

Select Committee Agenda



Communities Select Committee Tuesday, 4th September, 2018

You are invited to attend the next meeting of **Communities Select Committee**, which will be held at:

**Council Chamber, Civic Offices, High Street, Epping
on Tuesday, 4th September, 2018
at 7.00 pm .**

**Derek Macnab
Acting Chief Executive**

**Democratic Services
Officer**

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Members:

Councillors H Whitbread (Chairman), J Lea (Vice-Chairman), A Beales, K Chana, S Heap, S Heather, L Hughes, A Mitchell, A Patel, C Roberts, D Roberts, D Stocker, D Sunger and J H Whitehouse

**SUBSTITUTE NOMINATION DEADLINE:
6.00pm**

- 1. APOLOGIES FOR ABSENCE**
- 2. SUBSTITUTE MEMBERS (MINUTE ITEM 39 - 23.7.02)**

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

- 3. NOTES OF PREVIOUS MEETING (Pages 3 - 14)**

To agree the notes of the meeting of the Select Committee held on 12 June 2018.

Councillor Heap would like to add under minute item 7, Housing Service Standards - G2 (Tenants Survey) that the figure of approximately 400 people had responded and this should be noted for future reference. The Committee are asked to consider if they would like to agree this amendment to the minutes.

4. DECLARATIONS OF INTEREST

To declare interests in any items on the agenda.

In considering whether to declare a pecuniary or a non-pecuniary interest under the Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 9 of the Code in addition to the more familiar requirements.

This requires the declaration of a non-pecuniary interest in any matter before an OS Committee which relates to a decision of or action by another Committee or 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 9 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a matter.

5. TERMS OF REFERENCE/WORK PROGRAMME (Pages 15 - 20)

(Chairman / Lead Officer) The Overview and Scrutiny Committee has agreed the Terms of Reference of this Committee. This is attached along with an ongoing work programme. Members are asked at each meeting to review both documents.

6. MUSEUM, HERITAGE & CULTURE LGA PEER CHALLENGE (Pages 21 - 32)

To consider the attached report.

7. ATTENDANCE BY ESSEX POLICE DISTRICT COMMANDER AT NEXT MEETING - DISCUSSION ON ISSUES TO RAISE (Pages 33 - 34)

To consider the attached report.

8. TRANSFORMATION - PROJECT CLOSURE REPORT (Pages 35 - 36)

To consider the attached report – Review of the Careline Monitoring Service.

9. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

To consider which reports are ready to be submitted to the Overview and Scrutiny Committee at its next meeting.

10. FUTURE MEETINGS

To note the future meeting dates for this Select Committee:

13th November 2018;
15th January 2019; and
12th March 2019.

**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF COMMUNITIES SELECT COMMITTEE
HELD ON TUESDAY, 12 JUNE 2018
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.00 - 9.05 PM**

Members Present: H Whitbread (Chairman), , S Heap, S Heather, L Hughes, A Patel, C Roberts, D Roberts, D Stocker, D Sunger, J H Whitehouse and W Marshall (Tenants and Leaseholders Panel)

Other members present: S Kane

Apologies for Absence: J Lea, A Beales, A Mitchell and Youth Councillor A Whelan

Officers Present A Hall (Director of Communities), J Chandler (Assistant Director (Community Services)), R Wilson (Assistant Director (Housing Operations)), R Wallace (Housing Options Manager) and A Hendry (Senior Democratic Services Officer)

1. SUBSTITUTE MEMBERS (MINUTE ITEM 39 - 23.7.02)

There were no substitutions made for the meeting.

2. APPOINTMENT OF VICE CHAIRMAN.

In the absence of a Vice Chairman, Councillor Patel was appointed Vice Chairman for the duration of the meeting.

3. NOTES OF PREVIOUS MEETING

RESOLVED:

That the notes of the last meeting of the Select Committee held on 13 March 2018 be agreed.

4. DECLARATIONS OF INTEREST

Councillor J H Whitehouse declared a non-pecuniary interest in agenda item 6, Review of Homelessness Strategy, by virtue of being a trustee of Epping Forest Reuse and Epping Forest Food bank. She considered that her interest was not prejudicial and she would stay for the consideration of the item.

5. TERMS OF REFERENCE/WORK PROGRAMME

The Committee noted their terms of reference and work programme.

6. REVIEW OF HOMELESSNESS STRATEGY

The Assistant Director Housing Operations, Roger Wilson took the Committee through the report reviewing the Council's Homelessness Strategy. He was accompanied by Russell Wallace the Housing Options Manager.

He apologised that he had inadvertently referred to the Committee as the Housing Select Committee and not the Communities Select Committee in the report. It was noted that under the Homelessness Act 2002, Local Authorities had a duty to review and publish their Homelessness Strategy on at least a 5 yearly basis. As this area of work regularly changes, it was agreed that the Council's Homelessness Strategy would be reviewed every three years.

The Strategy linked with the Council's Housing Strategy, Housing Allocations Scheme and Tenancy Policy. The Strategy set out achievements since 2015 and incorporated the needs and demands on the service and actions that need to be undertaken over the coming three years.

Importantly, following the new duties under the Homelessness Reduction Act 2017 which came into force on 3 April 2018, some major changes had been made under this review. The changes were briefly summarised as follows:

- The period that a person could be considered to be threatened with homelessness or it is likely that they will become homeless was extended from 28 days to 56 days;
- An applicant was threatened with homelessness at the point the Section 21 Notice (which was the standard notice period provided by private landlords to tenants and was recognised as the single biggest cause of homelessness), had been served as opposed to at the end of the notice period, also preventing councils to advise applicants to remain in occupation beyond expiry;
- Placing an emphasis on services preventing homelessness from occurring strengthening the duties on local authorities to provide advice, securing accommodation and other help available;
- Ensuring services met the needs of groups at particular risk to reflect their complex needs and vulnerabilities;
- A duty to carry out an assessment of an applicant's case notifying the applicant of the assessment in writing and the provision of a Personalised Housing Plan in order to provide effective support;
- The applicant's right to a Review of their Personalised Housing Plan;
- The ending of the homelessness duty if the applicant "was unreasonably refusing to co-operate";
- The requirement to secure accommodation (under the new "Relief Duty") for at least 6 months for all applicants who the authority was satisfied were eligible for assistance; and
- The right to a Review of ending either the Prevention, Relief Duties or as a result of failing to co-operate.

The Housing Select Committee was asked to consider the Draft Homelessness Strategy and report any comments to the Housing Portfolio Holder. A consultation exercise on the draft Homelessness Strategy would be undertaken over an 8 week period with all Stakeholders with an interest in homelessness including Town and Parish Councils. The Housing Portfolio Holder will be asked to consider the outcome of the exercise and any resultant changes and to adopt the revised Homelessness Strategy. The Strategy would take effect from 1 September 2018.

The Committee proceeded to go through the draft strategy section by section commenting as they went along.

Councillor Sunger asked if an applicant moved out before a court order was made

were they considered as intentionally homeless. Mr Wilson said that each case must be judged on its merits and explained the problems of matching evidential statements on homeless decisions.

Councillor Heap asked about applicants who were considered not to be homeless. He was advised that these were people who actually had somewhere to live and this had been ascertained by officers during their investigations.

Councillor Patel asked about the ethnicity of homeless applicants and if they were residents of the district or had they moved into our area. He was advised that they had to meet the homelessness residency test. Mr Wallace added that we also met the needs of domestic violence victims who may not have had a connection with the district. The ethnicity of applicants is set out in the strategy.

Councillor Whitehouse commented that she did not receive Housing News anymore. Mr Hall said that it is issued electronically although members should be receiving a hard copy twice a year, he would check this out.

Councillor Patel noted that there was a movement to become paperless, but a high number of residents did not have the facility and we should not forget them. He was advised that residents were given the choice of paperless or hardcopy for Housing News. Generally trying to keep it as paperless as possible.

Councillor Sunger asked about benefit claims that were stopped or reviewed, what sort of turn around time was there on this? Mr Wallace replied that Housing Benefits turnaround was 3 to 4 weeks. Officers were working with the 'Peabody Charity' who helped applicants apply; officers also offered assistance to help any urgent cases. Mr Wilson added that Housing Benefits also granted discretionary housing payments in appropriate cases. As for Council tenants in arrears we consider it a failure if we got to the eviction stage, by then we would have tried everything.

Councillor Heap noted that Housing Benefit was going and Universal Credit was taking over. This was causing a lot of problems and took a long time to start up. People had to manage their own finances. Could you help tenants who were in this bind and were waiting for their Universal Credit payments to start? Mr Wilson said that there were discretionary housing payments and a recently re-introduced preventing repossession fund which could assist people and prevent homelessness. Mr Wallace said that there were national problems with Universal Credit. The waiting time was 6 weeks and had now been reduced to 5 weeks. In September, Universal Credit would be rolled out in our district; although now payment could be paid directly to the Council from the Universal Credit payments for those with vulnerabilities.

From October 2018, certain public authorities in England will be required to notify the Council of any service users they consider may be homeless or threatened with homelessness within 56 days. The Council was now obliged to provide a personalised housing plan to provide a framework for the Council and the applicant to work together in a positive and collaborative way.

Councillor Heap asked how the homeless person kept any paperwork if they were homeless. He was told that officers could print up the paperwork and/or store it on their system for the applicant.

Mr Wilson noted that the Council was very successful at homelessness prevention. Councillor Hughes asked what 'Crisis Intervention' was? She was advised that this would be for example, someone with a mental health condition.

Councillor Stocker asked about the repayment of loans that we gave applicants under homelessness prevention. He was advised that the Council received government grants for this and that we gave the applicants interest free loans that could be paid back over 3 years. This money was then recycled and given out again as loans to other applicants.

Councillor Patel asked, after our initial intervention, what support did we provide. Mr Wilson said that we used Family Mosaic, the Trailblazers scheme and also had expert staff to act as advisors.

Under the Relief of Duty section, Mr Wilson added some extra wording to add to paragraph 1.1.

Councillor Heap asked why the Modular Accommodation was taking so long to progress. He was advised that we were waiting for Planning Permission and also a lot of underground services needed to be put in – all this was taking longer than first thought.

Councillor Whitehouse asked for more information on the revised housing allocations scheme and the 2 year fixed tenancies for homeless applicants. Mr Wilson explained that 2 year fixed term tenancies would be granted to homeless applicants in order to give them time to resolve their housing situation. This is in the same way as discharging and duty in the Private Rented Sector which is the practice of many authorities. This will ensure the best use of our housing stock and assist more applicants.

Councillor Hughes asked how long could the 2 year fixed term tenancy go on for. Mr Wilson said that they could not generalise, the council would always have a legal duty to help, provide advice and help people move on and if necessary provide a further tenancy.

Councillor Patel asked if we could use the same format for the action plan as was used by the transformation team. He was told that this was not just for internal consumption and was for the public to see. So it had to be in a different format to the transformation tables etc.

Councillor Patel then asked who looked at the target dates that were not reached. Mr Hall replied that these would come under the project dossier that the Committee could look at and consider later.

The Chairman asked about having a breakdown by age as it would be interesting to see the numbers of people under 25. She was told that the table on page 39 and 40 of the agenda were looking at key age groups.

She then asked if there was any data going back before 2015. She was advised that each strategy was for 3 years so the data was there if needed, but a three year picture was considered good enough for comparison purposes. She then asked if there had been any real changes over the years and was told that the statistics stayed pretty static. Mr Marshall said that if you sent too far back you would not be comparing like with like.

Councillor Whitehouse asked how the consultation on this strategy would be carried out. Mr Wilson pointed out that this was on page 70 of the agenda. We would be

consulting partner agencies, this Select Committee and Town and Parish councils. Also our partner agencies and other agencies with an interest in homelessness; but not the general public as it was not a public consultation.

RESOLVED:

(1) That the Housing Select Committee considered and commented on the Draft Homelessness Strategy;

(2) That it was noted that a consultation exercise would be undertaken for a period of 8 weeks with all Stakeholders with an interest in homelessness including Town and Parish Councils, with the outcome of the exercise and any proposed changes being reported to the Housing Portfolio Holder for consideration when adopting the revised Homelessness Strategy; and

(3) That it was noted that the revised Homelessness Strategy would become effective on 1 September 2018.

7. HOUSING SERVICE STANDARDS - PERFORMANCE REPORT 2017/18 AND REVIEW

The Director of Communities, Alan Hall introduced the Housing Service Standards, Performance report for 2017/18. He noted that any changes were set out in bold italics in the second column of the table attached to the report.

The Committee noted that since 2007, the Council has had a range of Housing Service Standards, covering all of the Housing Service's main areas of activity, formulated in consultation with the Tenants and Leaseholders Panel.

The Standards, and the Housing Service's performance against them, were considered each year by the Communities Select Committee to determine whether or not any changes to the Service Standards should be recommended to the Housing Portfolio Holder.

It was noted that all references to the Private Housing Standards (Technology) Team be removed as they were now covered under a separate standard.

He noted that the Appendix to the report provided details of the current Housing Service Standards and – where measurable and appropriate – the Housing Service's performance in meeting the standards in 2017/18. As a comparison, the Appendix also provided details on performance in 2016/17 and 2015/16.

The Tenants and Leaseholders Panel Federation would be consulted on the Service Standards and the Performance Schedule at its meeting on 4th September 2018, and their comments and recommendations would be passed to the Housing Portfolio Holder at the same time as the Select Committee.

The Committee went on to consider standards as laid out in the appendix to the report.

G2 – *generally satisfy at least 80% of our tenants with overall housing service provided* – Councillor Heap asked how many responses were there from how many residents on the survey undertaken. He was told that this was done every 2 years. They had a very approximate 30% response rate with an approximate 20% of residents being surveyed.

HM2 – *provide you with the following options to pay your rent ...* - Councillor Heap noted that nothing was measured but the target was achieved. Mr Hall said that the report was erroneous to say that it was not measured, which he would change.

HM10 – *remove clearly abandoned and potentially dangerous vehicles from housing estates within 5 working days of receiving a complaint* – Councillor Heap asked how many had been cleared up. Mr Hall said that he did not know the exact number.

S9 – *repair 90% of faults to telecare equipment within 2 working days and 100% within 4 working days* – Councillor Patel asked why the target had not been achieved. He was told that the target of 90% was a much higher standard than the industry standard of 15 days and we had achieved 75% of the target. Councillor Patel asked what sort of support we gave to people when their equipment was not working. He was told that the majority took just over two days to fix but we also provided them with alternative equipment until the system was fixed.

RESOLVED:

- (1) That performance against the previously-agreed Housing Service Standards in 2017/18 (where measured) and that the 80% achievement of all measurable and measured targets associated with the Service Standards be noted;
- (2) That, subject to the views of the Tenants and Leaseholders Panel, the changes shown in bold italics in the second column of the Appendix be recommended to the Housing Portfolio Holder for the forthcoming year - including the removal of all the private housing standards under the responsibility of the Technical Team, which were now covered by the separate *“Enforcement and Service Standards: Private Housing”* recently agreed by the Housing Portfolio Holder; and
- (3) That the Housing Service Standards, and performance against the Service Standards in 2018/19, be reviewed again in June 2019.

8. 6 MONTH PROGRESS REPORT ON THE IMPLEMENTATION OF THE AGEING POPULATION STUDY ACTION PLAN

The Assistant Director Community Services and Safety, Julie Chandler introduced the six monthly progress report on the implementation of the ageing population action plan.

The Committee noted that in 2015/16 the Council carried out a comprehensive study into the impact of an ageing population in the Epping Forest District, which generated over 40 recommendations for the Council and a range of statutory and voluntary sector partners, to progress. These were translated into a detailed action plan, which has been in progress since October 2016 and it was agreed that the Communities Select Committee would be provided with six monthly updates on the progress and successful implementation of key areas of work.

The study suggested that the district was already home to 52,000 people aged 50 and over, of which nearly 2000 residents were living with dementia, and it was predicted that by 2025, these numbers would increase to 58,000 people aged over 50, and 3,500 people with dementia.

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

All statutory and voluntary sector partners involved in the study were delighted with the work undertaken, as the findings had been used to improve and develop their own services to the public.

The Committee noted that:

- Work was progressing well in the development of Dementia Friendly Communities across the district including Dementia Friendly businesses, with a business recognition scheme currently being launched;
- Projects to reduce social isolation were being rolled out as a pilot in Buckhurst Hill;
- Five strength and balance classes had been set up in Buckhurst Hill, Debden, Epping, Ongar and Waltham Abbey, as a collaborative approach to health improvement, through Public Health funding;
- An Active Living programme for inactive adults was being expanded to five locations across the district;
- Four 'Stay Well' events for older people would be taking place throughout November 2018;
- Officers were looking to develop more work with Public Houses across the district to offer free meals to older people. It was noted that this service was currently being provided in Fyfield and Buckhurst Hill;
- As part of the Council's Customer Services transformation, Officers were looking at providing paperless and hardcopy ways to communicate with older people;
- The Council was at an early stage in developing a new corporate website and would be implementing online platforms for older people to access services; and
- The Council was also working with NHS colleagues to develop digital support initiatives, to enable people to live in their homes for longer.

Councillor Whitehouse asked what were the Community Champions as mentioned in the action plan. She was told that these champions would be volunteers, who would initially work with the Council to identify gaps in services in local wards areas and latterly to help signpost those in communities who suffer from loneliness and isolation. Unlike Community Agents that work with people who had been referred to them.

Councillor Patel noticed that there had been a disconnect between ECC and the District, but they now seemed to be working together more.

Councillor Whitbread noted that local businesses were being made dementia friendly, how were they made aware? Ms Chandler replied that they had to start from scratch and visit each business and train them. Councillor Patel added that once a business had been trained it would roll this out to other businesses.

Councillor Whitbread asked if there had been engagement with schools on this. She was told the Youth Council had had training on 'Dementia Friends'.

RESOLVED:

That the Communities Select Committee noted the progress report on the implementation of the Impact of An Ageing Population Action Plan.

9. HOUSING STRATEGY: 6 MONTH PROGRESS REPORT

The Director of Communities introduced the six month progress report on the Housing Strategy. The Strategy also included a Key Action Plan, which set out the proposed actions that would be taken by the Council to contribute towards the achievement of the housing objectives over the first year of the Housing Strategy. New Key Action Plans will then be produced annually from October each year for the remaining period of the Housing Strategy.

When the Cabinet adopted the Housing Strategy, it asked the Communities Select Committee to review progress with the Key Action Plans on a 6-monthly basis.

The Committee went through the action plan page by page.

Councillor Heap noted item 4 on Affordable Housing (development of additional affordable housing) and commented that the Council had to speed the development of additional affordable housing up. Mr Hall agreed and noted that the new Local Plan Submission Version, with sites with 11 or more units, requires 40% would have to be affordable.

Councillor Chris Roberts noted that item 11 on Council Housebuilding (51 new affordable homes, Burton Road, Loughton) the completion date had slipped and now said September 2018 - was this date when they were to be let or when the building works were to be completed. Mr Hall said the latest information he had was that it was due to be completed by the end of October 2018. Once completed we would hand over the site, so by November it should be occupied.

Councillor Patel noted item 9 on Affordable Housing relating to the Government's proposed introduction of a High Value Voids Levy and that this was pending action, what did this mean. Mr Hall said that the Government was proposing to require councils by law to pay a levy to it and the only practical way to meet this cost would be to sell high value empty properties. But recently the Government had gone quiet on this and has not asked for this in the past few years. Officers did not know whether or not this was going in the longer term.

Councillor Heap asked if item 13 on Council Housebuilding was to be completed by October 2019 as indicated. He was told that as of now, it was scheduled to be completed by October 2019.

RESOLVED:

That the 6-Month Progress Report on the Housing Strategy Key Action Plan 2017/18, be noted by the Communities Select Committee.

10. CORPORATE PLAN KEY ACTION PLAN 2017/18 - QUARTER 4 (OUTTURN) POSITION

The Director of Communities introduced the quarter 4 outturn report on the Corporate Plan Key Action Plan for 2017/18. The Corporate Plan was the Council's key

strategic planning document, setting out its priorities over the five-year period from 2015/16 to 2019/20. The priorities or Corporate Aims were supported by Key Objectives, which provided a clear statement of the Council's overall intentions for these five years.

The Key Objectives are delivered by an annual action plan, with each year building upon the progress against the achievement of the Key Objectives for previous years.

There were 50 actions in the Key Action Plan 2017/18. At the end of the year:

- (a) 28 (56%) of the individual deliverables or actions supporting the key objectives had been achieved;
- (b) 15 (30%) of the deliverables were expected to achieve target in the next 6 months;
- (c) 6 (12%) of the deliverables or actions were not completed by year-end albeit significant progress had been made. Details of the progress made were set out in the comments against the individual deliverables or actions; and
- (d) 1 (2%) action was pending and could not currently be fully completed.

20 actions fell within the areas of responsibility of the Communities Select Committee. At the end of the year:

- 10 (50%) of these actions had been achieved at year end;
- 1 (5%) of the deliverables or actions were not completed by year-end albeit significant progress had been made. Details of the progress made were set out in the comments against the individual deliverables or actions;
- 8 (40%) of these actions were expected to achieve target in the next 6 months
- 1 (5%) action was pending and could not currently be fully completed.

RESOLVED:

That the Committee noted the outturn position of the Corporate Plan Key Action Plan for 2017/18 in relation to its areas of responsibility.

11. KEY PERFORMANCE INDICATORS 2017/18 - QUARTER 4 (OUTTURN) PERFORMANCE

The Director of Communities introduced the quarter 4 outturn report on the performance of the Key Performance Indicators for 2017/18 within its area of responsibility.

The Local Government Act 1999 required that the Council made arrangements to secure continuous improvement in the way in which its functions and services were exercised, having regard to a combination of economy, efficiency and effectiveness.

As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's services and key objectives, were adopted each year by the Finance and Performance Management Cabinet Committee.

Performance against the KPIs was monitored on a quarterly basis by Management Board and Overview and Scrutiny to drive improvement in performance and ensure corrective action is taken where necessary.

All indicators - The overall position for all 32 KPIs at the end of the year was as follows:

- (a) 21 (66%) indicators achieved target;
- (b) 11 (34%) indicators did not achieve target; although
- (c) 5 (16%) of these KPIs performed within its tolerated amber margin.

Communities Select Committee indicators - Nine (9) of the Key Performance Indicators fell within the Communities Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at the end of the year for these indicators, was as follows:

- (a) 7 (78%) indicators achieved target;
- (b) 2 (22%) indicators did not achieve target; and
- (c) 0 (0%) indicators performed within their tolerated amber margin.

RESOLVED:

That the Select Committee noted the performance against the Key Performance Indicators within its areas of responsibility for 2017/18.

12. TRANSFORMATION PROGRAMME - PROJECT DOSSIER

The Director of Communities introduced the report reviewing the updated Project Dossier for the Transformation programme for the Communities Directorate, on behalf of the Head of Transformation. He noted that the Overview and Scrutiny Committee had requested the progress of projects and programmes within the Transformation Programme – known as the Project Dossier – be reported to regular meetings of the Committee for review.

The Committee considered and reviewed the list of active High and Medium complexity projects, known formally as the Project Dossier.

Councillor Whitehouse commented that she felt these were impenetrable reports, for instance what did 'behavioural insight' mean? She was told that this was sometimes known as 'nudge theory' a way to encourage a resident to behave in a particular way.

Councillor Whitehouse said that she would like a few words added on each project in the dossier to explain the project. Mr Hall said that he would feedback this view to the Head of Transformation.

RESOLVED:

That the Committee noted the updated Project Dossier for the Transformation Programme affecting the Communities Directorate.

13. TRANSFORMATION PROGRAMME - PROJECT CHARTERS

The Director of Communities introduced the report on the Project Charters from the Transformation Programme, on behalf of the Head of Transformation. He explained that the Overview and Scrutiny Committee had requested that Project Charter(s) from the Transformation Programme were submitted to the relevant select committees for their information.

The committee noted that a project starts its life as a Charter, which laid out the basic definition of the project and its scope. Alongside the charter the project manager and sponsor complete a Risk Potential Assessment (RPA) in order to assess the complexity of the project. The approval of Medium and High complexity projects by the Programme Management Office and Transformation Programme Board gives the project the mandate to move into the discovery phase. This process was facilitated by the link officer assigned to the project from the Transformation Programme Management Office.

RESOLVED:

That the Committee noted the Project Charter on the Oakwood Hill Footpaths.

14. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

The Chairman noted that she would report back on the Homelessness Strategy, the Aging Population progress report and the Housing Strategy progress report.

15. FUTURE MEETINGS

The Committee noted the dates of their future meetings.

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COMMUNITIES SELECT COMMITTEE

TERMS OF REFERENCE 2018/19

Title: Communities Select Committee

Status: Select Committee

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

Chairman: Cllr H Whitbread

Communities Select Committee (Chairman – Cllr Holly Whitbread)

Work Programme 2018/19

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
Standard (Periodic) Items			12 th June 2018 4 th September 2018 13 th November 2018 15 th January 2019 12 th March 2019
(1) Performance against Housing Service Standards and Review <i>(Recommendations to Housing Portfolio Holder)</i>	June 2018 (Medium)	Completed - June meeting <i>(Housing Portfolio)</i>	
(2) Communities Key Performance Indicators (KPIs) – 2017/18 Out-Turn	June 2018 (Low)	Completed - June meeting <i>(Housing Portfolio)</i>	
(3) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – 2017/18 Out-Turn	June 2018 (Low)	Completed - June meeting <i>(All Portfolios)</i>	
(4) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	June 2018 (Low)	Completed - June meeting <i>(All Portfolios)</i>	
(5) 6-Month Progress Report on Annual Housing Strategy Key Action Plan 2017/18	June 2018 (Medium)	Completed - June meeting <i>(Housing Portfolio)</i>	
(6) Communities Key Performance Indicators (KPIs) – Quarter 1	September 2018 (Low)	Scheduled - for September meeting <i>(All Portfolios)</i>	

(7) Attendance by Essex Police District Commander at next meeting - Discussion on issues to raise	September 2018 (Medium)	Scheduled - for September meeting <i>(Safer Greener Transport Portfolio)</i>
(8) Presentation from Essex Police's District Commander on current policing and crime issues in the District	November 2018 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
(9) Annual Report of the Community Safety Partnership	November 2018 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
(10) 6-Month Progress Report on Annual Housing Strategy Key Action Plan 2017/18	November 2018 (Medium)	<i>(Housing Portfolio)</i>
(11) New Housing Strategy Key Action Plan 2018/19	November 2018 (Medium)	<i>(Housing Portfolio)</i>
(12) Six-Month Review of the HRA Financial Plan 2018/19	November 2018 (High)	<i>(Housing Portfolio)</i>
(13) Communities Key Performance Indicators (KPIs) – Quarter 2	November 2019 (Low)	<i>(All Portfolios)</i>
(14) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	January 2019 (Low)	<i>(All Portfolios)</i>
(15) HRA Financial Plan 2019/20	March 2019 (High)	<i>(Housing Portfolio)</i>
(16) Communities Key Performance Indicators (KPIs) – Quarter 3	March 2019 (Low)	<i>(All Portfolios)</i>

(17) Communities Performance Indicator Set for 2019/20	March 2019 (High)	<i>(All Portfolios)</i>
(18) Presentation of Business Plan – 2019/20	March 2019 (Low)	<i>(All Portfolios)</i>
Special (Planned) Items		
(19) Review of Homelessness Strategy <i>(Recommendations to Housing Portfolio Holder)</i>	June 2018 (High)	Completed – at June meeting <i>(Housing Portfolio)</i>
(20) Fire Safety Policy for residential Council properties	September 2018 November 2018 (High)	Deferred – due to other workload and commitments and the need to finalise the proposed approach <i>(Housing Portfolio)</i>
(21) Review of EFDC Tenancy Policy and West Essex Tenancy Strategy – in light of the introduction of 5-year fixed term tenancies by Government <i>(Recommendations to Cabinet)</i>	January 2019 (High)	<i>(Housing Portfolio)</i>
(22) Six-month Progress Report on EFDC-funded police officers	January 2019 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
(23) Options Report for the installation of sprinklers in sheltered housing schemes and homelessness accommodation <i>(Recommendations to Cabinet)</i>	January 2019 (High)	<i>(Housing Portfolio)</i>

(24) Review of the future use of sheltered/grouped housing scheme sites <i>(Recommendations to Cabinet / Housing Portfolio Holder)</i>	January 2019 (High)	<i>(Housing Portfolio)</i>
Items added to Work Programme during the year		
(25) Report on outcome of LGA Peer Review of Museum Heritage and Culture Service	September 2019 (Low)	Scheduled - for September meeting <i>(Leisure & Community Services Portfolio)</i>
Planned Special Items for Future Years		
6-month Progress Report on EFDC-funded police officers	June 2019 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
6-month Progress Report on EFDC-funded police officers	January 2019 (Medium)	<i>(Safer Greener Transport Portfolio)</i>



SCRUTINY



Report to
Communities Select Committee
Date of meeting: 4th September 2018

Subject: Museum, Heritage & Culture LGA Peer Challenge
Officer contact for further information: J Chandler (Extn.4214)
Committee Secretary: J. Leither (Extn. 4756)

Recommendations/Decisions Required:

- 1) That the Communities Select Committee receives a report on the Local Government Association (LGA) Peer Challenge review of Museum, Heritage and Culture Services.

Report:

Earlier this year, the Council's Museum, Heritage and Culture service was successful in securing a competitive Peer Challenge Review of its services undertaken by the Local Government Association (LGA). The cost of £7000 was fully funded by Arts Council England and the Local Government Association.

Ours was one of only three authorities in the country selected for this type of review which was undertaken by the following team of experienced professionals from the museum and cultural sector;

Mark Harrison – LGA Peer Challenge Manager;

Councillor Nick Worth – Executive Member for Culture & Emergency Services, Lincolnshire County Council and Deputy Leader South Holland Council; and,

Tony Witton – Cultural and Creative Economy Service Manager, Kent County Council

The team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. They then spent two days onsite at Epping Forest Museum, during which they; spoke to more than 25 people including a range of council staff together with councillors and external partners and stakeholders; gathered information and views from more than 12 meetings and, collectively spent more than 75 hours to determine their findings – the equivalent of one person spending more than 2 weeks in Epping.

It is important to highlight that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement and the process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

Scope and focus of the review

The peer team considered a range of aspects of the service as identified with senior managers and particularly, recent work undertaken to support long –term sustainability,

including the establishment of a Cultural Development Trust and development of commercial activity. This included the following;

1. EFDC MHC capacity to deliver its ambition; is a small organisation being overstretched?
2. Are the key areas of focus the right ones, with specific reference to:
 - engaging with harder to reach audiences to inform service planning
 - building sustainable fundraising support for MHC and the new development trust
 - providing off site services across Epping and Broxbourne
 - maximising the benefits of partnership working
3. Provide Members with an external perspective on current processes and emerging options.
4. Provide a view on whether local need is being met, programme mix and approach to income generation.
5. Is there clarity in the strategic vision of the MHC service and have all service delivery and development options been fully considered?

Peer Challenge Report

The attached report at Appendix 1, provides a summary of the peer team's findings over the course of the review, which includes areas of work that were already in progress and new recommendations for action. These will all be included within the Museums, Heritage and Culture 5 year Business Plan, which is currently being produced.

Reason for decision: N/A

Options considered and rejected: N/A

Consultation undertaken: A range of consultation was undertaken as part of the Peer Review, as contained within the attached report.

Service review: The MHC Business Plan will include recommendations from the Peer Challenge and a range of already planned service changes.

Resource implications: The Peer Review was fully funded by Arts Council England.

Personnel: Staff and Members of the Council and external partners and were interviewed and consulted as part of the process.

Land: N/A

Community Plan/BVPP reference: Corporate Plan 3.2, 6.3,7.1,9.2

Relevant statutory powers: N/A

Background papers: LGA Culture Peer Challenge Epping Forest District Council.

Environmental/Human Rights Act/Crime and Disorder Act Implications: N/A

Key Decision Ref (if required) N/A

Cultural Services Peer Challenge **Epping Forest District Council**

25 & 26 April 2018

Feedback Report

1. Executive Summary

Epping Forest District Council's (EFDC) Museums, Heritage and Culture Service (MHC) provides management services for Epping Forest District Museum in Waltham Abbey and Lowewood Museum in Hoddesdon for Broxbourne Borough Council under a Service Level Agreement (SLA). Both museums are Arts Council England (ACE) accredited and provide a range of cultural programmes across the Epping Forest district and Broxbourne borough.

The excellent service appears to have universal support amongst staff, politicians, stakeholders and partners. The council corporate plan makes reference to the value of cultural services and the draft business plan makes clear the linkages between MHC services and its contribution to the delivery of council priorities. To maintain this level of backing will require a programme of continuing advocacy and communication to maintain the high levels of buy in to the aspirations of the service. We noted that the council has a strong commitment to funding cultural and leisure services, with the proposal to build a new £9.5 million sports centre in Waltham Abbey bearing further testimony to this objective.

The MHC service has an enviable track record of securing inward investment. Most notably, £1.65 million of Heritage Lottery Funding (HLF) for the £2 million renovation and extension of the museum in Waltham Abbey and the £312,000 completion of the No Borders project. EFDC took the lead in delivering this project in partnership with Broxbourne and Chelmsford.

MHC is a very self-aware service and is making good progress in formulating its forward agenda. This will be set out in the service's business plan (2018 – 2023) which is currently in draft form and will be signed off in the near future. The plan has been informed through a series of staff and stakeholder forums. The business plan will set out an annual action plan that will be subject to scrutiny by the council. The business plan will address the need for a more robust performance management regime across the service. Monitoring and evaluation will be enhanced through the adoption of a bespoke toolkit co-designed with Red Quadrant, and funded by Arts Council England through its support for the No Borders project. The peer team noted that the business plan is based upon Arts Council England's model for arts and cultural organisations template.

The MHC service exemplifies good partnership working. The service has led on developing good working relationships with neighbouring Broxbourne and Chelmsford councils. It has been instrumental in support to the development of the new Culture without Borders Trust. MHC appears to have a real and tangible belief in the benefits of partnership working. It informs all of their actions and they do not develop projects/programmes in isolation. The emerging business plan will be a significant document because its formulation has involved a wide range of stakeholders (arts and cultural sectors, business interests, neighbouring district, borough and county councils, Epping Forest Town and parish councils and external funders).

MHC is aware that it needs to refocus its efforts on commercial activity. The rationale for this approach requires further consideration and some guiding principles need to be agreed. For example, income generation is important but not at the expense of access for all. The disparity of views about what commercialisation really means requires some

consolidation of viewpoints. A renewed focus on financial monitoring and reporting is recommended. We think that is a legitimate area for the new development trust to become involved in.

The potential for delivering services on-line requires further consideration. The council website is being reviewed and MHC needs to decide what it wants as a digital presence. The alternative means of making the collections more accessible may improve both access and income generation opportunity.

We think that the coming together of the museum and arts services in the renovated museum building offers the potential to rebrand the building as a cultural hub. This idea may be further enhanced through collaboration with the adjacent Waltham Abbey library operated by Essex County Council. This will also provide a channel for renewed marketing activity.

We were pleased to meet a group of enthusiastic and capable stakeholders, from across a range of cultural interest groups. They are keen to be actively involved in the further development of culture and think that it may be useful for them to meet in a more formal setting to engage with MHC services and the wider cultural partnerships. This group also identified the potential of using the Epping Forest Tourism and Visitor Board to promote MHC activity.

2. Key recommendations

There are a range of suggestions and observations within the main section of the report that will inform some 'quick wins' and practical actions, in addition to the conversations onsite, many of which provided ideas and examples of practice from other organisations. The following are the peer team's key recommendations to the Council:

Prioritise the completion of the business plan (2018 – 2023) and implementation of the new staffing structure

Both the business plan (2018 – 2023) and the impending staffing restructure require immediate management attention. The peer team viewed drafts for both of these items. The business plan will be an important document in terms of consolidating the focus for future service activity and development. It also provides the opportunity to consolidate in one document a number of previous papers that have considered fundraising/income generation/sponsorship, audience development, review of previous development plans, support for partnership working and for the relationship with the emerging trust.

The council is working through a transformation programme currently. The proposed MHC staffing restructure conforms to the corporate programme and is designed to enhance the capacity of the team to continue to deliver the best possible service. Some minor amendments are required and then the new structure can be fully implemented. It is important that this work is undertaken as a priority to ensure that new roles can be aligned with the roll out of the business plan. The capacity of MHC is greatly enhanced through the work of the cohort of volunteers. The peer team met with a group of these stakeholders, who are keen to further support the MHC, and expressed particular interest in helping promote cultural services and outreach work.

Consider the value of a developing cultural forum

The peer team have suggested the potential of developing a cultural forum. It is open for discussion as to who the partners will be. The current partnership arrangements between Epping Forest, Broxbourne and Chelmsford would seem to be a sensible starting point. The emerging trust would be enabled in deciding its work programme by engaging with the cultural forum. This approach may also be attractive to funding partners, such as Heritage Lottery Fund and Arts Council England.

Review capacity when considering new projects

The MHC is very self-aware and is realigning its staff to better reflect the future work programme. Historically the service has stretched the boundaries, entering into an SLA with Broxbourne to manage and operate the Lowewood Museum and to partner with Chelmsford and to support the development of the new trust. The service has also been very successful in making bids for external funding and managing new projects. However with the scale of ambition exemplified in the new draft business plan, we think that the MHC team will be fully engaged in delivering the proposed work programme. Any significant new project/development should be subject to a resource assessment. An example is the support that EFDC may give to Broxbourne in relocating its Lowewood museum collection to the Spinning Wheel site in Hoddesdon. In our opinion this lies outside the current SLA arrangement, and will need alternative resourcing. Additional advice may be available from the LGA Productivity Experts Programme <https://www.local.gov.uk/our-support/efficiency-and-income-generation/productivity-experts-programme/apply>

Agree a coherent commercial approach

The peer team identified a range of differing views about what a commercial approach really means to a museum, heritage and culture service. This fragmentation is further compounded as the council has commissioned a number of external advisers to provide advice on the subject. This information is useful background material but the MHC should take time to determine how it will progress its efforts to become more commercial. There are a range of possible approaches and the situation will be alleviated as certain posts within the new structure have specific responsibility for commercial activities. The income targets could be more ambitious, and we understand that overachieved income can be carried forward or used to subsidise events/exhibitions. The emerging business plan will help unify and cohere the disparate views on this subject.

Take a strategic approach to outreach and embrace hard to reach groups

MHC is aware that certain groups are underrepresented in their use of the service. This constitutes a gap in the knowledge about these groups' requirements and a renewed focus on engagement with these groups is desirable. It may well be that the council corporately has ways of engaging with these groups and MHC could link into this data. The development trust will also have, as part of its remit, the objective of engaging with these groups and individuals.

Establish a cultural strategy

The peer team suggest that you consider coordinating the development of a cultural strategy for the Epping Forest district, its partners and stakeholders. This will help to focus and promote the region's cultural offer, and advocate how culture can enrich and transform the lives of everyone in the district. It could demonstrate how culture can be used to strengthen the individual, collective and economic wellbeing of the region and set out shared intentions for the next 5 -10 years.

Agree the relationship with the development trust

The peer team applaud the support that MHC and the council has given to the formation of the Culture Without Borders Development Trust. It is early days and the trustees are just starting to explore how they can work together and how best to support the continuing development of culture. Terms of reference are still being agreed, but we anticipate that the Trust will provide oversight on:

- helping to develop and promote local arts and cultural provision across the Epping Forest and Broxbourne areas
- sharing information and good practice
- identifying areas for collaboration
- supporting advocacy work for local arts and culture services
- embedding a clear role for museum heritage and culture in a wider agenda.

The peer team noted that the trust has been successful in helping fundraise, £13,000 for the purchase of the Willingale Ring for the Epping Forest district museum collection.

Prioritise a dedicated website, building on the success of social media campaigns

We are aware that the council website is to be redesigned/upgraded. It is important that MHC either acquires its own area on the corporate website or sets up its own discrete web presence. The Trust has some expertise in this area and should be actively engaged in this development work. The Trust is likely to develop its own web presence that will promote culture widely across Epping Forest and Broxbourne. With suitable linkages this will benefit the promotion and presentation of the MHC services.

Explore the viability of digitalisation to bring greater access to collections and the potential of commercial opportunities

As the collections policy is under review, it is timely to consider how objects can be best presented in different ways. In addition the service is aiming to extend its reach and digitalisation of exhibitions, collections and records is one way in which to do this. The opportunity for this to improve the service's commercial activities will also be important to consider. The work of Walter Spradbery being a good example of the potential of providing greater access and improving the income stream, via digital access and merchandising. The Mendoza Review – (an independent review of museums in England November 2017) states that, "there is a need understanding of the wide potential of digital in museums. Examples include display and interpretation, collections, communications, data – and the

need for a strategic approach to embedding tools and technologies into every aspect of museums' work”

See:

[https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/673935/The Mendoza Review an independent review of museums in England.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/673935/The_Mendoza_Review_an_independent_review_of_museums_in_England.pdf)

Review the collections and disposal policy

MHC manages 100,000 objects in its Epping Forest collection and a further 50,000 in Lowewood, this figure includes bulk archaeological archives. Additional storage is urgently required and work is underway to identify alternative facilities for this purpose. There is a well-considered Collections Development Policy and this makes provision for both the acquisition of new items and the themes and priorities for rationalization and disposal. In the context of the new business plan we suggest that a further collections policy review is undertaken.

3. Summary of the Peer Challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Epping were:

- Councillor Nick Worth - Executive Member for Culture & Emergency Services Lincolnshire County Council and Deputy Leader South Holland Council
- Tony Witton - Cultural and Creative Economy Service Manager, Kent County Council
- Mark Harrison - LGA Peer Challenge Manager

Scope and focus

The peer team considered the following:

1. EFDC MHC capacity to deliver its ambition; is a small organisation being overstretched?
2. Are the key areas of focus the right ones?, with specific reference to:
 - engaging with harder to reach audiences to inform service planning
 - building sustainable fundraising support for MHC and the new development trust
 - providing off site services across Epping and Broxbourne
 - maximising the benefits of partnership working.
3. Provide members with an external perspective on current processes and emerging options?
4. Provide a view on whether local need is being met, programme mix and approach to income generation?

5. Is there clarity in the strategic vision of the MHC service and have all service delivery and development options been fully considered?

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent two days onsite at Epping Museum, during which they:

- Spoke to more than 25 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 12 meetings, visits to key sites in the area and additional research and reading.
- Collectively spent more than 75 hours to determine their findings – the equivalent of one person spending more than 2 weeks in Epping.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (25 – 26 April 2018). In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

4. Feedback

The service is excellent with demonstrable passion and commitment from councillors, staff and volunteers, and this is clearly demonstrated at all levels

The peer team saw much evidence of an excellent well run service, supported by enthusiastic and professional staff. There appears to be a high level of political and stakeholder support for the service and this enthusiasm has helped in securing additional external funding. The newly refurbished museum in Waltham Abbey shows the benefit of this shared ambition. There is a very clear appreciation of the main purpose of service delivery, and that is to collect, preserve and promote the heritage of the Epping Forest district and to provide opportunities for people to engage in wider cultural opportunities. This energy should be nurtured through the positive engagement of volunteers, stakeholders, historical groups and partners through the development of a shared cultural strategy

The direction of travel is positive

The service continues to work on plans that aim to further enhance service provision and maximise the opportunities that partnership working with neighbouring councils may bring. Although a recent bid to the Arts Council for National Portfolio Organisation (NPO) status did not receive funding, it was well received and scored strongly in the assessment. The workstreams set out in the NPO bid will be incorporated within the emerging business plan 2018 -2023. Councillors can be reassured that the the key areas of focus are the right ones, with specific reference to:

- engaging with harder to reach audiences to inform service planning
- building sustainable fundraising support for MHC and the new development trust
- providing off site services across Epping Forest and Broxbourne
- maximising the benefits of partnership working.

Capacity is currently being managed but is near a tipping point

The service is aware that its ambitious programme and development of new work strands is requiring much effort from the staff. A restructuring is close to implementation, and this aims to ensure that the necessary skills are in place to reflect the requirements of the business plan delivery. The peer team recommend that if any significant new projects are envisaged, such as the relocation of the Lowewood museum collection, then additional staffing resources will be necessary. It would be sensible to keep the new staff arrangements under review post restructure to ensure that the new roles align with the delivery requirements of the business plan.

Vision and ambition exist but need to be agreed by everyone

Much work has been done to identify future vision and ambition for the service. The peer team viewed a number of consultancy advisory papers. These are helpful but disparate in their advice, and we think that a coherent view could be set out in the new business plan and potentially supported by the development of a partnership cultural strategy. Once the “single” plan is agreed it would be useful to share its content with partners and the wider

public. The peer team was pleased to see that the cultural offer is referenced a number of times in the Epping Forest DC corporate plan.

A risk the service is over reliant on external funding, and this needs to be considered alongside a coherent commercial approach

For a district council the service has been remarkably successful in securing external funding. This has resulted in inward investment, to renovate and expand the Epping museum (£1.65M HLF), two rounds of funding from the Arts Council Museum Resilience fund to explore a range of development initiatives (£270,000), around broadening fundraising, commercial activities and supporting audience development and diversity. The service is well funded to continue to maintain its core activities, but will continue to require a renewed focus on an enhanced commercial approach to maintain momentum and to ensure resilience in a changing political environment.

The peer team note that MHC continues to successfully apply for external grants, most recently:

- HLF funding for an exhibition by local artist Walter Spradbery (£40,000)
- HLF funding for the celebration of 100 years of St. Catherine's School (£10,000)
- Arts Mark from ACE (£5,000)
- Funding from various sources for the purchase and display of the Willingale Ring (£13,000)

A more strategic approach needs to be taken to audience development and programming

The peer team saw evidence of innovative programming and efforts to reach new audiences. It is not clear how the hard to reach groups are targeted and the location of the service in Waltham Abbey may mean that other parts of the district are not as well served. However, staff are aware of this and are working to support audience development and diversity. Some further work will be required in this area to ensure that all sectors of the Epping Forest District community are being served. It would be useful to undertake an Equality Impact Assessment to assess the effect of the service changes upon service delivery. The recently completed No Borders visitor survey (the audience agency March 2018) provides the profiles of current visitors and audience characteristics. There are opportunities to share learning between museums/cultural services, with a view to targeting under - represented visitor types to engage in cultural activity. The report further recommends that individual museums use the visitor data to produce their own audience development plans.

A shared cultural strategy may unlock additional resources and opportunities

The MHC service has a demonstrable and successful track record of working with neighbouring boroughs. The development of a cross district cultural strategy could be useful in raising public awareness of the culture, museum and arts across the sub region. A shadow independent trust Culture Without Borders Development Trust is registered as a company limited by guarantee and is awaiting final approval, for charitable status, from the Charity Commission. The trust has been established to raise funds and promote cultural services across Epping Forest and neighbouring Broxbourne. The development of a

cultural strategy will help shape the work of the trust, its relationship with in house services and clarify pan border cultural objectives and responsibilities.

5. Next steps

Immediate next steps

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this (there would be a charge for this). The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Gary Hughes, Principal Adviser is the main contact between your authority and the Local Government Association (LGA). His contact details are: Email gary.hughes@local.gov.uk

In the meantime we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.



Report to Communities Select Committee

Date of meeting: 4th September 2018

Portfolio: Safer Greener and Transport – Cllr S. Kane

**Subject: Attendance by Essex Police District Commander at next meeting
- Discussion on issues to raise**

Officer contact for further information:

Alan Hall – Director of Communities (01992 564004)

Committee Secretary: Jackie Leither

Recommendations:

- (1) That the Committee notes, in accordance with its Work Programme, that Essex Police’s District Commander, Chief Inspector Lewis Basford, will be attending the next meeting of the Committee on 13th November 2018 to give a presentation on current policing issues and concerns relating to the Epping Forest District;**
- (2) That:**
 - (a) Any specific issues that the Committee would like the District Commander to cover in his presentation; and**
 - (b) Any areas of local policing on which members would like to question the District Commander****be identified, so that they can be notified to him in advance of the meeting;**
- (3) That, through the Council Bulletin, all Members of Council be invited to attend the meeting for the presentation and discussion.**

Report

1. As part of its Work Programme for 2018/19, as in previous years, Essex Police’s District Commander, Chief Inspector Lewis Basford, has accepted an invitation to attend the next meeting of the Committee on 13th November 2018 to give a presentation on current policing issues and concerns relating to the Epping Forest District and to answer any questions of members.
2. This will be at the same meeting where the Committee will receive and discuss the Annual Report of the Community Safety Partnership, for which it would also be useful to have the District Commander in attendance as well.
3. It has previously been agreed that, when Select Committees invite representatives of external bodies to attend meetings to explain and discuss their work, members of the Select

Committee should give consideration in advance of the meeting of what they would like the guest to cover in their presentation and what areas of activity they would like to scrutinise further through associated questions.

4. That Committee is therefore asked to identify any specific issues that it would like the District Commander to cover in his presentation and any areas of local policing on which members would like to question the District Commander at the meeting. This will enable the District Commander to be notified in advance of the information the Committee would like him to cover and likely questions.

5. It is suggested that an item be placed in the Council Bulletin inviting all Members of Council be attend the meeting for the presentation and discussion.

PMO Project Closure Report

Generated on: 20 Aug 18

1. Project title	Review of the Careline Alarm Monitoring Service	5. Reference	P010
2. Managed By	Roger Wilson, Assistant Director - Housing Operations (COP01)	6. Creation Date	30-Mar-2017
3. Sponsored By	Alan Hall, Director of Communities (CDR01)	7. Last Modified Date	24-Apr-2018
4. Corporate Plan link	3.c.3.2016 Review the delivery of housing support at the Council's sheltered housing schemes in the District		
8.		Baseline	
Actual			
Start Dates		26-Feb-2016	26-Feb-2016
End Dates		31-Mar-2017	04-Dec-2017
Budget		£70,000.00	£72,712.00
9. Timeline			
30-Jun-2016	Careline Service: Drafted Report on Careline Monitoring Service		
31-Aug-2016	Consultation with team and UNISON 24 August		
30-Sep-2016	New shift pattern take effect - on Hold		
08-Nov-2016	Report to go to Communities Select Committee - On Hold		
31-Mar-2017	Depending on outcome, report to Cabinet		
20-Nov-2017	Outcome of the Careline Review		
10. Executive Summary		11. Recommendations	
The aim of the project was to outsource the careline alarm monitoring service. We needed to adhere to the new British standard which requires two control operators on duty 24/7. This would have massively increased our costs and there is not sufficient work for two operators 24/7. We would also have experienced problems covering shifts.		Formally close the project	
12. Benefits			
<ul style="list-style-type: none"> • Possible increase or reduction of charges to customers. • Measure - monitor charges - we could use this to reduce charge to customer • Possible reduction of risk to the Council of running an emergency service. • Measure - we will monitor volume of calls • Council may save money if Careline Service is out-sourced (see above) • Achieve British Standard which we don't currently 			
13. Projects and/or programmes of work that are affected by this project			
The driver for the project was to remove the problems of managing this expanding service as well as recruitment and retention issues. This was solved by outsourcing to Tunstall Healthcare (UK) Ltd. We also created a £103,400 a year saving although this was not the main driver.			
14. What went well?		15. Areas to be improved?	
Members gave agreement to outsourcing in February 2017 and we outsourced in November 2017, so timing wise it was managed very quickly and efficiently. Everything from staff contracts, TUPE, full outsourcing		<ul style="list-style-type: none"> • The original end date for the project (31 March 2017) related to the agreement for Member approval only. This only covered the discovery stage of the project. Project documentation would have benefited from being up to 	

<p>was completed in nine months. Northern Housing Consortium were very good in assisting which helped ensure the process was smooth and quick.</p>	<p>date to give a true reflection and live picture of timelines and proceedings.</p> <ul style="list-style-type: none"> • There was confusion with the budget costs and savings totals which required work post-implementation to decipher what the true cost and savings were. Keeping on top of project finances at all points of the project would be beneficial to measure success of the project.
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16. Findings

Using the procurement hub made the process so much easier, quicker and cheaper.

The project timeline was not adjusted after this point and therefore the baseline end date provided is erroneous and should have been January 2018 and the project was therefore completed 2 months in advance.

Risk mitigation was put in place via the purchase of a new system to replace the old out of date system (PNC 5 – PNC8 systems) between transitioning to outsourcing Careline. PNC8 is still in use and so has not been a wasted investment. This was agreed by Cabinet and Management Board on 2nd Feb 2017.

17. Data

For bidding process, we looked at call volumes and number of careline connections

- Cabinet report 2nd Feb 2017 **C-O52-2016/17** and Cabinet 2nd Feb 2017 minutes
- Original budget for the project was £70,000 (£22,000 for redundancies, £16,000 for retention payments and £32,000 for the PNC8 system). The total project cost was £72,712 representing an overspend on the retention payment of £2,712 (representing an overall 4% overspend of the original budget)
- The project is projected to produce savings of £103,400 (£36,540 in 2017/18 and £66,860 in 2018/19)

18. Project Members

EFDC01 - All internal staff; David Bailey, Head of Transformation; Alan Hall, Director of Communities (CDR01); Roger Wilson, Assistant Director - Housing Operations (COP01)

19. Workstream

WS7 Closed Projects and Programmes