

EPPING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

Committee:	Overview and Scrutiny Committee	Date:	Tuesday, 16 April 2019
Place:	Council Chamber, Civic Offices, High Street, Epping	Time:	7.30 - 9.50 pm
Members Present:	Councillors M Sartin (Chairman) R Jennings (Vice-Chairman) P Bolton, L Burrows, D Dorrell, S Heather, J Lea, A Mitchell, S Neville, A Patel, P Stalker, H Whitbread, J H Whitehouse and D Wixley		
Other Councillors:	Councillors H Kane, S Kane, A Lion, G Mohindra, J Philip, S Stavrou and C Whitbread		
Apologies:	Councillors R Baldwin, N Bedford and S Murray		
Officers Present:	G Blakemore (Chief Executive), D Macnab (Deputy Chief Executive), J Chandler (Service Director (Community & Partnership Services)), R Pavey (Service Director (Customer Services)), J Houston (Strategic Partnership Specialist and Economic Lead), G. Nicholas (Interim Transformation Manager), S Kits (Social Media and Customer Services Officer), D Haslam (Economic Development Assistant), A Rose (Marketing & Digital Content Officer) and R Perrin (Senior Democratic Services Officer)		
By Invitation:	A Bryan, The Chief Executive Officer, South East Local Enterprise Partnership (SELEP)		

68. 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.

69. SUBSTITUTE MEMBERS

There were no substitute members reported for this meeting.

70. MINUTES

RESOLVED:

That the minutes of the Committee meeting held on 26 February 2019 be signed by the Chairman as a correct record subject to (Minute 60. Epping Forest Youth Council) and the removal of 'Furthermore, Loughton Town Council considering a venue for cardiac screening to take place next year' to 'Furthermore, a venue had been found for the cardiac screening to take place next year.'

71. DECLARATIONS OF INTEREST

(a) Pursuant to the Council's Code of member Conduct, Councillor G Mohindra declared a personal interest in agenda item 7 - South East Local Enterprise Partnership – Scrutiny of External Organisation by virtue of being a substitute

member of the South East Local Enterprise Partnership Board for Essex County Council. He advised he would remain in the meeting for the discussion.

(b) Pursuant to the Council's Code of member Conduct, Councillor G Mohindra declared a personal interest in agenda item 8 - Essex & Herts Digital Innovation Zone (DIZ) – 'Digital Innovation Strategy' by virtue of being the Vice Chairman of DIZ for Essex County Council. He advised he would remain in the meeting for the discussion.

(c) Pursuant to the Council's Code of member Conduct, Councillor A Lion declared a personal interest in agenda item 8 - Essex & Herts Digital Innovation Zone (DIZ) – 'Digital Innovation Strategy' by virtue of being the Chairman of DIZ. He advised he would remain in the meeting for the discussion.

72. 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.

73. SOUTH-EAST LOCAL ENTERPRISE PARTNERSHIP - SCRUTINY OF EXTERNAL ORGANISATION

The Chairman welcomed the Chief Executive Officer, Adam Bryan from South East Local Enterprise Partnership (SELEP), who was in attendance to talk about the role of SELEP within the Epping Forest District and answer prescribed questions from members.

He informed the Committee that South East LEP was the largest outside London and had been established to provide a clear vision with strategic leadership, driving sustainable private sector-led growth and the creation of jobs in the south east. It brought together businesses, councils, universities and other industry influencers to form geographical partnerships across East Sussex, Essex, Kent, Medway, Southend and Thurrock. It had eight ports, a high speed rail link and national and regional airport capacity, which provided a significant economic gateway and strategic route between mainland Europe, London and the rest of the UK.

Based in Chelmsford, the SELEP consisted of a Chairman, Christian Brodie, three Vice-Chairman Graham Peters, George Kieffer and Geoff Miles and a board of 27 members which was a balance of local authority members and businesses. The Strategic Board was responsible for the vision, strategic direction and priorities of the LEP and an Accountability Board ensured that the LEP's investments represented value for money and were subject to scrutiny with all the meetings being recorded.

The Government's 'Strengthened Local Enterprise Partnership' review provided two significant changes for LEPs, which were their governance arrangements and their future strategies. Following the Government's Industrial Strategy in 2017, the LEPs had been tasked with producing local industrial strategies by March 2020. This would change the SELEP focus from projects supporting future jobs and freeing up land for housing development, to productivity and business productivity. Regarding the governance perspective, the Government wished to make the LEPs more transparent, stronger and resilient, which would result in the SELEP adopting a legal entity; change the composition of the Board to 20 members with two-thirds private sector; and an increased scrutiny and independence.

The Chief Executive Officer responded to a number of prescribed questions.

- There were currently no local growth funds within the Epping Forest District. He advised that SELEP responded to priorities at the Essex level and the Leader of Council was part of the SELEP Board. There were local projects within the surrounding areas that would benefit the District and provide partnership working;
- SELEP's view on the Governments 'Strengthened Local Enterprise Partnerships' review, were that LEP's needed to demonstrate that they could rise to the challenges set out in the review, to deliver and obtain funding in SELEP area;
- He advised that the geographical area of the SELEP worked well within the federal model, which created a unified response that was more impactful to the Government;
- SELEP supported local businesses through a growth hub, which provided business advise and support;
- SELEP would provided support to enhance the digital infrastructure in the District, through engaging with the Council on the Digital Innovation Strategy;
- SELEP had a close working partnership with the Invest ESSEX which would support the Council in attracting investment and growth into the area;
- LEPs had been used to determine the possible effects of the referendum vote on leaving the European Union in providing intelligence networks on what businesses were planning; and
- That the LEPs would be expected to liaise with the relevant business boards to assist and provide input into the Local Industrial Strategies that the Government had requested.

The Chief Executive Officer concluded that the SELEP had an important year in transforming the organisation and produce a Local Industrial Strategy.

The Committee asked further questions which included;

- What SELEP boards were Epping Forest District Council represented on and who by; and what had the LEP done to benefit the Epping Forest District over the last two years? The Chief Executive Officer advised that the Council Leader was the member of the Strategic Board, which was part of the senior board of the SELEP. There had been no investment from the growth fund spent in the Epping Forest area the last two years.
- What other projects from the last two years that had the SELEP invested in. The Chief Executive Officer advised that from the 580 million growth fund, 350 million had been spent so far. It included infrastructure around Harlow and A414 towards Chelmsford and he would provide a full account of all the projects that had received funding to members. Also, further details could be found on the SELEP website.
- The Chairman clarified the Leader of Council's representation at the SELEP Board as the West Essex representative not just the EFDC. The Chief Executive Officer advised that the SELEP Board incorporated five local authority leaders and or deputies, representatives from the three upper tiers Essex, Southend and Thurrock. This had been a historical arrangement between the Leaders and Chief Executives.
- How did LEP measure the outcomes compared to the funding spent. The Chief Executive Officer advised that when a LEP discusses with the Government the projects that it wanted to support, the decision was based on outcomes such as jobs and homes. There were different ways to audit the outcomes but most of the projects that were invested in were with local authorities and reported back to Government on a quarterly basis. The SELEP has an Accountability Board, which had been set up as a section 101

agreement with a joint agreement that the SELEP operated at a high standard and all the meetings were recorded.

- Members were concerned that with the Government's plans to reduce the LEP boards membership to 20 and two-thirds being private sector, that local authorities' representation on the SELEP was going to reduce and therefore the representation would fade over time and the unique knowledge of an area would be lost. Furthermore, would the education hubs in Kent and Sussex be replicated and was there intention to roll out career's guidance, support and advice to adults through their working careers. The Chief Executive Officer understood the challenges of the changes required to the representation on the board and that future funding would relied on the SELEP adopting these changes. There were opportunities to be creative with the membership and SELEP were looking into who could attended the board meetings and co-opted members options. Regarding the educational hubs, these were run separately to SELEP and they had only a co-ordinating role although they frequently communicated with them.
- What area did the SELEP cover; how were the boundaries were determined; and whether there was any cross boarder co-operation with London Boroughs. The Chief Executive Officer advised that it was administration areas of Essex, Southend, Thurrock, Kent and Medway and East Sussex, which had been determined by the then Sectary of State in 2011, Eric Pickles MP. The relationship with the neighbouring LEPs were excellent and communication occurred regularly with projects of shared interest across the LEP areas.
- Did the Governments restrictions to the LEPs Board members cascaded down to the federation boards? The Chief Executive Officer advised that the restrictions had not, but that transparency was the key goal.

The Chairman thanked the Chief Executive Officer for attending the meeting.

74. ESSEX & HERTS DIGITAL INNOVATION ZONE - 'DIGITAL INNOVATION STRATEGY'

The Chairman of Essex & Herts Digital Innovation Zone (DIZ), Councillor A Lion advised that the Council had become involved in DIZ through the expansion and funding received from the Government, which had provided superfast broadband to the rural areas of the District reaching up to 99.67% households.

The Council wished to expand and capitalise on the digital opportunity, therefore the DIZ was expanded out to the catchment area of the Princess Alexander Hospital. Initial investigations looked into the opportunities for public services to use digital services to transform service delivery, improve efficiency and provide a more joined-up service for the customer. In addition, partners were looking at how infrastructure investment could help future-proof local economic success and to make this area a strong choice for job retention and growth. The DIZ comprised of five district council areas including Epping Forest, Harlow, Uttlesford, East Hertfordshire and Broxbourne along with partners from various public bodies including the health, economy, County Council, higher education, business and the voluntary and community sector.

The Strategic Partnerships Manager advised that the DIZ had significantly raised the profile and the understanding of the current and future digital economy in this area and had pioneered a truly multi-agency, multi-area, multi-sector approach to digital innovation and integration. The partnership had successfully worked in several areas which included;

- Jointly commissioning a strategic long-term overarching strategy to focus work;
- Bidding for external funds on the understanding that collective bidding opened opportunities to access funds that partners would not access individually such as 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;
- 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.

A Digital Innovation Strategy for DIZ had been completed, setting out long-term ambitions and an understanding of the area's current and future digital strengths and challenges in an over-arching combined digital plan. Endorsement was being sought from all the DIZ partners and the strategy document would 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.

The Digital Innovation Zone would be well placed to fully engage with the Government's new industrial strategy and help shape how local partners individually and collectively responded to the digital challenge. It was intended that, once adopted, a high-profile launch event would be delivered to further raise the identity, visibility and positioning of the DIZ and promote the strategy to Government and key industry stakeholders.

The Committee enquired how this strategy would become more locally involved and improve the high street for residents. The Strategic Partnerships Manager advised that the high street market was a changing and was a challenging environment, although the strategy would be used to encourage and assist small and medium businesses to become more competitive and bring customers back to the high street.

The Committee queried whether the residents who were not covered by the superfast broadband had any type of internet connection. Councillor A Lion advised that around 200 homes were currently unable to receive the superfast broadband, although with the provisions for 5G services through mobile networks was being developed and it was hoped that they would be eventually captured.

RESOLVED:

That the Overview and Scrutiny Committee recommends and endorses the Essex and Herts Digital Innovation Zone 'Digital Innovation Strategy' to Cabinet.

75. OVERVIEW & SCRUTINY SELECT COMMITTEE FRAMEWORK - REPORT OF TASK & FINISH PANEL

The Chairman of the Task and Finish Panel, Councillor P Bolton advised that the Overview and Scrutiny Committee had established the Panel to undertake a review of the Council's existing overview and scrutiny select committee framework, considering the adoption of a revised executive portfolio structure that complemented the new senior management structure of the Council.

Councillor P Bolton advised that the Task and Finish Panel had met several times in January and February 2019 and discussed the structure of three select committees based on the Corporate Plan for 2019/20 municipal year; Stronger Communities; Stronger Council; and Stronger Place. Each of these select committees would consider a focused and achievable work programme, developed from the Portfolio Holder and service delivery aims and objectives along with any relevant community priorities. In addition, the performance monitoring would be considered by one select committee.

The Committee enquired how the live data on performance reporting would be delivered to members at the meeting and how could it be effectively scrutinized, if members received the information at the meeting. Also, whether external organisations could still be requested to attend the Committee. Councillor P Bolton advised that members had requested relevant data, rather than the current form of performance reporting, which was out of date and consisted of huge amounts of paper work. The Chief Executive advised that the information would be provided to members days before the meeting rather than weeks, to ensure that the information was relevant and up to date.

The Committee also commented on the inconsistencies of the work programmes of the previous select committees and how the new framework appeared to reflect a refreshed and more balanced programme.

The Customer Services Portfolio Holder asked where the work from the Resources Select Committee would be absorbed. The Chief Executive advised that it would be considered under the Stronger Council Select Committee, as this committee would consider all the performance reporting information going forward.

The Chairman thanked the members and officers, who had supported the Task and Finish Panel.

RESOLVED:

- (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;

(4) That the draft terms of reference for each of the new select committees for 2019/20, as set out in appendix 1 be agreed;

(5) That the work programme for each of the new select committees for 2019/20, as set out in appendix 2 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 based on 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 was 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 appendix 3;

(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, considering 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 review the current application of requirements for members to make reports to ordinary meetings of the Council about the business of external organisations subject of member representation; and

(14) That that Chairman formally advise the Council of the arrangements for the new select committee framework on 25 April 2019.

The Interim Transformation Programme Manager, G Nicholas informed the Committee that the Corporate Plan 2018-2023 was the authority's key strategic planning document. It laid out the journey the Council would take to transform the organisation to be 'Ready for the Future' and linked the key external drivers influencing the 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, focussing on what the Council achieved for customers. Management Board, Cabinet and the Scrutiny Committees had overview and scrutiny role to drive improvement in performance and ensure corrective action was taken where necessary.

The Interim Transformation Manager advised that a number of the performance indicators had not reached their end of year targets, although these had been monitored, reported and modified throughout the year. Furthermore, the way in which members would receive performance information would be changing to focus on the indicators that were not being achieved rather than a report on all of the indicators. The Chairman advised that on a whole, the Council had achieved a good performance and the Committee had no further questions.

RESOLVED:

That the outturn position for Quarter 4 2018/19, in relation to the achievement of the Corporate Plan for 2018/23 had been considered and noted.

77. CORPORATE PLAN ACTION PLAN: YEAR 2 PERFORMANCE

The Community and Partnership Service Director, J Chandler informed the Committee that the Corporate Plan Action Plan provided the mechanism for reporting the Key Performance Indicators (KPIs) and key programmes of work, which highlighted the Council overall performance against the Corporate Objectives.

The Year 2 Action Plan, which covered 2019/20 had been streamlined to enable an improved focus on how the Corporate Objectives had been met. It reduced the number of KPIs from 47 to 13 and key corporate programmes of work to 11. The reporting format had also been revised to provide a more concise presentation of information and greater clarity on performance. This would be reported as a KPI or a corporate work programme. The KPIs would continue to have defined targets that would be reported quarterly, if they were 'below target' or 'required attention' with a narrative relating to the performance and corrective action being taken and the corporate programmes would be ranked with a Red, Amber or Green (RAG) rating. The 11 corporate programmes currently being worked on were positioned under the corresponding Corporate Aims, Stronger Communities; Stronger Places or Stronger Council.

The Committee advised that the performance reporting was greatly improved and appeared to contain the information that members required to scrutinise the Council's performance, although some of the descriptions needed to be refined and further details included. The Interim Transformation Programme Manager advised that the information would be current and that officers would be able to give progress updates

at the meetings, enabling members to have accurate data to scrutinise. The Community and Partnership Service Director wanted to confirm that this was the right direction that the Committee were happy with and that it would continue to develop throughout the year.

The Chairman concluded that the Committee were happy to recommend the reviewed KPIs and RAG rated programmes for 2019/20 with Committee's comments incorporated.

RESOLVED:

- (1) That the new reporting format for the Council's Corporate Plan Action Plan be noted; and
- (2) That the reviewed KPIs and Rag rated programmes for 2019/20 be recommended to Finance Performance Management Cabinet Committee.

78. CUSTOMER SERVICE PROGRAMME ANNUAL REPORT

The Service Director for Customer Services, R Pavey updated the Committee on the progress of the Customer Service Programme which included the Civic Offices Reception; Corporate Contact Centre (CCC); Systems and Digital Development; and Customer Satisfaction.

The CCC had continued to evolve and grow as more services were integrated, achieving resolution of customer enquiries at the first point of contact. Furthermore, other areas such as Housing and Revenues and Benefits would be process mapped and included at a later date. The call volumes had increased from 81,000 in 2017/18 to 118,000 in 2018/19 and resolution at first contact had increased from 27% to 35%, which was a strong incentive to move more types of service contact into the CCC. The appointment of a new Customer Service Manager would provide the capacity to allow the integration process to accelerate.

In addition to this Member Services had moved to the Customer team. This would ensure a sole contact point that was resilient and focussed, to support members with timely responses to queries and with the digital journey and paperless agendas.

The major piece of work on Systems and Digital Development had been the launch of the new website in early January 2019. The focus of the new website had been transactional, to encourage customers to self-serve and help the Council achieve back-office efficiencies. The move to the new website had been accelerated due to security concerns around the former website's platform and unfortunately there were some elements that were incomplete although key transactions were functioning as expected. Customers feedback had helped to prioritise and develop the new website further and a new quarterly report on the Customer Excellence would be presented to the Stronger Communities Select Committee.

Finally, Customer Satisfaction was the key indicator for the Council's performance, demonstrating how well the Council had put the customer at the heart of everything it did. A new feedback process called Govmetric had been installed, which allowed the customers to provide feedback on each contact with the Council via telephone and e-mail through the CCC and website visit. Currently the website had received disappointing reports but many of the issues had been rectified and key themes that emerged had received devoted resources to resolve those issues. The feedback and customer satisfaction data would form part of the quarterly report to the Stronger Communities Select Committee.

The Service Director for Customer Services advised that the Civic Offices Reception and systems and digital development remained key aspects going forward to achieve Customer Excellence. The Key Performance Indicators on Customer Satisfaction and Resolution at First Point of Contact would assist members in assessing the Councils success in achieving Customer Excellence. Regarding Behaviour and Insight work, this information would enable the Council to future-proof its services by meeting changing customer needs. The work would involve gathering and analysing data, to really understand the customers and the changing trends within that base. There were also opportunities with potential partners to see what may exist for joint provision to improve the whole customer experience.

In addition, the Customer team was also involved in the work of the Digital Innovation Zone which was led by EFDC and involved other public and private sector partners. The Customer team had embarked on a project with a charity called Citizens Online, which was aimed at increasing the digital skills of residents to assist with access to services, employability skills and help reduce poverty and social isolation and would be monitored through the Stronger Communities Select Committee.

The Committee commented on the quality of the feedback received from users on the Council website. The Service Director for Customer Services advised that users were able to leave feedback if they wished and it would enable resources to be deployed to these areas for improvement. Customer satisfaction. Other concerns centred around contacting officers directly via the telephone system which did not always work. The Service Director for Customer Services advised that there was a 'Members Enquiry Form' that could be emailed in the query and it would be looked after by the Customer Serves Team. Likewise, the Contact Centre would assist with putting the Customer/Member in touch with the relevant department or an officer, creating a consistent service and within a service timeframe. The Committee also asked that a member's satisfaction survey be provided, which the Service Director agreed.

RESOLVED:

That the detailed Customer Programme in 2018/19 and the future direction for 2019/20 be noted.

79. OVERVIEW AND SCRUTINY DRAFT ANNUAL REPORT

The Committee noted the draft Overview and Scrutiny Annual Report and that any comments should be submitted to Democratic Services by Friday 10 May 2019.

Councillor S Neville enquired about the circulation of the questions and answers provided by the County Council Portfolio Holder for Education, Skills and Passenger Transport, when he had been unable to attend the Committee for external scrutiny of the Essex County Council's Passenger Transport in June 2018. The Deputy Chief Executive advised that circulation had probably been through the Members Bulletin and he would ensure it was put into the next Members Bulletin.

Councillor J H Whitehouse asked that a summary of the different select committees' decisions or outcomes be included within each selection of the annual report. The Chairman advised that she noted the comments of the Committee and that in conjunction with the relevant committee Chairman the information would be included. The Annual report would be presented again to the Overview and Scrutiny Committee in June and then presented to Council in July 2019.

80. FORWARD PLAN OF KEY DECISIONS - REVIEW

The Deputy Chief Executive advised that the Cabinet's work programme had decreased towards the end of the municipal reflecting the completion of the Executive's work programme. He advised that the Leader would attend the first meeting of Overview and Scrutiny in the new municipal year to outline the priorities for the forth coming year and set out the work programme which develop over time.

81. EXECUTIVE DECISIONS - CALL-IN

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

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

The Chairman advised that the Overview and Scrutiny Committee Wok programme for 2018/19 had largely been completed with a few items placed on hold for the 2019/20. At the first annual Overview and Scrutiny meeting June 2019, the Committee would reconsider the outstanding items and future programme.

Select Committees

Communities Select Committee

Councillor H Whitbread advised that she had nothing further to add, but that she would like to thank the former Director of Housing, A Hall for all of his help throughout the year, following his retirement.

Governance Select Committee

There was nothing further to add.

Neighbourhoods Select Committee

There was nothing further to add.

Resources Select Committee

Councillor A Patel advised that the committee's work programme had been completed. He also thanked the Assistant Director (Accountancy), P Maddock who had recently left the Council.

CHAIRMAN

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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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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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