



Overview and Scrutiny Committee Tuesday, 18th July, 2017

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

**Council Chamber, Civic Offices, High Street, Epping
on Tuesday, 18th July, 2017
at 9.00 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer:**

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Members:

Councillors M Sartin (Chairman), R Brookes (Vice-Chairman), N Avey, R Baldwin, N Bedford, S Kane, Y Knight, A Mitchell, S Murray, S Neville, A Patel, D Stallan, B Surtees, H Whitbread and D Wixley

**PLEASE NOTE THAT BECAUSE OF THE HIGHWAYS PRESENTATION BEFOREHAND
THIS MEETING WILL START AT 9PM.**

THIS MEETING IS OPEN TO ALL MEMBERS TO ATTEND

WEBCASTING NOTICE

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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 consent 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

(Director of Governance) To report the appointment of any substitute members for the meeting.

4. MINUTES (Pages 5 - 20)

To confirm the minutes of the meeting of the Committee held on 6 June 2017.

5. DECLARATIONS OF INTEREST

(Director of Governance) 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

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

(a) Public Questions

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

(b) Requests to address the Overview and Scrutiny Committee

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

7. EXECUTIVE DECISIONS - CALL-IN

(Director of Governance) To consider any matter referred to the Committee for decision in relation to a call-in.

8. FORWARD PLAN OF KEY DECISIONS - REVIEW (Pages 21 - 36)

(Director of Governance) 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.

9. CORPORATE PLAN 2018-2023 (Pages 37 - 50)

(Chief Executive) To consider the attached report.

10. SCRUTINY OF EXTERNAL ORGANISATIONS (Pages 51 - 56)

(Director of Governance) To consider the attached report.

11. OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME 2017/18 - REVIEW (Pages 57 - 72)

(Director of Governance) 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.

12. EXCLUSION OF PUBLIC AND PRESS

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

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

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

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

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential information and in respect of executive reports, the advice of any political advisor.

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

EPHING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

Committee:	Overview and Scrutiny Committee	Date:	Tuesday, 6 June 2017
Place:	Council Chamber, Civic Offices, High Street, Epping	Time:	7.30 - 9.50 pm
Members Present:	Councillors M Sartin (Chairman) R Brookes (Vice-Chairman) N Bedford, R Baldwin, L Hughes, S Kane, Y Knight, A Mitchell, S Murray, S Neville, A Patel, D Stallan, B Surtees, H Whitbread and D Wixley		
Other Councillors:	Councillors R Bassett, A Grigg, H Kane, J Lea, J Philip, G Shiell, G Waller, C Whitbread and J H Whitehouse		
Apologies:	Councillors N Avey		
Officers Present:	D Macnab (Deputy Chief Executive and Director of Neighbourhoods), S Tautz (Democratic Services Manager), T Carne (Public Relations and Marketing Officer), A Hendry (Senior Democratic Services Officer) and R Linford (Transformation Apprentice)		
By Invitation:	N Fontaine (Princess Alexandra Hospital NHS Trust), S Lawton (Princess Alexandra Hospital NHS Trust) and L McCarthy (Princess Alexandra Hospital NHS Trust)		

1. 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.

2. SUBSTITUTE MEMBERS

It was reported that Councillor L Hughes was substituting for Councillor N Avey.

3. MINUTES

RESOLVED:

That the minutes of the last Committee meeting held on 18 April 2017 be signed by the Chairman as a correct record.

4. DECLARATIONS OF INTEREST

Councillor Surtees declared a non-pecuniary, non-prejudicial interest in item 6, 'Scrutiny of external organisations Princess Alexandra Hospital NHS Trust', in that he was part of the chaplaincy team at that Hospital.

5. SCRUTINY OF EXTERNAL ORGANISATIONS - PRINCESS ALEXANDRA HOSPITAL NHS TRUST

The Chairman introduced three officers from the Princess Alexandra Hospital (PAH) Trust. They were Lance McCarthy (Chief Executive), Stephanie Lawton (Chief

Operating Officer) and Nancy Fontaine (Chief Nurse). They were there to respond to the concerns of the Committee in response to the concerns of Care Quality Commission (CQC) regarding aspects of its inpatient, outpatient and medical emergency services and other area of concern.

The PAH officers had been given a list of issues that the Committee wanted to cover and were asked to begin their response.

Mr McCarthy (Chief Executive) started off by referring to the strategic issues that affected the Hospital Trust. He noted that the trust was rated as inadequate and focused on their improvement plan for the CQC where they recommended 'must dos' and 'should dos'. In total they had 38 actions/issues raised. That formed the basis of their quality improvement plan; but they also had over 600 other items that they had to consider and also to tackle any of the underlying issues to prevent them happening again. They have a good framework on these actions and know everyone that would be leading on them. Reporting up to the executive team and then on to the Trust Board on a bi-monthly basis. Also, as part of being in special measures, they also have a monthly governance oversight meeting with the CQC and NHS Support.

They have a detailed structure in place focusing around the areas of most concern such as emergency care and end of life care. They were continuing to make really good progress against both of these. That was part of a general update of the improvement plan.

Ms Fontaine (Chief Nurse) noted the on receipt of the CQC findings they took an extremely serious view and took immediate action on the mortuary situation, where it was deemed to be substandard. It was important to know that there was at no point any detriment of any of their patients within that area. The capital programme for the renovation of the mortuary was programmed as a "to do", but was delayed as the finance was needed for something else, but it was never not going to be done. The Human Tissue Authority, the authority responsible, inspected us in December and stated that we had met the required standards. That was important to note because around the 'end of life' issues it was around the mortuary service provision and resource. The Trust was now working with partners around Hertfordshire and Essex as well as Community Trusts who commissioned services from us. They have also appointed a specialist consultant clinician for 'end of life'. The CQC had now commented on the compassionate care we now deliver. Although it was not always possible or in their gift to transfer patients to a hospice or preferred place of care that they wished to go to. And, according to their STP partners they were state of the art in that they were leading with their commissioners and Community Trust to get one standard across Hertfordshire and Essex; not an easy thing to do.

The Critical Care Unit was a shock; there were many areas where they were not performing as well as they should, such as the emergency department. But for Critical Care they had always met their clinical outcomes and their mortality outcomes and expected deaths care was always rated as among some of the best in the country. Looking at their figures, they tended to take in a wider variety of patients into their HD and ITU. The CQC were concerned about outcomes and delays in getting the patients out of the Critical Care unit. The Critical Care leads were honest about not pushing forward opportunities to be innovative and were probably sitting on their laurels and were now determined that at the next inspection they would be rated as good. It was important to note that all our intensive care patients were safe and we have managed to keep safety at the forefront.

We see about 109,000 patients a year through our emergency department, and for many of their patients they did not have any other out of hours facilities to go to. That was a long standing issue, outside of GP practices there were not many advanced practitioners working out of hours and at weekends, however they are working to create places for patients to go to throughout their sector.

The other area was around training, access to training and appraisals. We have put in a new system for statutory mandatory training and an appraisal system that was meaningful for all their staff.

Another area of concern was staffing across the board; not just nurses. We are close to London where they can earn more money and therefore recruitment and retention was tricky for PAH. We have put in lots of innovative approaches to recruitment and retaining staff, especially for nursing and doctors, both nationally and international recruitment. We have had a lot of successes and have received an outstanding for our maternity and gynaecology units and have bucked the national trend and do not have a shortage of midwives having only 4.5 vacancies. For theatres across the hospital we have one vacancy. There were areas that have been really successful in recruiting due to making sure that staff felt safe and patients felt safe.

Finally important to recognise that the CQC saw that there was a disconnect between the board and senior management around getting messages down to the staff. We have been working hard on staff engagement and now have weekly briefings. We are focusing on staff experience through listening events and focus groups, to let them know that they were listened to.

Councillor Murray had some concerns about a recent experience an elderly person had been asked by their GP to present themselves at the A&E department and had a five hours wait, with a further 3 hour wait before an allocation of a bed. He acknowledged that it was not an emergency, but it was about midnight when a bed was found for them. He would like to know if that long wait was typical. Also, when a family member asked if they could accompany the patient up to the ward they were told that they could not as it was against policy. Was it policy that a family member could not accompany them? He acknowledged that it was a good ward with good staff manning it. Ms Lawton (Chief Operating Officer) apologised for the length of the wait and noted that last week was a particularly challenging week for them. They were still struggling and were on averaging having between a high 70's and mid 80's percentages in achieving the 4 hour standard. Staffing was still a challenge in this area, particularly out of hours, but she could confirm that the patients remained safe within the department. They have also made significant improvements in flow and discharge coming down to only 4% in April. They were about to undertake building works and extend the department and make it easier and more accessible for patients.

Ms Fontaine added her apologies, saying that it was not their policy to not allow family members to accompany patients to the wards; in fact it was actively encouraged. They also have parking concessions and offer refreshments to the relatives who stay. So that was incorrect but she was glad to hear that the care was good.

Councillor Murray also had concerns accessing the wards from the A&E department for a relative. Ms Fontaine replied that they always tried to keep relatives with the patients.

Councillor Patel noted the actions they had taken after the CQC report was published, but what he wanted to understand was what analysis had the trust

undertaken to determine how they ended up in that position. Also it was clear that some of the wards were performing better than others, so what action was taken in relation to the managers on the wards that were under performing. And regarding training, you have mentioned trying to get staff to do mandatory training, but he was not clear if it was e-learning or face to face training. And what follow up competency assessments were in place to ensure the staff understood the training. Ms Fontaine replied that there were ward differences, the medical and emergency wards fared pretty well, having a structure that supported accountability. We now meet all the teams on a three weekly cycle where they must have completed improved governance and innovation and commit to the best possible care. In terms of action take, it was more in terms of supporting and growing staff and making sure they had access to leadership, management and coaching and putting in a positive approach. As for training we have some e-learning and some face to face training, such as safeguarding children and adults. They were also developing using a booklet with a series of test questions; and all of the clinical training had competencies attached to them anyway.

Councillor Knight noted that she had visited Harlow Hospital recently and was stunned by the good treatment she received. At the end she was referred to another hospital where the experience was not so good. She noted that over the years she had noticed that there was an inequality as to how you were treated from department to department and seems to be a kind of lottery depending on what was wrong with you on how you got treated. She also wanted to pick up on the percentage of staff retention; did you manage to keep your staff, were they enjoying their work and did they receive regular training to deal with managing people? Ms Fontaine thanked Councillor Knight for her compliments and said she would feed it back to the department concerned. She agreed about the inconsistencies, for example the improvement in the maternity department and in children services. As for long standing staff, Princess Alexandra was the highest employer and recruiter of all local staff. Many of our staff had been there for 30 years or more, with tranches of 40 or 50 years service; and it was not uncommon to have three generations of staff working there. They were also forging links with Epping and Harlow to recruit school leavers and also had an apprenticeship programme, which was key to developing people. There was a higher turnover of junior staff that tended to stay a short time and then move to London. But they tended to come back later after receiving speciality training in London that we could not give them. Our local hospital offered them a community spirit. Mr McCarthy added that they were doing extremely well, but the whole health service had difficulties in recruiting staff, especially when in special measures.

Councillor Neville asked if they could elaborate on the training they did on Safeguarding of Children. Was it on parity with the adult safeguarding and what about the use of agency staff and their training? Ms Fontaine said that there were problems with the accessing of training and the management and there had previously been failures to follow policy. It was not a matter of management support but a matter of culture and having them always thinking about safeguarding issues. We did a lot of work with our family doctors and staff and are always thinking Family, Children and Adults. We were now meeting all the standards and improvements in training and compliance has improved by 283% over the last six months, but we can never do enough.

Councillor Holly Whitbread wanted to know about local recruitment and what kind of relationship they had with local schools and colleges and also with their neighbourhood health centres and hospitals. Ms Fontaine noted that there tended to be a high turn around of staff locally when it came to other trusts. They carried out weekly interviews across the country and had recruitment events with universities and forged links with local colleges.

Councillor Baldwin asked if they had any strategy in place to reduce dependency on agency workers and to check on their competencies. Ms Fontaine said that that have written to all agencies and asked for the training background of staff. We will also have clear reduction in the use of Temporary staff. Mr McCarthy added that in 2015/16 they had spent about £20 million on temporary staff, the following year (2016/17) they spent £15 million and were heading for a £12/13 million expenditure for this current year. This has been helped by a national focus on agency staff generally and pairing down the rates of these staff; they now have a tighter process in place on not breaking these caps. Also they were increasingly filling in the gaps with their own experienced staff, filling in at a lesser rate.

The Chairman noted that the meeting was straying into other areas other than the strategic ones and asked if Mr McCarthy would like to speak about any other issues he wanted to cover.

Mr McCarthy added that he was at a meeting this morning with the STP (Sustainability and Transformation Programme) board covering west Essex through to East Hertfordshire talking about competing with other Trusts for the same pool of staff and how they could work together as a combination of organisations across the area. They were talking about the potential setting up of an academy that could pool staff with certain skills, taking them from school up to employing them.

Ms Lawton added that during the inspection they were still in their recovery phase for our standards and procedures and an 18 week pathway on recovery. Pleased to say that since July last year they have achieved all their standards for 18 weeks, one of the few Trusts in the country to do this. For the last 18 months they have achieved all their diagnostics and cancer standards and are now advising other organisations on cancer standards. They are making really good progress on this.

The meeting was again opened up to questions from members.

Councillor Bedford asked how was the Trust affected by the recent cyber attack on the NHS and what had they learned from this. Also, on bed-blocking and the reported long wait between being discharged and actually leaving the hospital. Why did it take so long? Mr McCarthy said that the cyber attack had not affected them as their IT department found out early on about this and effectively pulled the plug on all external networks to stop the infection. The team then worked around the clock to patch up their existing systems and ensure future security, as far as they could. We also have a lot of relatively new equipment so were less susceptible than other organisations.

Ms Lawton replied to the bed-blocking issue saying that they had done a lot of work with Social Care and Community organisations to enable us to work together. They had an integrated discharge team now and they had joined a national campaign on this - 'Red to Green' on how they could improve their discharge processes; and they now plan 24 hours in advance. They also have their own discharge vehicle. It had not been cracked as yet, but it was tracked on a weekly basis and was still a work in progress.

Councillor Sartin asked about the time it took for ambulances to hand over at A&E, as referenced in the report, did it still take a lot of time to do so. Ms Lawton said that this was an area of concern. They now have a specialist doctor and nurse to receive patients coming in by ambulance and have see improvements over the last four months. They have also instituted monthly audits to look at the position and the improvements made.

Councillor Patel asked how they were dealing with social isolation within the community especially in regards to resident who were moderately frail and how were they supporting them in the aftercare. Ms Fontaine said that they had a frailty unit with frailty practitioners working with outside agencies such as social care and the Community Trust, constantly assessing the needs of the patients. The future would be reaching out into the community much more. There also have a lot of voluntary services that we worked with. Mr McCarthy added that they were formally working in partnership with other organisations in West Essex developing an 'accountable care partnership' an integrated way of working that went across the entire organisation and superseded the 'silo' mentality. Ms Fontaine added that they also had a state of the art, virtual patient at home system, where our clinicians, nursing staff and support workers and pharmacists supported early discharge patients and supported them in their own homes.

Councillor Wixley asked if they had any emergency plans in case of terrorists attacks or disasters (especially as they were near Stanstead Airport), and was it tested regularly. Ms Lawton replied that they did have various emergency plans which were regularly tested and practiced every year. They were the emergency hospital for Stanstead and were in regular contact with them.

Councillor Lea noted that recently her husband had been to the hospital where he received very good care and she had no concerns over this or the care and professionalism of the staff. But, she encountered one member of staff there who was not conversant with English. No complaints other than she would like to know what sort of training staff got. Also, would it not help if you had a rehabilitation centre that was connected to the hospital to help the elderly patients on their release or even prior to it? Ms Fontaine commenting on the language said that all international doctors, nurses and support staff had to take a (difficult) test which they were required to pass in order to get registered in this country. As for people who live in this country and work here there is a language standard that they have to meet. Ms Lawton added on the rehabilitation issue that they constantly kept this under review and worked with a number of agencies looking at discharge and what support was needed. This was something provided although they did not have a rehabilitation centre, but they did work closely with the discharge teams etc. to co-ordinate and plan for any remedial treatment needed.

Councillor Patel asked if they were CQC ready now. Mr McCarthy said that they still had some challenges around urgent and emergency care and it also depended on what was meant by ready. He would hope and expect that we would get out of special measures by the CQC inspection.

Councillor Bedford noted that the Harlow hospital was built in the 1970's and wanted to know if a new site had been identified and if funding was in place; and what would be done with the old site. Mr McCarthy said that they were going through a formal process to look at all the various options and were developing a strategic outline case to make a case for the requirement for a hospital in Harlow and then on to where and how it could be positioned and potential costs. In the long term we were maybe looking to rebuild on a green field site which would be better than patching the current site up. Rebuilding the hospital on it current site would be much more disruptive and more expensive and take much longer. The strategic outline case would need to go through several hurdles before it could be finalised, a final plan agreed and an outline business case developed.

The chairman thanked the participants for their attendance and noted that reading through the various report summaries the one thing that came through was that it

was a caring hospital, so important for patients and that had come through this evening. She thanked them and wished them all the best for their future development.

6. FORWARD PLAN OF KEY DECISIONS - REVIEW

The Committee considered the Council's corporate priorities and programme of key decisions for 2017/18. The committee went through the plan page by page asking questions as appropriate.

Councillor Murray asked for an update on the Civic Offices review under the Leader's portfolio. Councillor Chris Whitbread said that a report had gone to the Cabinet and they were presently looking at options available. A regular updating report would be going to a Cabinet meeting.

Councillor Murray asked about the relocation of the Oakwood Hill Depot as listed under the Housing Portfolio. He wanted to know if there had been an impact assessment carried out on the Oakwood estate. Councillor Whitbread replied that there will be a planning application made for this site. He noted that the depot was well sited for our use, as there was a lot of space there. An officer working group was also monitoring this. Mr Macnab, the Director of Neighbourhoods said that there had been no complaints received during the construction phase and no complaints since the Grounds Maintenance section had started working there.

Councillor Sartin asked about the new policy to be adopted on Houses of Multiple Occupation, would this go out to consultation. She was told that it should do.

Councillor Murray asked about the Housing Allocations and Tenancy Policy, would there be any major changes? Councillor Whitbread responded that a review had gone to Cabinet, in which they were looking to see how it worked for local people.

Under the Safer, Greener and Transport Portfolio, Councillor Patel asked about the Council's strategy in dealing and engaging with the slightly older young people, (in the 18 to 25 age group) on radicalisation issues. Councillor Waller, the Portfolio Holder said that they engage with the younger age groups, but the older age group had been neglected in the past; but they would look at this for the future. Mr Macnab added that this would be something for the Community Safety Partnership to look at and report back in the future.

RESOLVED:

That the Council's corporate priorities and programme of key decisions for 2017/18 be considered and noted.

7. CORPORATE PLAN 2015-2020 - KEY ACTION PLAN 2017/18

The Leader of the Council, Councillor C Whitbread introduced the key action plan for 2017/18 that arose from the Council's current Corporate Plan. He noted that the report started with Council's finance. He observed that over the last decade the council has been able to protect front line services, where other councils across the country have struggled to do so. Not only that, but the Council tax has been frozen for the past seven years, so over this long period of time the share of the District Council's tax has actually fallen if inflation was taken into account. So their medium term aspiration was to remain a low tax council authority and to protect the front line services. Over the years we have made much better use of its assets, such as

Oakwood Hill, St John's redevelopment scheme, the Epping Forest Shopping Park, the housebuilding programme and North Weald Airfield. The Shopping Park when it comes on-stream would deliver £2.7million income a year to the council's finances; St. John's road would be a key asset and bring in local jobs, playing our part to make sure that the younger people have jobs for the future.

Another thing to be proud of was the Council Housebuilding programme, noting that just recently the first keys were handed over but could not be widely publicised because of the impending election. One of our largest assets was North Weald where we were looking to make the best possible use of and this was in our action plan.

Councillor Baldwin asked what assets we had at North Weald in the airfield and how were we developing those assets. Councillor Whitbread noted that our asset base was akin to a small London Borough, we have a lot and it may be worth arranging a tour to look at these assets. The airfield was a major purchase in the 1980s, providing a whole range of facilities from flying, the Saturday market which has provided a great deal of income over the years and over the years have also built a large number of houses there. We also acquired a large number of houses at that time as well. With such an asset it was the council's duty to keep it well run and provide income for the district in the years ahead.

Councillor Whitbread continued with the corporate plan and considered the finances and partnership working and deriving income or revenue from doing this. One of the key things was our work with the Lowewood Museum on behalf of Broxbourne Borough Council, which we now manage on their behalf. We also have a first class team that gets the Council first class external funding that enable us to do many of the "added value" things, something for members to be aware of.

Councillor Wixley asked what was the National Portfolio Organisation status from the Arts Council England. Mr Macnab said that it was an accreditation that the museum had been awarded that allows us to act on behalf of the national institutions and museums indicating that they have confidence in us for working to a higher standard.

Councillor Whitbread continued pointing out that 'Aim 2 – to ensure that the Council has a sound and approved Local Plan...' which would be their priority number 1. As a council we have had our draft consultation and were now working on the responses. We are a 92.4% green belt and we have been told by residents not to build one more house than was absolutely necessary. The Local Plan was so important because it was vital we have appropriate, not inappropriate, development. We have done more than other councils to listen and consult our residents.

Councillor Whitbread then moved on to the modern delivery of services and noted that later on in this meeting the Committee would be appointing a Task and Finish Panel to look at the Transformation Project. This would take on board the way we worked, the staff, the technology and how we could free up space. It would be good to have Task and Finish Panel to monitor and scrutinise this.

Councillor Surtees asked about the three multi agency groups to contribute to health and wellbeing etc. would non statutory and voluntary organisations have a roll in contributing to that work. Councillor Whitbread believed that they would but would come back with more detail later.

Councillor H Whitbread asked about the Transformation Programme and if we had looked at how other councils had run theirs and how it affected businesses etc. Councillor C Whitbread answered that they have looked at best practice across the

whole area and had carried out a number of visits to see how other councils handled their programmes.

Councillor Janet Whitehouse wondered what groups was involved and who would be involved in these three multi-agency groups. Mr Macnab could not name specific organisations but as a key local authority we had a good track record in involving non-statutory organisations and the voluntary sector. Certainly the Health and Well-being board has that type of representation on it; but will get this confirmed for her.

Councillor Neville noted that the Waltham Abbey Leisure Centre was to be renewed. And the Loughton leisure Centre, was to be partly redeveloped; did they have a time scale for this? Councillor H Kane noted that the Waltham Abbey Leisure Centre was to have the application go to the next District Development Management Committee meeting. As for the Loughton Centre we do not have a timetable as yet, we are still in the transition period and were still the exploring period to find and resolve issues as they arise.

Councillor C Whitbread continued saying that leisure and the cultural strategy was something else he was going to touch upon. The new Leisure contract would bring improvements in leisure service and also savings to the Council; up to £20million in the next 20 years. We used to have a well run but underfunded in-house leisure service; we now have a well funded and well run service benefitting our residents. The service has now got a brighter future. One of the final things in this corporate Plan was that we have an aging population and this was one of the things we have to address, partly by working with partner authorities.

Councillor Sartin asked about the trial of flexible working for Building Control and Development Management officers through the use of new technologies. Could this be expanded upon? Councillor Philip said that this was a move away from paper based, office based work, by using mobile technology so that the officers did not have to come back to the office, making more sense.

RESOLVED:

That the Key Actions for 2017/18 arising from the Councils current Corporate Plan be noted.

8. CORPORATE PLAN 2015-2020 - KEY ACTION PLAN 2016/17 (OUTTURN)

The Director of Neighbourhoods, Mr Macnab, introduced the outturn figures (quarter 4) for the corporate plan key objectives for 2016/17. It was noted that the range of objectives for 2016/17 was adopted by the Cabinet in February 2016. Progress in relation to individual actions and deliverables was reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis.

The Chairman then went through the plan page by page.

Councillor Sartin noted that under item 5 on page 79, '*work in partnership with Moat Housing to commence the development of the council garage site*' that the status was described as 'None'. What did this mean? She was told that that action was now closed – although the terminology used was confusing.

Councillor Sartin asked about item 10 on page 82, '*...the provision of the affordable rented homes at the council owned site at Pырles Lane...*'. Did we have phase 4 permission? Councillor Griggs, the Asset Management and Economic Development Portfolio Holder said that they now had received planning permission.

Councillor Surtees noted that several items at the bottom of page 85 and at the top of page 86 were listed as being 'behind schedule'. Why was this? Councillor Whitbread said that he would answer this fully in the Council Bulletin.

Councillor Sartin noted that item 3 on page 94 the status said 'achieved' or were they just progressing? Councillor Philip said that he would get back to her on this.

RESOLVED:

That the position in relation to the achievement of the Council's key objectives for 2016/17 be noted.

9. SELECT COMMITTEES - TERMS OF REFERENCE & WORK PROGRAMMES 2017-18

The Committee considered the re-establishment of the Select Committee for 2017/18 and their Terms of Reference and Work Programmes for each of the Committees.

On consideration of the four terms of reference it was noted that item 1 in the ToR of the Neighbourhoods Select Committee should be revised to read "To undertake overview and scrutiny, utilising appropriate methods and techniques of services and functions of the Neighbourhood Directorate." The same went for the equivalent item in the Resources Select Committee's ToR. This was agreed.

Councillor Neville suggested that it should be added to the Neighbourhoods Select Committee's work programme that the Essex Passenger Transport officers be invited to a future meeting. Councillor Bedford, the Chairman of the Select Committee noted that this had been agreed.

RESOLVED:

That the four Select Committees be re-established and their Terms of Reference and Work Programmes as amended, be agreed.

10. OVERVIEW & SCRUTINY SELECT COMMITTEES - MEMBERSHIP 2017/18

Article 6 of the Council's Constitution required that the Committee determined the number of select committees and reviewed them. In addition, the membership of the select committees was to be appointed by the Overview and Scrutiny Committee at the first meeting each year, as such appointments were reserved to the Committee and not made by the Council.

RESOLVED:

- (1) That, in order to reflect pro rata and achieve the cross party rules of the Council's Constitution, each of the select committees comprise 15 members for 2017/18;
- (2) That, the appointments to the select committees annexed to these minutes be adopted; and

- (3) That, appointments be made to the position of Chairman and Vice-Chairman of each select committee for 2017/18, as set out in the appendix to these minutes.

11. TRANSFORMATION TASK AND FINISH PANEL - TERMS OF REFERENCE

The Committee considered the setting up of the new Transformation Task and Finish Panel, its terms of Reference and its membership.

A draft Terms of Reference was tabled at the meeting by Councillor Patel the originator of the PICK form that asked to the Transformation Programme to be scrutinised. This ToR was considered by the Committee and agreed and is attached as an appendix to these minutes.

The Committee then considered the nominations for membership of this Task and Finish Panel and agreed that the following Councillors be agreed as members of the T&F Panel:

Councillors: N Avey, R Baldwin, R Bassett, N Bedford, R Brookes, K Chana, D Dorrell, S Heap, L Hughes, S Kane, A Patel, M Sartin, B Surtees and H Whitbread.

And that Councillor A Patel be appointed as the Chairman and that Councillor S Kane be appointed as Vice-Chairman.

It was noted that the first meeting of the new Panel would be held on 29 June 2017.

RESOLVED:

That the new Task and Finish be established, the Terms of Reference as attached be agreed and the membership as indicated above, be agreed.

12. OVERVIEW AND SCRUTINY ANNUAL REPORT 2016/17

The Committee received the Overview and Scrutiny Annual Report for 2016/17 from the Democratic Services Manager.

Further to the Overview and Scrutiny Committee meeting held on 18 April 2017, the annual report had been amended incorporating comments made by the committee at that meeting. Members were asked to agree the report for referral to the full Council for its 27 July 2017 meeting.

RECOMMENDED:

That the Annual Overview and Scrutiny Report for 2016-17 be recommended to the Full Council for its meeting on 27 July 2017.

13. OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMMES 2016/17 - REVIEW

The Overview and Scrutiny Committee's work programme for the coming year was reviewed.

The Committee agreed that although item 1 of the programme to get ECC Highways Services to attend a meeting had been unsuccessful so far that officers should persevere and continue to try and get them here. In the first instance the Chairman of the Committee should write to the new Portfolio Holder, copying in the leader of the council and our divisional representatives asking him to reconsider their attendance at one of our meetings.

It was also agreed to programme in a follow up visit from Princess Alexandra Hospital NHS Trust at the end of this municipal year. Also to have Transport for London and Epping Forest College do a return visit. This was agreed.

14. SCRUTINY OF EXTERNAL ORGANISATIONS

Noted that there was nothing coming up that needed to be discussed.

15. 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.

16. EXECUTIVE DECISIONS - CALL-IN

There were no call-in of decisions to be considered.

CHAIRMAN

Membership of Select Committees 2017/18

Communities Select Committee

Chairman: Y Knight

Vice-Chairman: G Shiell

Conservative Group: K Chana, R Gadsby, L Hughes, S Jones, Y Knight, A Mitchell, G Shiell, D Sunger and H Whitbread

Green Party Group: S. Heap

Liberal Democrat Group: B. Surtees

Loughton Residents Association Group: R Baldwin, A. Beales, L. Girling

UKIP Member: R Butler

Independent Members: -

Governance Select Committee

Chairman: N Avey

Vice-Chairman: G Chambers

Conservative Group: N Avey, R Bassett, G Chambers, L Hughes, S Jones, S Kane, M McEwen, B Rolfe and D Stallan

Green Party Group: No nominations

Liberal Democrat Group: B. Surtees

Loughton Residents Association Group: H. Kauffman, L Mead, D. Wixley

Independent Members: No nominations

Neighbourhoods Select Committee

Chairman: N Bedford

Vice-Chairman: H Brady

Conservative Group: N Avey, N Bedford, H Brady, L Hughes, A Patel, B Rolfe, M Sartin, G Shiell and L Webster

Green Party Group: S. Neville

Liberal Democrat Group: J. H. Whitehouse

Loughton Residents Association Group: R Baldwin, J. Jennings, and C P Pond

Independent Members: R Morgan

Resources Select Committee

Chairman: S Kane

Vice-Chairman: A Patel

Conservative Group: R Bassett, N Bedford, R Gadsby, S Kane, P Keska, J Lea, A Mitchell, A Patel and D Sunger

Green Party Group: No nomination

Liberal Democrat Group: J. M. Whitehouse

Loughton Residents Association Group: R Jennings, C. Roberts, D. Roberts

Independent Members: D. Dorrell

On 10 April 2017, the Resources Select Committee Resolved that:

“That the Resources Select Committee recommend to the Overview and Scrutiny Committee that a Task and Finish Panel be established to specifically define the objectives, scope and budget of the Transformation Programme.”

It was also agreed that:

“The task and Finish Panel once set up should fully evaluate and establish:

- a) A clear statement as to the objectives of the programme;
- b) A clear understanding as to the scope of the programme;
- c) A clear understanding as to the budget and financial implications of the programme;
- d) To document proposals for the ongoing scrutiny required to ensure that the programme continues to be:
 - 1) Meeting the programme objectives;
 - 2) Focused on the identified scope;
 - 3) On schedule; and
 - 4) Within budget

The Panel should also look at the high risk projects that required Council wide co-ordination and were overseen by the Transformation Programme Board.

The Task and Finish Panel should also be mindful of having a clear end date to complete their work on.”

The Objectives of the Task and Finish Panel therefore are:

1. Gain a full understanding of the purpose and aims of the Transformation programme.
2. Gain a full understanding of the costs associated with the management of the Transformation Programme.
3. Make recommendations to O&S on:
 - (i) How to best scrutinise the management of the Transformation Programme;
 - (ii) How to best monitor and assess performance of the management of Transformation Programme;
 - (iii) How best to identify projects and sub-programmes not within the remit of specific Select Committees;
 - (iv) How to measure and assess performance of identified projects and sub-programmes not within the remit of specific Select Committees;
 - (v) Suitable forum for future scrutiny of the Transformation Programme.

The Terms of Reference therefore should be:

1. The support of the delivery of the Council's Transformation Programme;
2. The overall aims of the Programme;
3. The scope and duration of the programme;
4. The issues that the programme is design to address and the specific projects to be included in the programme;
5. The likely costs of the programme and financial benefits expected;
6. Any risks arising from the programme and how they were to be addressed;
7. To hold the Cabinet to account for the quality and impact of projects and initiatives within the Transformation Programme and the achievement of specific outcomes; and
8. To ensure that the Transformation Programme delivered value for money for the Council.

It was expected that there would be no more than 3 meetings of the Task and Finish Panel:

1. To receive presentation on the programme and then fully scope the objectives of the Panel;
2. To fully debate recommendations to be made to O&S;
3. To conclude debate and document recommendations to O&S.



**Epping Forest
District Council**

THE KEY DECISION LIST

INCLUDING PROPOSED PRIVATE DECISIONS

(12 June 2017)

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 Director of Resources 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 2017/18

- (1) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low:
- (a) To ensure that the Council's Medium Term Financial Strategy plans to meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding;
 - (b) To continue to review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:
 - (i) The Epping Forest Shopping Park, Loughton;
 - (ii) The Council Housebuilding Programme;
 - (iii) The St John's Redevelopment Scheme, Epping; and
 - (iv) North Weald Airfield;
 - (c) To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes.
- (2) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery:
- (a) To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt;
 - (b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents; and
 - (c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors.
- (3) To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose:
- (a) To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact;
 - (b) To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access; and

(c) To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects.

Cabinet Membership 2017/18

Chris Whitbread	Leader of the Council
Syd Stavrou	Deputy Leader and Housing
Will Breare-Hall	Environment
Anne Grigg	Asset Management & Economic Development
Gary Waller	Safer, Greener & Transport
Helen Kane	Leisure & Community Services
John Philip	Planning & Governance
Alan Lion	Technology & Support Services
Gagan Mohindra	Finance

Contact Officer

Gary Woodhall
Senior Democratic Services Officer

Tel: 01992 564470
Email: gwoodhall@eppingforestdc.gov.uk

WORK PROGRAMME - 12 JUNE 2017 TO 12 OCTOBER 2017

PORTFOLIO - LEADER

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Civic Offices Review	To review the current & alternative uses of the Civic Offices, and consider the potential for relocation. To consider the feasibility report on the favoured option.	Yes	9 March 2017 15 June 2017	Cabinet Cabinet	YES, paragraph (3)	Bob Palmer 01992 564279	Previous reports to Cabinet on Transformation
Customer Contact	To consider options to improve the main Reception at the Civic Offices.	Yes	9 March 2017 12 October 2017	Cabinet Cabinet		Simon Hill 01992 564249	Transformation Programme Customer Contact Reports
Transformation Programme 2017-18	To monitor the progress of the Programme & consider any business cases.	Yes	15 June 2017 11 July 2017	Cabinet Cabinet		David Bailey 01992 564105	
Project and Programme Management	To consider options to improve the management of projects and programmes.	Yes	7 September 2017	Cabinet		David Bailey 01992 564105	Transformation Programme reports

WORK PROGRAMME - 12 JUNE 2017 TO 12 OCTOBER 2017

PORTFOLIO - PLANNING & GOVERNANCE

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Epping Forest District Local Plan Implementation	To endorse the emerging approach to the implementation of the Local Plan, including the Planning Performance Agreement Framework and the approach to the production of Strategic Masterplans.	Yes	15 June 2017	Cabinet		Alison Blom-Cooper 01992 564066	
Results of Local Plan Public Consultation	To review the initial results of the public consultation on the Section 18 Local Plan. To provide more detailed analysis of the results of the public consultation on the Regulation 18 Draft Local Plan.	Yes	9 March 2017 11 July 2017	Cabinet Cabinet		Alison Blom-Cooper 01992 564066	
Affordable Housing Viability Appraisals	To approve local Planning Guidance for applicants on the Council's requirements for the submission of viability appraisals relating to affordable housing	Yes	2 June 2017	Planning & Governance Portfolio Holder		Alan Hall 01992 564004	None

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Local Council Tax Support Scheme 2018/19	Review of the Scheme for 2018/19:	Yes				Janet Twinn 01992 564215	
	1...Consider amendments.		11 July 2017	Cabinet			
	2...Finalise Scheme.		7 December 2017	Cabinet			
	3...Approve Scheme.		21 December 2017	Council			
Discretionary Business Rate Relief	Policy on use of additional Government funding.	Yes	7 September 2017	Cabinet		Bob Palmer 01992 564279	

WORK PROGRAMME - 12 JUNE 2017 TO 12 OCTOBER 2017

PORTFOLIO - ENVIRONMENT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Sewage Treatment Plants & Pumping Stations	To agree the award criteria for the contract regarding the Operation and Maintenance of Sewage Treatment Plants and Pumping Stations.	Yes	30 June 2017	Environment Portfolio Holder		Sue Stranders 01992 564197	
Major Tree Works Contract	To agree the award criteria for the new Major Tree Works contract. To agree the Procurement Strategy for the Major Tree works contract, including the ECC funding share.	Yes	7 July 2017 7 September 2017	Environment Portfolio Holder Cabinet		Kim Durrani 01992 564055	
Waste Management Review	Review of the Waste and Recycling service and the costs of the dry recycling sacks.	Yes	7 September 2017	Cabinet		Kim Durrani 01992 564055	

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WORK PROGRAMME - 12 JUNE 2017 TO 12 OCTOBER 2017

PORTFOLIO - HOUSING

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Rent Cap for New Council Properties	To consider ceasing having a Rent Cap for new Council properties charged affordable rents.	Yes	1 June 2017	Housing Portfolio Holder		Alan Hall 01992 564004	
CHBP Progress Report	To receive a progress report on the Council Housebuilding Programme.	Yes	1 June 2017	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
CHBP Financial Report	To receive a financial monitoring report on the Council Housebuilding Programme.	Yes	1 June 2017	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
CHBP Unsuitable Sites	To agree the future of sites considered unsuitable for development as part of the Council Housebuilding Programme.	Yes	1 June 2017	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
CHBP Annual Report	To approve the Annual Report on the Council Housebuilding Programme.	Yes	1 June 2017 11 July 2017	Council Housebuilding Cabinet Committee Cabinet		Paul Pledger 01992 564248	
CHBP Appropriations	To agree the closure of appropriations of land.	Yes	1 June 2017	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
CHBP Risk Register	To agree the Risk Register for the Council Housebuilding Programme.	Yes	1 June 2017	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
CHBP Project Plan	To receive the Project Plan.	Yes	1 June 2017	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
Homeless	Use of Flexible Homelessness Support Grant.	Yes	15 June 2017	Cabinet		Roger Wilson 01992 564419	
	Further use of Flexible Homelessness Support Grant.		6 October 2017	Housing Portfolio Holder			
Oakwood Hill	To agree the co-location of	Yes	11 July 2017	Cabinet		Alan Hall	

Depot	Housing Repairs and Grounds Maintenance at the Oakwood Hill Depot.					01992 564004	
Housing Strategy	To adopt a new Housing Strategy for the period 2017-22.	Yes	11 July 2017	Cabinet		Alan Hall 01992 564004	
Housing Repairs Service	Relocation to Oakwood Hill Depot.	Yes	11 July 2017	Cabinet		Paul Pledger 01992 564248	
Sheltered Housing Assets	To agree a Strategy for the future provision of individual housing schemes.	Yes	Before 7 September 2017	Cabinet		Alan Hall 01992 564004	
CAB Debt Advisors	To consider further funding for the two Debt Advisor posts.	Yes	16 November 2017	Finance and Performance Management Cabinet Committee		Roger Wilson 01992 564419	
Limes Centre, Chigwell	To review the fees and charges for the Limes Centre.	No	16 November 2017	Finance and Performance Management Cabinet Committee		Julie Chandler 01992 564214	
Private Sector Housing Enforcement Strategy	To review and update the Strategy.	Yes	5 January 2018	Housing Portfolio Holder		Sally Devine 01992 564149	
Review of Housing Allocations Scheme & Tenancy Policy	To agree a new Housing Allocations Scheme and Tenancy Policy.	Yes	1 February 2018	Cabinet		Roger Wilson 01992 564419	
Houses in Multiple Occupation (HMO)	To adopt a new HMO Licensing Policy in the light of new legislation.	Yes	1 February 2018	Cabinet		Sally Devine 01992 564149	
Housing Assistance Policy	To review the Housing Assistance Policy.	Yes	8 March 2018	Cabinet		Paul Duguid 01992 564287	
Sheltered Housing Service	To agree the future approach to the Service.	Yes	14 June 2018	Cabinet		Roger Wilson 01992 564419	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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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	7 September 2017	Cabinet		Kim Durrani 01992 564055	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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WORK PROGRAMME - 12 JUNE 2017 TO 12 OCTOBER 2017

PORTFOLIO - ASSETS & ECONOMIC DEVELOPMENT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Epping Forest Shopping Park	Update report on progress with the project.	Yes	6 July 2017	Asset Management and Economic Development Cabinet Committee	YES, paragraph (3)	Derek Macnab 01992 564050	Report by Colliers International Previous reports to the Cabinet
Sale of Council Owned Sites	To seek guidance on the marketing of two Council owned sites, namely Pyrles Lane Nursery & Lindsay House.	Yes	9 March 2017	Cabinet		Derek Macnab 01992 564050	Previous reports to Cabinet

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Report to Overview and Scrutiny Committee

Date of meeting: 18 July 2017

Subject: Corporate Plan 2018-2023

Officer contact for further information: David Bailey, Head of Transformation

Committee Secretary: Adrian Hendry, Democratic Services



Recommendations/Decisions Required:

- (1) That the Committee considers and provides comment on the Council's proposed new Corporate Plan for 2018-2023;**
- (2) That the Committee considers and provides comment on the proposed Benefits and Performance Measures for 2018-2023; and**
- (3) That the Committee considers and provides comment on the proposed Corporate Specification for the first year of the plan, 2018-2019.**

Executive Summary:

The Corporate Plan 2015-2020 is the authority's current key strategic planning document. This Plan was based around the Council's medium term priorities for that period. The Plan has been reviewed and updated with the input of Officers and Cabinet Members.

This new Corporate Plan will run from 2018 to 2023, and seeks to lay out the journey the Council will take to transform the organisation to be 'Ready for the Future'. This plan seeks to link the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

The success of the new Corporate Plan will be assessed through the achievement of a set of benefits, focussed on what the Council achieves for customers. These benefits in turn are evidenced through a set of performance measures.

A Corporate Specification for each year (previously called the Key Action Plan) details how the Corporate Plan is being delivered through operational objectives, with these in turn linked to annual Directorate and Service business plans.

Report:

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction of the organisation for the lifetime of the plan, and as such informs all other plans produced by the Council. The Corporate Plan does not cover everything that the organisation does in detail, but it does provide a framework to demonstrate how the work of the Council at a strategic level fits together. It also provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change. The Corporate Plan does not contain specific information on the wide range of services that the

Council provides, or how it delivers statutory duties or enforces legislation.

2. The Corporate Plan is the cornerstone of the Council's performance management framework (called its Benefits Management Strategy) and business planning processes. It provides a framework for the development of detailed annual directorate and service business plans which provide details of service provision and how the work of these groups directly contributes to the achievement of the Council's aims and objectives. Each individual member of staff should be able to see how their work contributes to the Corporate Plan through links to their appraisal. The Corporate Plan also provides the policy foundation for the Council's Medium Term Financial Strategy (MTFS) and is essential for the prioritisation of resources to provide public services and value for money.

3. The Corporate Plan 2015-2020 is the authority's current key strategic planning document. This Plan was based around the Council's medium term priorities for that period. Now in its third year, the plan has been reviewed and updated with the input of Officers and Cabinet Members.

4. This new Corporate Plan will run from financial year 2018/19 to 2022/23, and seeks to lay out the journey the Council will take to transform the organisation to be 'Ready for the Future'. This plan seeks to link the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

5. The new Corporate Plan aspires to be written in language and presented in a style that can be readily understood by our customers. Further it strives to 'put the customer at the heart of everything we do'. For the purposes of this Plan, 'customers' means people that:

- Live (residents);
- Work or do business;
- Learn (students);
- Visit (tourist economy) and
- Play (leisure activities) in the district.

6. The final Corporate Plan document will include many of the sections found in the organisation's previous Corporate Plans, including an overview of the district, our vision, purpose, values, and a set of corporate aims and objectives. The content presented in this report is by necessity more technical than it will be when presented in the final public documents. The most significant change to the plan is its focus on our customers and the measurement of success as the impact that the delivery of the plan has on them.

7. The corporate ambitions, aims and objectives are central elements of the new Corporate Plan and as such the new Plan has been developed around them in response to our external drivers and our vision, purpose and values. The new plan is a forward looking and organised document.

8. Our vision: A great place where people enjoy living, working, learning and leisure.

9. Our purpose: Working together to serve our community.

10. Our values: Trust, One Team, Performance, Innovation and Customer.

11. Like the existing Corporate Plan, to minimise the expenditure associated with its production, it will only be available as an electronic download via the Council's website.

Corporate Aims and Objectives

12. External drivers have been identified by Cabinet Members and the Council's Management Board and Leadership Team, for the organisation over the next five years. They have been refined and linked with a set of three interdependent corporate ambitions:

- Stronger Communities;
- Stronger Place; and
- Stronger Council.

13. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective, developed with the input of Cabinet Members and Officers. This work was undertaken via a series of workshops in March, April and May 2017. Further consultation on the draft Corporate Plan contained within the Appendices will be undertaken over the summer months and feedback invited from:

- Customers;
- Businesses;
- Partners;
- Staff and managers; and
- District Councillors, through Select Committees for Communities, Governance, Neighbourhoods and Resources, as well as the Overview and Scrutiny Committee.

14. The draft Corporate Plan – containing corporate ambitions, aims and objectives – is given on a single page in Appendix 1.

Corporate Specification 2018-2019

15. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. The Council has a number of Key Action Plans, so to avoid confusion the yearly action plan for the Corporate Plan will in future be referred to as the Corporate Specification. This name denotes that it specifies the operational objectives for a given year, which in turn are responded to through annual Directorate and Service business plans.

16. Corporate Specifications will continue to be set annually. Every year during the lifetime of the Corporate Plan, the Corporate Specification will be agreed by the Cabinet, with the scrutiny of the Select Committees. New operational objectives will reflect the progress already achieved against the Corporate Plan.

17. Appendix 2 to this report includes the draft Corporate Specification for 2018-19 within the left-most column, under 'Specification 2018-19'. The Corporate Plan aims, objectives and drivers are included in the two right-hand columns, under the heading 'Corporate Plan 2018-2023'.

Benefits Realisation

18. All benefits from individual corporate objectives, connect back to four key benefits, which are:

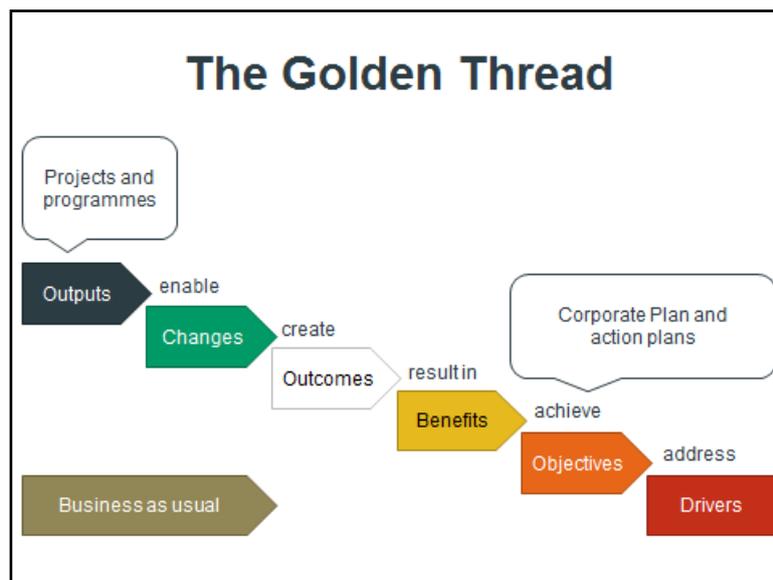
- B1 - Improved customer value – recognising what customers' value about our services and placing them as the heart of everything we do;
- B2 Increased efficiency – focussing on our speed of delivery and getting things right

- first time;
- B3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- B4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low

19. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives. All benefits must be defined in SMART terms – Specific, Measurable, Achievable, Relevant and Time-bound. It is possible that the Corporate Plan will have some negative impacts for some stakeholders as well as improvements. Where a negative effect of a change can be foreseen, then this is known as a dis-benefit.

20. The achievement of the new Corporate Plan will be monitored and assessed through the realisation of the set of interconnected benefits or benefits map, focussed on what the Council achieves for customers. The evidence that these benefits have been realised comes through the combination of a set of performance measures, replacing the current set of Key Performance Indicators (KPIs).

21. It is proposed that from 2018-2019 onwards, the delivery of the Corporate Specification will be monitored and reported alongside the information previously contained by the Transformation Programme Full Highlight Report and the key benefits and performance indicator set. It is envisaged that this will be presented as a benefits map, showing the interconnections between the delivery of projects, through benefits to the objectives and drivers from the Corporate Plan. A diagram showing the relationship between these elements is given below.



'The Golden Thread' linking project outputs through benefits to achieve objectives.

22. Appendix 2 contains the draft performance measures and benefits, in the middle three columns, headed 'Benefits realisation' (highlighted in purple). These 'benefits maps' show the linkages between the three interrelated parts:

- The Corporate Plan drivers, aims and objectives for 2018-2023 (right-hand side);
- The benefits realisation framework of measures and benefits (centre); and
- The Corporate Specification for 2018-19 (left-hand side).

23. Please note that when the benefits maps are created, best practice is to start from the right-hand side and work towards the left, i.e. start with the needs of our customers or the end in mind, and work back to the solutions on the left-hand side. When the organisation delivers services, it starts on the left-hand side and works over to the right, i.e. the delivery goes from left to right.

24. It should be noted that the content of the draft Corporate Plan attached, including the Corporate Specification and benefits maps, may be subject to change between consideration by Members and prior to publication, as a result of consultation.

25. The Committee is requested to consider and provide comment on the draft documents.

26. The Corporate Plan 2018-2023 document will be further considered by Cabinet in October 2017 before submission to Council for formal adoption in November 2017.

Resource Implications:

The design and production costs of the new Corporate Plan will be met from within the existing budget of the Transformation Programme Management Office. Resource requirements for any specific objective set out in this report will need to be identified by the relevant service director and reflected in the Council's budget processes.

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report, which ensure that the Council sets appropriate corporate priorities, and monitors progress and reports against the achievement of benefits for customers.

Safer, Cleaner and Greener Implications:

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

Consultation Undertaken:

Management Board, Leadership Team and Cabinet Members have been involved in developing the Corporate Plan 2018-2023. Over the next few months the plan is to consult on the content, priorities and benefits, with customers, businesses, partners and staff. The views of Councillors are also being sought through the Communities, Governance, Neighbourhoods and Resources Select Committees as well as the Overview and Scrutiny Committee.

Background Papers:

Corporate Plan 2015-2020
Transformation Programme – Scope and Methodology (C-073-2015/16)
Benefits Management Strategy (20 July 2016)

Risk Management:

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific objectives or benefits will be identified the Corporate Risk Management Group.

Equality and Diversity:

There are no equality implications arising from this report. Relevant issues arising from actions to achieve specific objectives or benefits will be identified through individual service plans, project plans or Reports.

Equality analysis report

Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Corporate Plan 2018-2023
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Consultation with the committee on the draft Corporate Plan 2018-2023, the draft Corporate Specification 2018-19, and associated benefits maps
Relationship with other policies / projects:	All
Name of senior manager for the policy / project:	Glen Chipp, Chief Executive
Name of policy / project manager:	David Bailey, Head of Transformation

Step 2. Decide if the policy, service change or withdrawal is equality relevant

<p>Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.</p> <p>If no, state your reasons for this decision. Go to step 7.</p> <p><i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i></p>	If yes, state which protected groups:
	<p>If no, state reasons for your decision:</p> <p>No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.</p>

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	16.06.2017
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	David Bailey, Head of Transformation
Date of authorisation:	16.06.2017
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	16.06.2017

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Our Corporate Plan 2018-2023

“Ready for the future”

Our Vision

A great place where people enjoy living, working, learning and leisure.

Our Purpose

Working together to serve our community.



Stronger communities

People live longer, healthier and independent lives	Adults and children are supported in times of need	People and communities achieve their full potential
Promoting healthy lifestyles	Safeguarding and supporting people in vulnerable situations	Enabling communities to support themselves
Promoting independence for older people and people with disabilities		Promoting culture and leisure
		Keeping the district safe



Stronger place

Delivering effective core services that people want	A district with planned development	An environment where new and existing businesses thrive
Keeping the district clean and green	Planning development priorities	Supporting business enterprise and attracting investment
Improving the district housing offer	Ensuring infrastructure supports growth	People develop skills to maximise their employment potential
		Promoting retail, tourism and the visitor economy



Stronger council

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

Our Values:

Trust

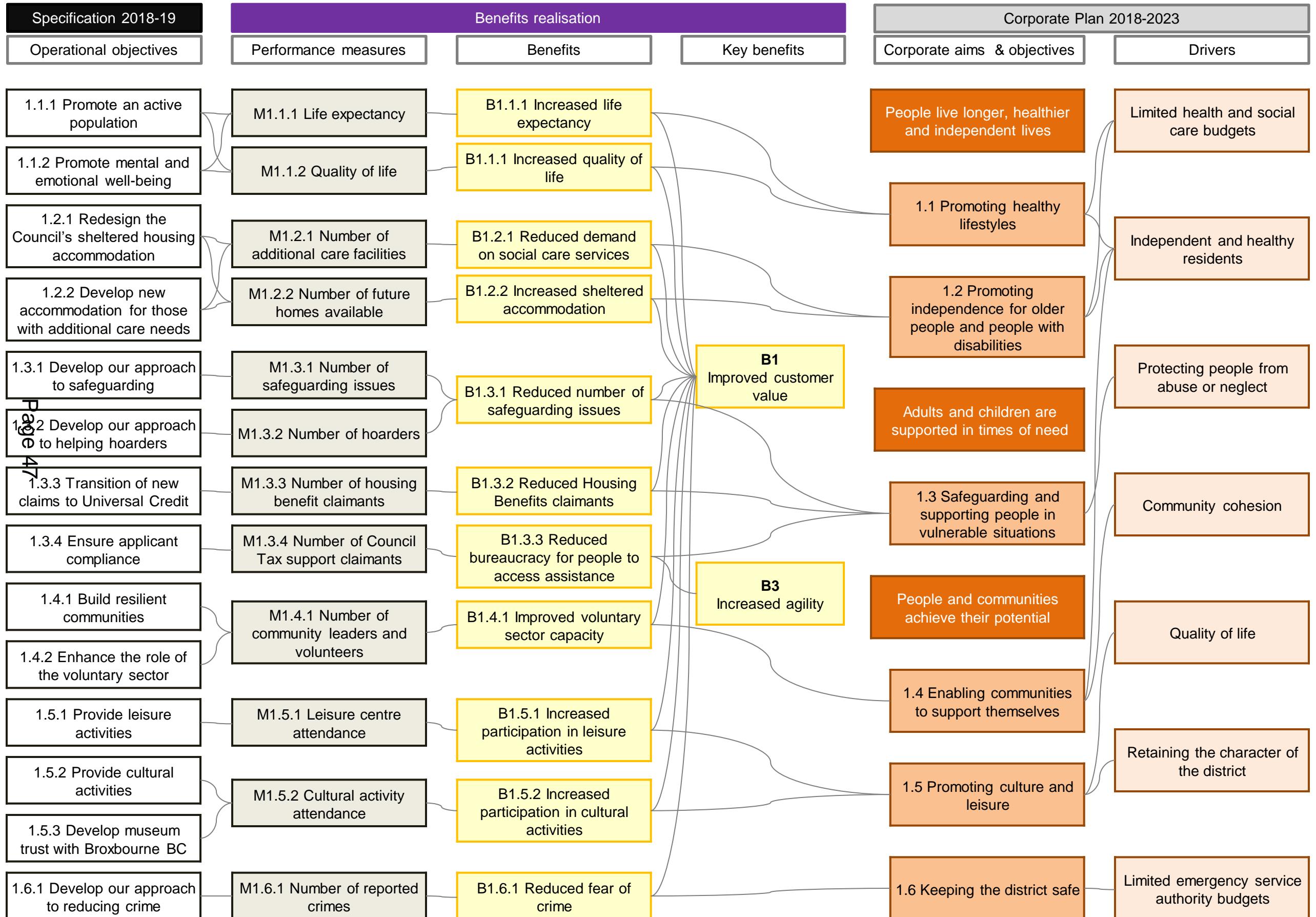
One Team

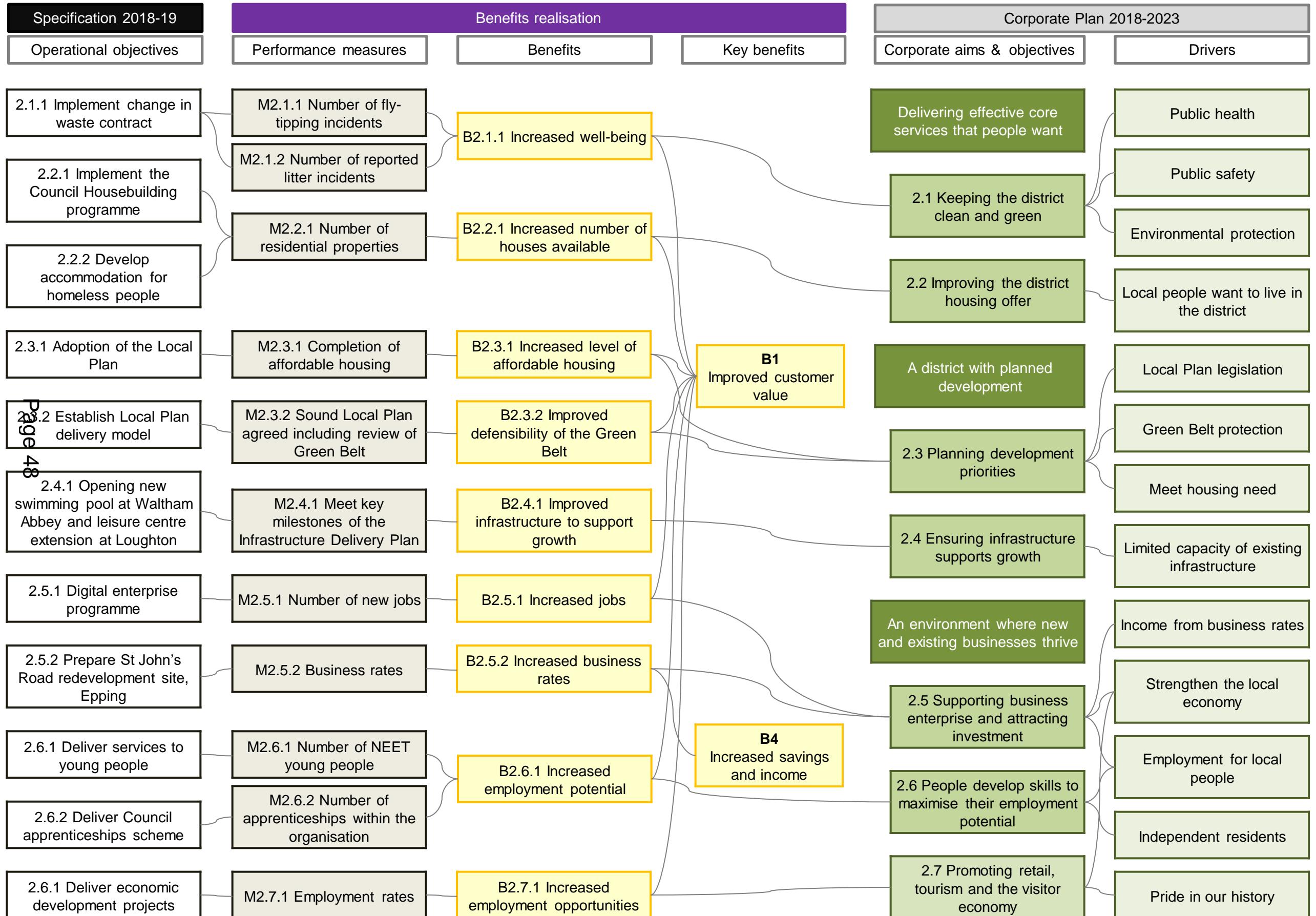
Performance

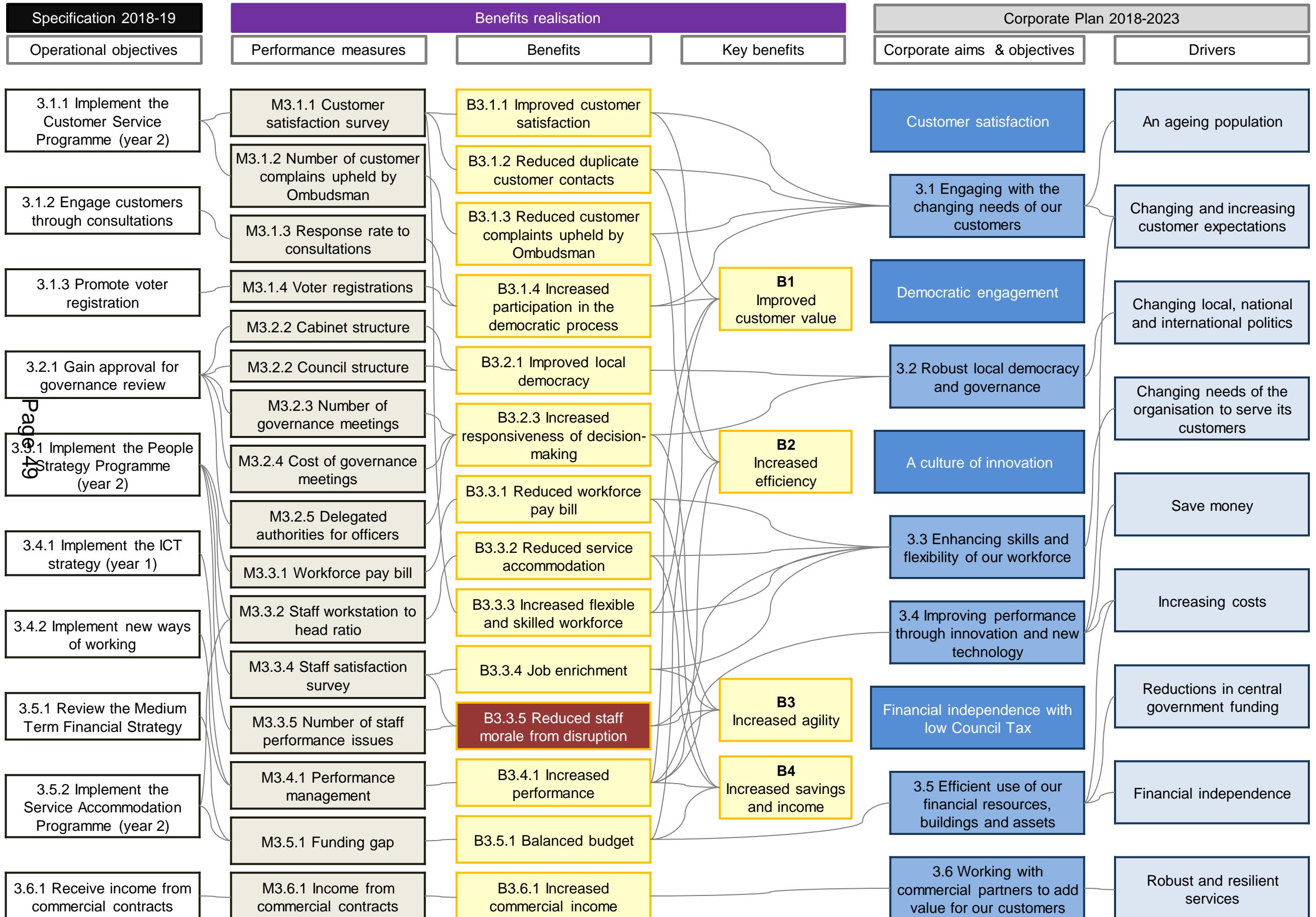
Innovation

Customer

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Report to Overview & Scrutiny Committee

Date of meeting: 18 July 2017



Subject: Scrutiny of External Organisations

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

Democratic Services Officer: A. Hendry (01992) 564246

1. SCRUTINY OF EXTERNAL ORGANISATIONS

- 1.1 For the information of the Committee, a schedule setting out the external scrutiny activity undertaken by the Committee over the last three years is attached as Appendix 1 to this report.
- 1.2 The remaining sections of this report set out the current position with regard to external scrutiny included within the Committee's work programme for the current municipal year.

2. PRINCESS ALEXANDRA HOSPITAL NHS TRUST

- 2.1 (Director of Governance) As the Committee will recall, representatives of Princess Alexandra Hospital NHS Trust attended its meeting on 6 June 2017 to respond to the concerns of members in respect of aspects of general inpatient, outpatient and emergency services provision at the hospital. The minutes of that meeting of the Committee are available elsewhere in this agenda.
- 2.2 The Committee has expressed a desire to undertake further scrutiny of the Trust's progress with regard to the achievement and delivery of its improvement plans for Princess Alexandra Hospital. An appropriate invitation will therefore be issued to the Trust with regard to the further attendance of appropriate representatives before the Committee later in the current municipal year, in order that the Committee's work programme can be updated.

3. BARTS HEALTH NHS TRUST

- 3.1 (Director of Governance) As the Committee will recall, representatives of Barts Health NHS Trust attended its meeting on 23 February 2016 to respond to the concerns of members in respect of aspects of general inpatient, outpatient and emergency services provision at Whipps Cross University Hospital. The minutes of that meeting of the Committee are available at:

<https://goo.gl/uZ1jnC>

- 3.2 The Committee has expressed a desire to undertake further external scrutiny of the Trust's progress with regard to the achievement and delivery of its improvement plans for Whipps Cross Hospital. This has therefore been included in its work programme for 2017/18.

- 3.3 An appropriate invitation has therefore been issued to Barts Health NHS Trust, although it should be noted that no date has yet been agreed with the Trust for the further attendance of appropriate representatives before the Committee. The Director of Governance will report to the Committee in this regard in order that the Committee's work programme for the current year can be updated.

4. TRANSPORT FOR LONDON

Recommendations/Decisions Required:

That the Committee consider the scope and focus of its proposed further external scrutiny of Transport for London, in respect of local transport services and infrastructure.

- 4.1 (Director of Governance) As the Committee will recall, representatives of Transport for London attended its meeting on 19 December 2016 to respond to the concerns of members in respect of aspects of local Central Line services and infrastructure. The minutes of that meeting of the Committee are available at:

<http://goo.gl/YwkVew>

- 4.2 As part of the development of its work programme for 2017/18, the Committee has expressed a desire to undertake further external scrutiny of Transport for London, in respect of other aspects of local transport services and infrastructure.
- 4.3 In accordance with the procedures for such external scrutiny agreed in October 2016, the Committee is therefore requested to consider and agree the scope and focus of further scrutiny of Transport for London and appropriate lines of questioning, in order that prior notice of the themes and specific issues likely to be raised by members can be provided to Transport for London to ensure that maximum value is derived from this external scrutiny activity.
- 4.4 Members are also asked to give direction on the preferred approach of the Committee to the format of the external scrutiny, particularly in terms of the scope of any formal presentation that may be required from Transport for London. The Committee is requested to ensure that it identifies clear objectives for any such presentation.
- 4.5 There may be public interest in the Council's further scrutiny of local transport services and infrastructure and the Committee may therefore wish to identify appropriate proactive publicity to raise awareness of the concerns of members, so as to make the process as meaningful and useful as possible.
- 4.6 It should be noted that no date has yet been agreed with Transport for London for the further attendance of appropriate representatives before the Committee. Once members have determined the scope and focus of the proposed further external scrutiny of local transport services and infrastructure, an appropriate invitation will be issued to Transport for London in order that the Committee's work programme for the current year can be updated.

5. EPPING FOREST COLLEGE

- 5.1 (Director of Governance) As the Committee will recall, the Principal of Epping Forest College attended its meeting on 28 February 2017 to respond to the concerns of members in respect of an Ofsted report (January 2017) on its 'inadequate' judgement of the quality of its local further education facilities and services. The minutes of that meeting of the Committee are available at:

<https://goo.gl/3hnD2F>

5.2 The Committee has expressed a desire to undertake further scrutiny of the progress of the College with regard to the achievement and delivery of its improvement plans, which has therefore been included in the work programme for 2017/18. An appropriate invitation will therefore be issued to the College with regard to the further attendance of appropriate representatives before the Committee later in the current municipal year.

Resource Implications:

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

Legal and Governance Implications:

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

Safer, Cleaner, Greener Implications:

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

Consultation Undertaken:

This report seeks the identification of the overarching themes and specific issues to be subject of external scrutiny activity by the Committee. No further consultation is considered necessary.

Background Papers:

None

Impact Assessments:

Risk Management

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

Equality:

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

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OVERVIEW AND SCRUTINY COMMITTEE
SCRUTINY OF EXTERNAL ORGANISATIONS

Organisation	Overview & Scrutiny Committee	Aspects of scrutiny undertaken
Princess Alexandra Hospital NHS Trust	6 June 2017	General inpatient, outpatient and emergency services provision at Princess Alexandra Hospital, following report of Care Quality Commission.
Epping Forest College	28 February 2017	Local further education facilities and services, following report of Ofsted.
Transport for London	19 December 2016	Local Central Line services and infrastructure.
Essex County Council (Children's Services)	19 April 2016	Consultation on local Children's Centre provision.
Corporation of London (Epping Forest)	7 June 2016	Public consultation on new management plan for Epping Forest.
Epping Forest Youth Council	19 April 2016	Annual presentation on work of the Youth Council (now made to Communities Select Committee).
Barts Health NHS Trust	23 February 2016	General inpatient, outpatient and emergency services provision at Whipps Cross University Hospital, following report of Care Quality Commission.
Barts Health NHS Trust	9 June 2015	General inpatient, outpatient and emergency services provision at Whipps Cross University Hospital, following report of Care Quality Commission.
North Essex Parking Partnership	27 April 2015	Strategic priorities of the North Essex Parking Partnership.
Essex County Council (Child & Adolescent Mental Health Services)	23 March 2015	Re-commissioning of emotional wellbeing and mental health services for children and young people.
Essex County Council (Children's Services)	10 November 2014	Commissioning for young children, based on an early years review.

Epping Forest College	1 July 2014	Strategic direction of Epping Forest College, its vision for the future and its relationship with the Community.
Barts Health NHS Trust	1 April 2014	General inpatient, outpatient and emergency services provision at Whipps Cross University Hospital, following report of Care Quality Commission.
West Essex Clinical Commissioning Group	25 February 2014	Local mental health services.
Essex Probation Service	28 January 2014	Local probation services through the eyes of an offender.

Overview and Scrutiny Work Programme 2017/18

(Updated: 28 June 2017)

Overview and Scrutiny Committee Chairman – Councillor M. Sartin			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Essex County Council – Local Highways Services and infrastructure (Scrutiny of External Organisations)	All-member briefing to be made by Essex Highways on 18 July 2017.	External scrutiny of local highway services and infrastructure. Appropriate lines of questioning and scope/focus of presentation (if required) agreed at meeting held on 19 July 2016. As a result of discussion at the meeting on 6 June 2017, an all-member briefing is to be made by Essex Highways on 18 July 2017.	6 June 2017; 18 July; 31 October; 09 January 2018; 27 February; and 17 April.
(2) Overview and Scrutiny Work Programme (2017/18)	First meeting of each municipal year (6 June 2017)	To agree the work programmes for the Overview and Scrutiny Committee and each of the four select committees for 2017/18.	
(3) Corporate Priorities and Key Decisions (2017/18)	First meeting of each municipal year (6 June 2017)	The Leader of the Council to present the Council's corporate priorities and the Executive's programme of Key Decisions for the year and indicate where work on the Cabinet's behalf could be undertaken by overview and scrutiny.	

(4) Directorate Business Plans (2017/18)	First meeting of each municipal year (6 June 2017)	All Portfolio Holders to present the priorities and service challenges from the business plan for their portfolio, at the first meeting in each municipal year. This action was met through the consideration of business plans by the select committees rather than the Overview and Scrutiny Committee and will be moved to the select committee work programmes for 2018/19..	
(5) Princess Alexandra Hospital NHS Trust (Scrutiny of External Organisations)	To be determined	Scrutiny of plans for improvement arising from report of Care Quality Commission (October 2016) on its 'inadequate' judgement of the quality of care at Princess Alexandra Hospital, undertaken at meeting on 6 June 2017. Trust to be invited to attend the Committee towards the end of the municipal year to provide a further update on its improvement progress.	
(6) Barts Health NHS Trust (Whipps Cross Hospital) (Scrutiny of External Organisations)	To be determined	Scrutiny of service improvements at Whipps Cross Hospital following report of Care Quality Commission in 2015. Representatives of Barts Health NHS Trust attended the Committee in February 2016, when it was agreed that the Trust would update the Committee on progress during 2016/17. The Trust has recently confirmed that it would be willing to attend a meeting of the Committee in the current municipal year.	
(7) Transport for London (Scrutiny of External Organisations)	To be determined	The Committee to consider the scope and focus of proposed further external scrutiny of Transport for London, in respect of local transport services and infrastructure.	

(8) Epping Forest College (Scrutiny of External Organisations)	To be determined	To arrange a return visit from Epping Forest College for an update on their progress to date. The Committee to consider the scope and focus of proposed further external scrutiny of the College.	
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Overview and Scrutiny Committee – Reserve Work Programme

ITEM	Report Deadline / Priority	Progress / Comments
(1) Epping Forest Sixth-Form Consortium (Scrutiny of External Organisation.)	To be determined. Carried forward from work programme for 2016/17.	(PICK submission) To review the progress of the new 6th Form consortium set up in the District in September 2015. Originally intended to seek presentation from appropriate head teachers after a year of operation.
(2) Essex County Council (Children’s Services) (Scrutiny of External Organisations)	To be determined. Carried forward from work programme for 2016/17.	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. Agreed that this be considered further at a later date.

Select Committees

Communities Select Committee 2017/18 (Chairman – Councillor Y. Knight)

Item	Report Deadline / Priority	Progress/Comments	Programme of Future Meetings
(1) Performance against Housing Service Standards and Review	June 2017	June 2017 (Housing Portfolio)	20 June 2017; 05 September; 07 November; 16 January 2018; and 13 March.
(2) Report on Housing Strategy Action Plan 2017-2022	June 2017	June 2017 (Housing Portfolio)	
(3) Communities Key Performance Indicators (KPIs) – 2016/17 Out-Turn	June 2017	June 2017 (Housing Portfolio)	
(4) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – 2016/17 Out-Turn	June 2017	June 2017 (Housing Portfolio)	
(5) Annual Diversity Report of Housing Applicants and Lettings	September 2017	September 2017 (Housing Portfolio)	
(6) Annual Report on the HomeOptions Choice Based Lettings Scheme	September 2017	September 2017 (Housing Portfolio)	
(7) Communities Key Performance Indicators (KPIs) – Quarter 1	September 2017	September 2017 (Housing Portfolio)	

(8) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 1	September 2017	September 2017 (All Portfolios)	
(9) Annual Feedback on the success of the Crucial Crew initiative and learning points for future programmes	September 2017	September 2017 (Safer Greener Transport Portfolio)	
(10) Annual Report of the Community Safety Partnership	November 2017	(Safer Greener Transport Portfolio)	
(11) Annual feedback on the success of the Summer Holiday Activity Programme and learning points for the future	November 2017	(Leisure and Community Service Portfolio)	
(12) Six-Monthly Progress Report on Housing Business Plan Action Plan 2017/18	November 2017	(Housing Portfolio)	
(13) Six-Month Review of the HRA Financial Plan 2017/18	November 2017	(Housing Portfolio)	
(14) Communities Key Performance Indicators (KPIs) – Quarter 2	November 2017	(Housing Portfolio)	
(15) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 2	November 2017	(All Portfolios)	
(16) Annual feedback on the success of the Reality Roadshow initiative and learning points for the future	January 2018	(Leisure and Community Service Portfolio)	

(17) Housing Strategy Key Action Plan 2017 – 12 Month Progress Report	January 2018	(Housing Portfolio)	
(18) Communities Key Performance Indicators (KPIs) – Quarter 3	March 2018	(Housing Portfolio)	
(19) Communities Key Performance Indicators (KPIs) – Targets for 2018/19	March 2018	(Housing Portfolio)	
(20) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 3	March 2018	(All Portfolios)	
(21) Annual Report from representatives of the Youth Council on completed and proposed activities	March 2018	(Housing Portfolio)	
(22) Presentation by Epping Forest CAB on its use of EFDC funding for their two Debt Advisors	January 2018	(Housing Portfolio)	
(23) Attendance by Essex Police District Commander at next meeting – Discussion on issues to raise	September 2018	(Safer Greener Transport Portfolio)	
(24) Consultation on the Council's HRA Financial Options Review – prior to consideration by the Finance and Performance Management Cabinet Committee	March 2018	(Housing Portfolio) Went joint meeting of the Finance & Performance Cabinet Cttee. & the Communities SC	
(25) That further reports are submitted on a restructure of Housing Older Peoples Services following the Careline Service being outsourced; and	TBA		

(26) Future charges to users based on the cost of the outsourced service.	TBA		
(27) Presentation from Essex Police's District Commander on current policing and crime issues in the District	November 2017	(Safer Greener Transport Portfolio)	
(28) Review of the future use of sheltered/grouped housing scheme sites	November 2017	(Housing Portfolio)	
(29) Housing Strategy 2017-2022	June 2017	(Housing Portfolio)	
(30) HRA Financial Plan 2017/18	June 2017	(Housing Portfolio)	
(31) Safeguarding at EFDC – current position	June 2017	(Safer Cleaner & Transport Portfolio)	
(32) Receive a report on the Government's Prevent Strategy and how it related to 18 to 25 year olds	September 2017	(Safer Cleaner & Transport Portfolio)	
(33) Report on Fire Safety on our Housing Stock	September 2017	(Housing Portfolio)	

**Governance Select Committee 2017/18
(Chairman – Councillor N. Avey)**

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Review of the Elections and EU Referendum May & June 2017	October 2017	Review of the processes for the County and General elections	04 July 2017; 03 October; 05 December; 06 February 2018; 27 March
(2) Review of Public Consultations	July 2017	Annual Review – Completed	
(3) Key Performance Indicators 2016/17 – Q4 (Outturn) Performance	July 2017	Governance indicators only - Completed	
(4) Key Performance Indicators 2017/18 – Quarterly Performance Monitoring	Q1 – October 2017 Q2 – December 2017 Q3 – February 2018	Governance indicators only	
(5) Development Management Chair and Vice Chair’s Meeting	To received a report of the their meetings	To receive feedback from meetings of Chair and Vice Chair’s of the Area Planning and District Development Management Committees – received minutes of last meeting in July	

(6) Equality Objectives 2012-2016 – 6 monthly reporting	October 2017		
(7) Equality Objectives 2016-2020 – 6 monthly reporting	Q2 February 2018		
(8) Annual Equality Information Report - 2016	October 2017		
(9) Corporate Plan Key Action Plan 2015/16 – Q4 (Outturn) Position	July 2017	Governance actions only - Completed	
(10) Corporate Plan Key Action Plan 2017/18 – quarterly reporting	Q1 – October 2017 Q2 – December 2017 Q3 – February 2018	Governance actions only	
(11) Petitions Scheme	TBA	Review of the Council's Petitions Scheme	
(12) Compliments and Complaints	31 January 2018	Olivia Shaw, Head of Customers Services has been invited to a future meeting. To identify trends a period of time will need to elapse. .	
(13) Review of Enforcement activity across the services of the Governance Directorate.	4 April 2017 TBA	This item will include Planning Enforcement but corporate and benefit fraud as well, within the Governance remit.	
(14) Review of Building Control	4 July 2017	Completed	
(15) Invitation to new Customer Services Manager to attend a meeting	TBA		
(16) Review of Planning Application Validation Checklist	4 April 2017 TBA		
(17) Governance Business Plan for 2017/18	July 2017	PH went to meeting - Completed	

**Neighbourhoods Select Committee 2017/18
(Chairman – Councillor N. Bedford)**

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Enforcement activity	TBA	Annual report Committee	27 June 2017; 19 September; 21 November; 30 January 2018; 20 March
(2) KPIs 2016/17 – Outturn Review	First meeting of each municipal year.	Outturn KPI performance report for 2016/17 to the June 2017 meeting.	
(3) KPI's for 2017/18 – Quarterly Review	Quarterly	Review of quarterly performance: Q1 in September 2017; Q2 in November 2017; Q3 in March 2018.	
(4) Corporate Plan Key Action Plan 2016/17 – Outturn Review	First meeting of each municipal year	Outturn Key Action Plan 2016/17 performance to be considered at the June 2017 meeting	
(5) Corporate Plan Key Action Plan 2017/18 – Quarterly Review	Quarterly	Review of Quarterly performance: Q1 September 2017; Q2 November 2017; Q3 March 2018.	
(6) To receive updates from the Green Corporate Working Party	As appropriate (Last update received on the current position in June '17)	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.	
(7) To receive regular updates on the current position of the Local Plan	Update to go to each meeting.	Committee to keep a watch in brief on the position of the District's Local Plan – (last went to June 2017 meeting)	

(8) To receive an annual update on the Environmental Charter	June 2017	At their meeting on 28 June 2016 the Committee agreed to receive an annual update of the Council's Environmental Charter.	
(9) Review of arrangements for ensuring the behaviour of Licenced Taxi Drivers.	TBA	Item from the O&S Co-ordinating group.	
(10) Yearly Review of the Off-Street Parking Service	TBA	At their November 2016 meeting the Committee agreed to review on an annual basis the off-street parking service recently taken over by EFDC from NEPP.	
(11) Neighbourhoods Directorate Business Plan	June 2017	Received briefing from each responsible PH on their business plan for the year.	
(12) Passenger Transport officers to be invited to a meeting on the District's Bus Services.	TBA	Committee will need to focus down on what exactly they wished to be questioned about.	
(13) Land drainage presentation to be invited again	January 2018		
(14) Emergency planning – report on Council's emergency response systems and emergency housing arrangements	TBA	Following the Grenfell Tower Fire – to consider our procedures.	

Resources Select Committee 2017/18 (Chairman – Councillor S. Kane)			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Key Performance Indicators 2016/17 – Outturn Review	Outturn KPI Performance considered at the first meeting of each municipal year.	Outturn KPI performance report for 2016/17 to July 2017 meeting	13 July 2017; 17 October; 19 December; 13 February 2018; and 03 April .
(2) To review the specific quarterly KPI 2017/18	Quarterly	Review of quarterly performance: Q1 in October 2017; Q2 in December '17; Q3 in February '18.	
(3) Corporate Plan Key Action Plan 2016/17 – Outturn review	First meeting of each municipal year	Outturn Key Action Plan 2015/16 performance to July 2017 meeting	
(4) Corporate Plan Key Action Plan 2017/18 – quarterly review	Quarterly	Review of quarterly performance: Q1 October 2017; Q2 December 2017; Q3 February 2018.	
(5) 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.	

(6) ICT Strategy – progress & Call handling	Progress against ICT Strategy Considered on an annual basis.	Progress report on call/response handling. Also to receive a report on options following introduction of new telephony system. <i>Last Update in March 2017 on general it systems and telephone monitoring statistics</i>	
(7) Fees and Charges 2018/19	Proposed fees and charges for 2018/19 – for October 2017 meeting.	Proposed fees and charges considered on an annual basis each October	
(8) Provisional Capital Outturn 2016/17	Provisional outturn for 2016/17 for July meeting.	Provisional Capital Outturn considered on an annual basis at first meeting in each municipal year.	
(9) Provisional Revenue Outturn 2016/17	Provisional Outturn for 2016/17 for July 2017 meeting.	Provisional Revenue Outturn considered on an annual basis at first meeting in each year.	
(10) Sickness Absence Outturn	July 2017	To review the Sickness Outturn report for 2016 /17	
(11) Sickness Absence	Half-yearly progress reports for 2017/18 to be considered at December and July meetings.	Detailed progress against achievement of sickness absence targets reviewed on a six-monthly basis <i>Last report received at December 2016 meeting.</i>	
(12) Medium Term Financial Strategy & Financial issues paper	October 2017	To receive the financial issues Paper and Medium term financial strategy including 4 year General Fund forecast.	

(13) Quarterly Financial Monitoring	Oct. 2017; Dec. 2017; & Feb. 2018	To receive quarterly financial monitoring Reports	
(14) Shared Services Working	TBA	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. <i>Last update at December 2015 meeting.</i>	
(15) Invest to Save update	December 2017	To receive a report updating the Committee on the Council's Invest to Save scheme	
(16) General update on the General Fund CSB, DDF and ITS	December 2017	To receive an updating report on the CSB, DDF and ITS schemes.	
(17) Scrutiny of the Transformation Project	Had an initial meeting on 10 April 2017	Initial meeting to review PICK form and set terms of reference for looking at the Transformation project. T&F Panel set up to review what the Select Committee will need to review.	

**Transformation Task & Finish Panel 2017/18
(Chairman – Councillor Patel)**

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
First meeting to be held on 29 June 2017 – meetings to be arrange on an ad-hoc basis.			29 June 2017 .

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