on Portfolio Holder and service delivery aims and objectives, and relevant community priorities;
- (7) That the scrutiny of business as usual activities be allocated to the ongoing work programme of each new select committee on the basis of the respective programme and project environment within the Corporate Plan for 2018-2023;
- (8) That the Cabinet be requested to ensure that relevant pre-scrutiny activity is built in to the development of all key decisions to reduce the need for call-in, and to pro-actively utilise the overview and scrutiny framework for policy development activity wherever appropriate;
- (9) That arrangements for meetings of the new select committees to be held on a quarterly basis during 2019/20, be agreed as set out in this report;
- (10) That the Service Director (Customer Services) arrange for the routine webcasting of meetings of the new select committees;
- (11) That the Constitution Working Group be asked to review the current application of requirements for members to make reports to ordinary meetings of the Council with regard to the business of external organisations subject of member representation;
- (12) That the operation of the proposed new select committee framework be reviewed after twelve months operation; and
- (13) That, subject to the agreement of the above recommendations, the Chairman formally advise the Council of the arrangements for the new select committee framework at its

meeting on 25 April 2019, in view of the likely wider member interest in the establishment of the new framework.



**Epping Forest
District Council**

THE KEY DECISION LIST

INCLUDING PROPOSED PRIVATE DECISIONS

(01 April 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 & 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

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WORK PROGRAMME - 1 APRIL 2019 TO 31 JULY 2019

PORTFOLIO - LEADER

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

WORK PROGRAMME - 1 APRIL 2019 TO 31 JULY 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	11 April 2019	Cabinet		Alison Blom-Cooper 01992 564066	
Statement of Community Involvement	To agree the updated statement of Community Involvement for consultation.	Yes	13 June 2019	Cabinet		Alison Blom-Cooper 01992 564066	

WORK PROGRAMME - 1 APRIL 2019 TO 31 JULY 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	

WORK PROGRAMME - 1 APRIL 2019 TO 31 JULY 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	13 June 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	13 June 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 APRIL 2019 TO 31 JULY 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	
Acceptance of Tenders - Planned Installation of PVCu Double Glazed Windows and Doors to Council owned blocks of flats	In order to undertake the planned installation of PVCu Double Glazed windows and doors to Council owned blocks of flats over the next 5-year period via a procurement exercise based on the Most Economically Advantageous Tender.	Yes	11 April 2019	Cabinet		Haydn Thorpe 01992 56 4162	
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	
Council Housebuilding Programme Annual Report	To receive the annual report on the Council Housebuilding Programme.	Yes	11 April 2019	Cabinet		Paul Pledger 01992 564248	
Options Appraisal for the future delivery of the EFDC responsive repairs service	The contract with the company that currently manages the Council in house repairs service is coming to an end in April 2020. There are no further provisions for contract extension at the end of this	Yes	13 June 2019	Cabinet		Paul Pledger 01992 56 4248	

	period. The Council need to consider the best way to deliver the service going forward. The report provides a feasibility study of the different options for the future model.						
Fire Safety Policy	To endorse the Fire Safety Policy.	Yes	13 June 2019	Cabinet		Sacha Jevans 01992 564229	
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	5 December 2019	Cabinet		Paul Pledger 01992 564248	

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 APRIL 2019 TO 31 JULY 2019**PORTFOLIO - CUSTOMER SERVICES**

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
District Electoral Review	Gain approval for an Electoral Review of the District Council.	Yes	26 March 2020	Cabinet		Rob Pavey 01992 564211	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
St John's Road Redevelopment - Ongoing	To proceed with the new Leisure Centre in Partnership with Places Leisure and to Seek Expressions of interest for the Cinema. Ongoing.	Yes	11 April 2019	Cabinet		Derek Macnab 01992 56 4050	

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 Transformation outturn report 16 April 2019	(a) Updated Transformation Programme Project Dossier to be reviewed at each meeting of the Committee; and <i>Project dossier no longer reviewed at each meeting of the Committee. Revised programme/project performance reporting arrangements being developed.</i> (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);	
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(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 16 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	COMPLETED 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 be arranged	To undertake appropriate scrutiny of the development and implementation of the Council's Travel Plan. Scope of scrutiny activity to be determined. Travel Plan still under development by Leadership Team.	

(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 26 February 2019, the Committee agreed that this item be carried forward into the work programme for 2018/19.	
(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 from work programme as the scrutiny of the Police Hub is the responsibility of the Communities Select Committee	

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Communities Select Committee (Chairman – Cllr Holly Whitbread)

Work Programme 2018/19

Item	Report Deadline	Progress/Comments	Programme of Meetings
Standard (Periodic) Items			12 June 2018 04 September 2018 24 September 2018x 13 November 2018 15 January 2019 12 March 2019-C
(1) Performance against Housing Service Standards and Review (<i>Recommendations to Housing Portfolio Holder</i>)	June 2018	Completed - June meeting <i>(Housing Portfolio)</i>	
(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 TBC	<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 TBC	Being reviewed and updated <i>(All Portfolios)</i>

(14) HRA Financial Plan 2019/20	March 2019 TBC	<i>(Housing Portfolio)</i> – P Maddock
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	July 2019	<i>(Community and Partnership Services Portfolio)</i>
(22) WAY 2000 Annual Report	July 2019	<p>June 2019 the Leader made a grant aid PH Decision regarding the funding of WAY 2000.</p> <p>He requested two conditions for the grant approval</p> <p>Funding approved for the continuation of the recognised and successful counselling service provided by the WAY 2000 counsellor.</p> <p>Conditions of the grant are</p> <ol style="list-style-type: none"> 1. that the grant is only used to fund the counselling service and the professional fees for the Parent Drop-In facility 2. WAY 2000 to report the outcomes of the Counselling and Parent Drop-In service to the Communities Select Committee and also detail how the services correlate with the Councils MiLife scheme

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) Transformation Projects relevant to this Committee	TBC	Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny ON HOLD
(8) Transformation Projects closure and benefits reports	TBC	That any Directorate appropriate project closure and benefits realisation reports to be submitted to the Governance SC for information ON HOLD
(9) Review of Local Enforcement Plan	27 November 2018	J Godden / N Richardson to provide a report
(10) Review of Local Elections in May 2018	23 October 2018	Review of the processes for the District Council and Parish Council Elections. (S Hill)
(11) Transformation Programme – Project Dossier – Governance	03 July 2018	Updated Project Dossier for the Transformation Programme
(12) Review of the Petitions Scheme	23 October 2018	Further to the report that came to the Committee in February 2018 – final updates

Governance Select Committee (Chairman – Councillor G Chambers)

Work Programme 2018/19

(13) Equality Information Report 2018	23 October 2018	Annual Report	
(14) 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)	
(4) Transformation Projects – new	As appropriate	Details of new projects to be submitted for scrutiny relevant to this select committee.	
(5) Transformation Projects – closure and benefits reports	As appropriate	Details of reports to be submitted for information relevant to the this select committee.	
(6) 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.	
(7) Leisure Management Contract	As appropriate	To review the Council's leisure contract with Places for People Leisure from April 2017. P Charman – To provide a progress report following a Partnership Board meeting. <i>(NB: next Board meeting on 15 May 2019).</i>	
(8) Environmental Enforcement Activity	March 2019	Annual report to this select committee.	
(9) 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
(10) 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)	
(11) 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)	
(12) 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)	
(13) Air Quality Officer	June 2018	Presentation made. (COMPLETED)	
(14) 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. COMPLETED
	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
	Verbal Update given	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- Verbal Update Given	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. COMPLETED	

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