

Overview and Scrutiny Committee Tuesday, 6th June, 2017

Place: Council Chamber, Civic Offices, High Street, Epping

Room: Council Chamber

Time: 7.30 pm

Democratic Services: S. Tautz Tel: (01992) 564180
Email: democraticservices@eppingforestdc.gov.uk

Members:

As appointed at the Annual Council Meeting on 25 May 2017.

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

1. WEBCASTING INTRODUCTION

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

The Chairman will read the following announcement:

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

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

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

2. APOLOGIES FOR ABSENCE

3. SUBSTITUTE MEMBERS

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

4. MINUTES (Pages 9 - 16)

To confirm the minutes of the meeting of the Committee held on 18 April 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. SCRUTINY OF EXTERNAL ORGANISATIONS - PRINCESS ALEXANDRA HOSPITAL NHS TRUST (Pages 17 - 46)

(Director of Governance) To consider the attached report and undertake appropriate external scrutiny of Princess Alexandra Hospital NHS Trust.

7. FORWARD PLAN OF KEY DECISIONS - REVIEW (Pages 47 - 64)

(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.

8. CORPORATE PLAN 2015-2020 - KEY ACTION PLAN 2017/18 (Pages 65 - 72)

The Leader of the Council will present the key actions for 2017/18 arising from the Council's current Corporate Plan.

9. CORPORATE PLAN 2015-2020 - KEY ACTION PLAN 2016/17 (OUTTURN) (Pages 73 - 100)

(Head of Transformation) To consider the attached report.

10. SELECT COMMITTEES - TERMS OF REFERENCE & WORK PROGRAMMES 2017-18 (Pages 101 - 124)

(Director of Governance) to consider the attached report.

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

Decision Required:

(1) To appoint members to the following Select Committees in accordance with pro-rata in the proportions (**Report and full name list to follow**):

Select Committee:
Governance Select Committee
Communities Select Committee
Neighbourhoods Select Committee
Resources Select Committee

(2) To consider requests for appointments to Select Committees by non affiliated members; and

(3) To appoint a Chairman and a Vice Chairman to the following Select Committees:

Select Committee	Appointments Required:
Governance	Chairman: Vice Chairman:
Communities	Chairman: Vive Chairman:
Neighbourhoods	Chairman: Vice Chairman:
Resources	Chairman: Vice Chairman:

(4) To appoint Members, Chairman and Vice-chairman to the Transformation Task and Finish Panel.

Task and Finish Panel	Self Nominated members:
Transformation T&F Panel	<p>Cons: A Patel; S Kane; N Bedford; K Chana; N Avey; M Sartin; R Bassett</p> <p>Green Party: S Heap</p> <p>Lib Dem: B Surtees</p> <p>LRA: R Baldwin; R Brookes</p> <p>UKIP:</p> <p>Independent: D Dorrell</p>

Select Committees

1. (Director of Governance) The Council has agreed that pro rata apply to Overview and Scrutiny Select Committees only. The Overview and Scrutiny rules provide that the memberships must reflect pro rata requirements and the lowest number of members required to achieve cross-party representation whilst allowing the inclusion of members who are not members of a political group or are not members of the Overview and Scrutiny Committee.
2. The Committee are asked to make appointments to Select Committees in accordance with the Overview and Scrutiny Procedure rules.
3. Nominations to Chairman and Vice Chairman of these Select Committees are excluded from the calculation required under the Council's protocol regarding allocation of Chairman and Vice-Chairman positions between the political groups.
4. Nominations to the Select Committees, which may be submitted up until the day of the meeting, were sought through officer liaison with the Group Leaders and via the Appointments Panel. A list of nominations will be tabled at the meeting.

Task and Finish Panels

5. Task and Finish Panels will:
 - have Members, Chairman and Vice Chairman appointed by the Overview and Scrutiny Committee;
 - have memberships which need not be based on pro-rata rules and be flexible as to the number of Councillors appointed to the membership. There will be no restriction on the numbers appointed;
 - have memberships which represent the minimum number necessary to adhere to their work programme.
6. Any member of the Council may be a member of a Task and Finish Panel, save that a member of the Cabinet may not be a member of any Panel which deals directly with matters within the responsibility of their Portfolio.

12. TRANSFORMATION TASK AND FINISH PANEL - TERMS OF REFERENCE (Pages 125 - 130)

Recommendation:

To consider and agree the draft Terms of Reference for the Transformation Task and Finish Panel.

At its April 2017 meeting, the Overview and Scrutiny Committee agreed to the establishment of a Task and Finish Panel, on the recommendation of the Resources Select Committee. The Task and Finish Panel was to consider what the Resources Select Committee needed to scrutinise over the next few years on the Transformation Programme. The wording came out of a special meeting of the Resources Select Committee, on 10 April 2017, convened to look at how to handle this major piece of work.

A draft Terms of Reference arising from this meeting is attached for consideration along with the original PICK form. Members are asked to consider and comment on the draft terms attached.

13. OVERVIEW AND SCRUTINY ANNUAL REPORT 2016/17 (Pages 131 - 182)

(Director of Governance) to consider the attached report.

14. OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMMES 2016/17 - REVIEW (Pages 183 - 188)

(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.

(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. A PICK form is attached.

15. SCRUTINY OF EXTERNAL ORGANISATIONS

(Director of Governance) To consider and agree appropriate lines of questioning for external organisations due to attend future meetings of the Overview and Scrutiny Committee for the purposes of external scrutiny of local services. Such external scrutiny arrangements are detailed in the work programme for the Committee, which is set out elsewhere in this agenda.

16. 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.

17. EXECUTIVE DECISIONS - CALL-IN

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

18. 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.

EPPING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

Committee:	Overview and Scrutiny Committee	Date:	Tuesday, 18 April 2017
Place:	Council Chamber, Civic Offices, High Street, Epping	Time:	7.30 - 8.08 pm
Members Present:	Councillors M Sartin (Chairman) N Avey, R Baldwin, N Bedford, R Brookes, D Dorrell, L Hughes, Y Knight, A Mitchell, S Murray, S Neville, A Patel, B Rolfe, G Shiell, D Stallan, B Surtees and D Wixley		
Other Councillors:	Councillors R Bassett, W Breare-Hall, A Grigg, J Lea, A Lion, J Philip, S Stavrou and G Waller		
Apologies:	Councillors L Girling and S Kane		
Officers Present:	D Macnab (Deputy Chief Executive and Director of Neighbourhoods), S Tautz (Democratic Services Manager), A Hendry (Senior Democratic Services Officer), S Kits (Social Media and Customer Services Officer) and J Leither (Democratic Services Officer)		

58. 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.

59. SUBSTITUTE MEMBERS

It was reported that Councillor L Hughes was substituting for Councillor S Kane and that Councillor R Baldwin was substituting for Councillor L Girling.

60. MINUTES

RESOLVED:

That the minutes of the last Committee meeting held on 28 February 2017 be signed by the chairman as a correct record, subject to:

- the spelling under item 48 being changed from “four tired” to “four tiered”; and
- the spelling under item 55 being changed from “question make” to “question mark”.

It was also stated that Councillor Girling was not at this meeting, but upon reviewing this, the Senior Democratic Services Officer found that he had been in attendance and the minutes were correct on this point.

61. DECLARATIONS OF INTEREST

Councillor Surtees declared a non-pecuniary, non-prejudicial interest in item 10, ‘Scrutiny of external organisations Princess Alexandra Hospital NHS Trust’, in that he was part of the chaplaincy team at that Hospital.

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

The Committee had received a question from a member of the public, Mr C Sassons, concerning the recent hand over of the contract for the management of the District's Leisure Centres.

By way of context and background Mr Sassons noted that as part of the awarding of the contract to People for Places to manage Epping Sports Centre, the District Council agreed to the removal of half the squash courts, with no plans to replace them. The Epping Squash Club Committee or its members were not notified of this change until March of this year, after the contract had been awarded. This would, in his opinion, have a fatal impact on hosting the Essex County league matches as well as hosting junior squash coaching.

His question was:

"Why was no consultation carried out with Sports Centre users on the removal of half the squash courts for the district and no plan to replace these lost courts; and what effect this new contract would have on existing users of squash courts."

The Chairman gave the following response:

"Thank you for your question Mr. Sassons.

The award of the contract for the management of the Council's leisure facilities from April 2017 was agreed by the Cabinet at its meeting on 1 December 2016. This decision was not subsequently called-in for review by the Overview and Scrutiny Committee in accordance with the provisions of the Council's Constitution. The decision of the Cabinet to award the contract to Places for People Leisure Management Ltd has therefore been implemented.

I will request the Leisure and Community Services Portfolio Holder, Councillor H. Kane, to provide you with a full and complete response to each of the issues that you have raised in regard to the future provision of squash court facilities at Epping Sports Centre, as the Portfolio Holder is directly responsible for the management of the Council's leisure facilities and best placed to reply to your concerns."

As a supplementary question, Mr Sassons said that by way of background the Epping Forest District Council Leisure management contract produced in August 2015 contained a business case and procurement strategy. At Appendix 1 there was a service delivery statement that said that the council should maintain the current minimum with continuous improvements. Also, to deliver on the Council's key objective on sports and physical activity, to increase participation in sports and physical activity and to improve the current levels of participation. Given this, how did the loss of the courts relate to this business case that looked to increase participation and did not mention sports being lost?

Mr Macnab dealt with this in the absence of the Leisure Portfolio Holder, who was on holiday. He noted that he had spoken to the Portfolio Holder about this and he would take this supplementary question on board and add it to the comprehensive reply that would be provided to Mr Sassons from the Portfolio Holder.

63. EXECUTIVE DECISIONS - CALL-IN

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

64. CO-OPTION OF YOUTH COUNCIL REPRESENTATIVE TO THE COMMUNITIES SELECT COMMITTEE

The Chairman of the Communities Select Committee, Councillor Knight introduced the report from her Select Committee recommending that a representative from the Epping Forest Youth Council be appointed as a non-voting co-optee to the Communities Select Committee and that the representative be either one person or a rotating representative.

This proposal had been discussed with officers and it was agreed that we were impressed with the youth councillors' intelligence and enthusiasm and it would be good to have their input at the select committee meetings. The Communities Select Committee covered a wide range of subjects including safer communities and the police. There may however, be some meetings that would consider items in private session and this may not be suitable for youth councillors.

Councillor Knight suggested that this be trialled for a year to see how it went. She added that the youth councillors today would need to understand the topics that we discussed to get a complete picture of local government. She would like more members of the youth council to become future members of this council. This could only benefit us in the long term and would reduce the average age of the councillors.

Councillor Surtees was in support of this but was concerned at not having continuity of youth councillors attending the meetings; that is, having a different Youth Councillor at each meeting.

Councillor Sartin noted that they could attend any select committee as they were public meetings, but by making this more formal they would feel more welcome.

Councillor Neville agreed with the recommendations and that it should be recommended to the full council.

RESOLVED:

That the Overview and Scrutiny Committee recommend to the Council that:

- (1) A representative of the Epping Forest Youth Council be appointed as a non-voting co-optee to the Communities Select Committee from the 2017/18 Municipal Year; and
- (2) That the representative be either one person or rotating representatives, as agreed by the Youth Council.

65. FORWARD PLAN OF KEY DECISIONS - REVIEW

The Committee considered the Cabinet's key decision list for March 2017. They noted that it was still a legal requirement for local authorities to publish a notice in respect of key decisions that it proposed to make at least 28 days before that decision was made. The Committee were invited to identify any particular issues which were of concern.

Planning Policy Portfolio

Councillor Philip the Portfolio holder said that he had no further updates on the Local Plan consultation following the March Cabinet meeting. A workshop will be held in the coming week updating members then.

Environment Portfolio

Councillor Breare-Hall, the Portfolio holder, noted that a new draft had been agreed with officers and relevant members for the recent call-in and that this would go forward as a portfolio holder's decision.

Safer, Greener and Transport Portfolio

Councillor Waller, the Portfolio holder, updated the meeting saying that we were two weeks into the off street parking contract. It was working well, but we were still in the initial stages. We were now enforcing parking on the weekends, which surprised some parkers and we were more efficient now than in the past.

Assets and Economic Development Portfolio

Councillor Grigg, the Portfolio holder said that the shopping park continued to make progress and they were hoping for it to open in the beginning of September 2017.

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

The Committee noted the report on the Princess Alexandra Hospital (PAH) NHS Trust who would attend the June 2017 meeting to respond to the concerns of members in respect of aspects of local inpatient, outpatient and other medical and emergency services. The report set out the themes and issues raised by members that they wished to be addressed by the PAH representatives.

Councillor Patel asked if an additional question could be asked regarding what additional things they had done in regard to mental health issues.

Councillor Knight agreed this was a key point. What about the safety of vulnerable patients in mental health units. She had known patients who had been allowed to leave establishments resulting in a Police search. Also, did they have any new technology/treatments on mental health service that they could share with us?

Councillor Surtees would like to know about any liaisons arrangements with children organisations in connection to mental health.

Councillor Patel noted that the report provided by Councillor Gadsby at the last O&S meeting on the County Council's Health Overview and Scrutiny Committee indicated a 20% vacancy at PAH. How would they action their plans while still using a large percentage of agency staff.

Councillor Sartin asked the Committee if a formal presentation from the officers from PAH was needed. The Committee agreed that they would not want a formal presentation.

Councillor Patel asked to see a copy of their action plan. Mr Tautz said that he would ask them for one.

RESOLVED:

(1) That in addition to the items already identified to be put to the officers from the Princess Alexandra Hospital NHS Trust, the following additional points be put to them:

- a) What were the Trust's plans for the increase and enhancement of its existing mental-health service provision;
- b) What were the Trust's arrangements for the safety of vulnerable patients within its Mental Health Unit at Princess Alexandra Hospital and the introduction of new mental-health service treatments;
- c) What were the Trust's liaison arrangements with other organisations in terms of child and adolescent mental-health issues; and
- d) The Trust's current use of agency staff and how it intends to implement its improvement plans without reliance on the current high-level of agency staff.

(2) That no formal presentation should be asked for from the officers from Princess Alexandra Hospital and that they answer the questions sent to them in advance and answer any supplementary ones on the night.

67. OVERVIEW AND SCRUTINY DRAFT ANNUAL REPORT

The Committee considered the draft Overview and Scrutiny Annual Report. They noted that a copy of each Select Committee sections and the main Overview and Scrutiny Committee report had been sent to the relevant Chairmen and Lead Officers for comment. The draft was still incomplete as not all Committees had held their final meeting by the time the agenda went to print. If there were any more comments, they should be submitted to Democratic Services by Wednesday, 10 May 2017.

A final version of the report would be submitted to the next Overview and Scrutiny Committee meeting on 6 June 2017 for endorsement and then on to the nearest full Council meeting.

Councillor Bedford queried if the presentation given by Thames Water to the Neighbourhoods Select Committee was in the draft. Subsequently, the Senior Democratic Services Officer checked the draft and confirmed that it had been included.

Councillor Bassett pointed out a 'typo' on page 74 of the agenda, under the Governance Select Committee, having too many 'not's in the text. This would be investigated and put right.

RESOLVED:

That subject to the comments received the draft Overview and Scrutiny Annual Report for 2016/17 be noted.

68. OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMMES 2016/17 - REVIEW**(a) Overview and Scrutiny Committee**

The Committee considered their work programme and noted the progress to date.

Item 3 – Essex County Council Local Highways Services – it was noted that this item was still outstanding and would be looked at again in the new year.

Select CommitteesResources Select Committee

Councillor Patel, Vice Chairman of the Resources Select Committee reported that they had a special one item meeting on 10 April 2017 to consider the PICK form on the scrutiny of the Transformation Programme. The original suggestion by this Committee was to establish a sub-group to look into this but after due consideration the Resources Select Committee considered that a better way to go was to establish a Task and Finish Panel and proposed that the Overview and Scrutiny Committee approve the setting up of this Panel. They would like the T&F Panel to:

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; and should also be mindful of having a clear end date to complete their work on.

Councillor Sartin agreed that it looked like the best way forward was to set up a Task and Finish Panel to specifically define the objectives, scope and budget of the Transformation Programme and map out a way forward for the Resources Select Committee to scrutinise the Transformation Programme over the coming years. The Committee agreed to this.

It was also agreed that all members would be approached and asked if they wished to be a member on this Panel.

RESOLVED:

- (1) That a Task and Finish Panel be established to specifically define the objectives, scope and budget of the Transformation Programme; and

(2) That all members be asked if they wished to sit on the proposed Task and Finish Panel.

(b) Reserve Programme

The Committee's reserve programme was noted and agreed.

CHAIRMAN

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Report to Overview & Scrutiny Committee

Date of meeting: 6 June 2017



Subject: Scrutiny of External Organisations – Princess Alexandra Hospital NHS Trust

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

Democratic Services Officer: A. Hendry (01992) 564246

Recommendations/Decisions Required:

That the Committee undertake appropriate external scrutiny of Princess Alexandra Hospital NHS Trust, in response to the concerns of the Care Quality Commission regarding aspects of its inpatient, outpatient and medical and emergency services and other local issues of concern.

1. (Director of Governance) As included in the current work programme for the Committee, representatives of Princess Alexandra Hospital NHS Trust will be attending the meeting of the Committee on 6 June 2017 to respond to the concerns of members in respect of aspects of local inpatient, outpatient and other medical and emergency services at Princess Alexandra Hospital in Harlow.
2. The report of the Care Quality Commission regarding aspects of the Trust's inpatient, outpatient and medical and emergency services is attached as an appendix to this report. The following representatives of the Trust will be attending the meeting:

Alan Burns (Chairman of the Trust); and
Trevor Smith (Acting Chief Executive).
3. The following overarching themes and specific issues relating to the services provided by the Trust have previously been identified by the Committee, which have been notified to Mr. Burns and Mr. Smith as the emphasis for such external scrutiny, in order to ensure that maximum value is derived from this external scrutiny activity:

Strategic Issues

- (a) Details of the Trust's high-level plans for the improvement of the services rated by the Care Quality Commission in its inspection report of October 2016, as 'inadequate';
- (b) Details of the action already taken by the Trust to improve services rated by the Commission as inadequate;
- (c) The sustainability of the service improvements already made by the Trust in response to the findings of the Commission, and of other improvements yet to be implemented;
- (d) The increase of the service capacity of the Trust, particularly in terms of the development proposals contained in the Consultation Draft of the new Local Plan for the Epping Forest District and the new Local Development Plan for Harlow;

- (e) The possible relocation of the Trust's services away from the current Princess Alexandra Hospital site in Harlow, and/or the development of new service facilities on the current hospital site;
- (f) The support provided by Essex County Council for the enhancement of the service capacity of the Trust, particularly with regard to the possible relocation of services from Princess Alexandra Hospital or the development of new service facilities on the current hospital site;
- (g) The support that could be offered by Epping Forest District Council to enhance the service capacity of the Trust;

Operational Issues

- (h) How the Trust intends to address and improve the following matters identified by the Commission:
 - (i) the bed pressure and capacity issues that result in patients being allocated the next available bed rather than being treated on a ward specifically for their condition;
 - (ii) the low levels of staff morale and service pressures within the surgery and emergency departments at Princess Alexandra Hospital;
 - (iii) the apparent 'disconnect' between its executive team and front line staff, to reinforce its aspirational 'family team' culture;
 - (iv) the apparent inconsistent approach to learning from incidents;
 - (v) that processes for the safeguarding of children are not sufficiently robust and that staff attendance at safeguarding training sessions is inconsistent;
 - (vi) that processes for the induction of nursing and medical staff is not consistently completed; and
 - (vii) that its history of cancelled operations that are not rebooked within 28 days, which shows a lack of support for people to have care re-arranged as quickly as possible, is worse than the average for England;
- (i) Details of the Trust's proposals for improvement in the recruitment and retention of staff, particularly where current difficulties may be arising as a result of budgetary pressures, bureaucracy, or a lack of capacity on the part of staff to manage the recruitment and retention process;
- (j) Details of the Trust's current and ongoing initiatives across its services to increase capacity or reduce admissions, through joint working with local stakeholders;
- (k) Details of the Trust's plans for the increase and enhancement of its existing mental-health service provision;
- (l) Details of the Trust's arrangements for the safety of vulnerable patients within its Mental Health Unit at Princess Alexandra Hospital and the introduction of new mental-health service treatments;
- (m) Details of the Trust's liaison arrangements with other organisations in terms of child and adolescent mental-health issues; and
- (n) Details of the Trust's current use of agency staff and how it intends to implement its improvement plans without reliance on the current high-level of agency staff;

4. The identification of additional lines of questioning to be raised with Princess Alexandra Hospital NHS Trust was also sought from members through the Council Bulletin.

Resource Implications:

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

Legal and Governance Implications:

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

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

Safer, Cleaner, Greener Implications:

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

Consultation Undertaken:

The scrutiny of a number of overarching themes and specific issues of Princess Alexandra Hospital NHS Trust services was identified by the Committee at its meeting on 18 April 2017.

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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The Princess Alexandra Hospital NHS Trust

Quality Report

Princess Alexandra Hospital
Hamstel Road
Harlow
Essex
CM20 1QX
Tel: 01279 444455
Website: www.pah.nhs.uk

Date of inspection visit: 28 and 29 June 2016, 2 and 6 July 2016
Date of publication: 19/10/2016

This report describes our judgement of the quality of care at this trust. It is based on a combination of what we found when we inspected, information from our 'Intelligent Monitoring' system, and information given to us from patients, the public and other organisations.

Ratings

Overall rating for this trust

Inadequate 

Are services at this trust safe?

Inadequate 

Are services at this trust effective?

Requires improvement 

Are services at this trust caring?

Good 

Are services at this trust responsive?

Inadequate 

Are services at this trust well-led?

Inadequate 

Summary of findings

Letter from the Chief Inspector of Hospitals

We carried out a comprehensive inspection on 28 and 29 June 2016 as part of our regular inspection programme. This inspection was carried out as a comprehensive follow up inspection to assess if improvements have been made in all core services since our last inspection in July 2015.

The Princess Alexandra Hospital NHS Trust is located in Harlow, Essex and is a 460 bedded District General Hospital providing a comprehensive range of safe and reliable acute and specialist services to a local population of 350,000 people. The trust has 5 sites; Princess Alexandra Hospital, St Margaret's Hospital, Herts and Essex Hospital, Cheshunt Community Hospital and Rectory Lane Clinic. At our inspection on 28 and 29 June 2016, we inspected The Princess Alexandra Hospital. On our unannounced inspection on 2 and 5 July 2016, we inspected The Princess Alexandra Hospital. We reviewed the service provided at the Rectory Lane Clinic and found that this location did not require registration. The trust informed us that they would be applying to remove this location.

During this inspection, we found that there had been deterioration in the quality of services provided since our previous inspection in 2015. There was a lack of management oversight and lack of understanding of the detail of issues which we observed. We found that the trust had significant capacity issues and was having to reassess bed capacity at least three times a day. This pressure on beds meant that patients were allocated the next available bed rather than being treated on a ward specifically for their condition. We found that staff shortages meant that wards were struggling to cope with the numbers of patients and that staff were moved from one ward to cover staff shortages on others. The trust sees on average around 350 patients a day in its emergency department (ED).

We have rated the Princess Alexandra Hospital location as inadequate overall due to significant concerns in safety, responsiveness and leadership, with an apparent disconnect between the trust board leadership level and the ward level. It was evident that the trust leaders were

not aware of many of the concerns we identified through this inspection. However, we found that the staff were very caring in all areas. We have rated the maternity and gynaecology service as outstanding overall.

Our key findings were as follows:

- Shortages of staff across disciplines coupled with increased capacity meant that services did not always protect patients from avoidable harm, impacted upon seven day provision of services and meant that patients were not always treated in wards that specialised in the care their condition.
- The disconnect between ward staff and the matron level had improved, however some cultural issues remained at this level which required further work.
- The relationship between staff and the site management team had improved, though this was still work in progress and the trust acknowledged further work was required here.
- Agency staff did not always receive appropriate orientation, or have their competency checks undertaken for IV care for patients on individual wards. This had improved by the time our unannounced inspection concluded.
- The storage, administration and safety of medication was not always monitored and effective.
- Information flows and how information was shared to trust staff were not robust. This meant that staff were not always communicated to in the most effective ways.
- The staff provided good care despite nursing shortages.
- There were poor cultural behaviours noted in some areas, with some wards not declaring how many staff or beds they had overnight to try and ease the workloads. This was a result of constant pressure on the service activities.
- The mortuary fridges had deteriorated since our last inspection and were no longer fit for purpose. These were replaced during our unannounced inspection to ensure they provided an appropriate environment for patients.
- Across surgery, there were notable delays in answering call bells on surgical wards including Kingsmoor and Saunders ward.

Summary of findings

- Gynaecology inpatient care had not improved, but declined, since our previous inspection. The inpatient gynaecology service, which was operated through surgery, was not responsive to the needs of women.

We saw several areas of outstanding practice including:

- The ward manager for the Dolphin children's ward had significantly improved the ward and performance of children's services since our last inspection
- The tissue viability nurse in theatres produced models of pressure ulcers to support the education and prevention of pressure ulcer development in theatres. This also helped to increase reporting.
- The improvement and dedication to resolve the backlog and issues within outpatients was outstanding.
- The advanced nurse practitioner groups within the emergency department were an outstanding team, who worked to develop themselves to improve care for their patients.
- The gynaecology early pregnancy unit and termination services was outstanding and provided a very responsive service which met the needs of women.
- The outcomes for women in the maternity service were outstanding and comparable with units in the top quartile of all England trusts.
- MSSA rates reported at the trust placed them in the top quartile of the country.
- The permanent staff who worked within women's services were passionate, dedicated and determined to deliver the best care possible for women and were outstanding individuals.
- The lead nurse for dementia was innovative in their strategy to improve the care for people living with dementia.

However, there were also areas of poor practice where the trust needs to make improvements.

Importantly, the trust must:

- Ensure that fit and proper persons processes are ratified, assessed and embedded across the trust board and throughout the employment processes for the trust.
- Ensure that the risk management processes, including board assurance processes, are reviewed urgently to enable improved management of risk from ward to board.
- Ensure that safeguarding children's processes are improved urgently and that learning from previous incidents is shared.
- Ensure that staff are provided with appraisals, that are valuable and benefit staff development.
- Improve mandatory training rates, particularly around (but not exclusive to) safeguarding children level 3, moving and handling, and hospital life support.
- Ensure that trust staff are knowledgeable and provide care and treatment that follows the requirements of the Mental Capacity Act 2005.

These are the areas the trust should improve on:

- Review the priority improvement programme to ensure that the mortuary is refurbished.
- Review the cleaning schedules for the public areas throughout the hospital, and review the disposal of rubbish arrangements from the portering area to reduce the impacts of waste build up.
- Review the processes of how ward to board escalation is embedded to ensure that all concerns are captured where possible.

As a result of the findings from this inspection I have recommended to NHS Improvement that the trust be placed into special measures. It is hoped that the trust will make significant improvements through receipt of support from the special measures regime prior to our next inspection.

Professor Sir Mike Richards

Chief Inspector of Hospitals

Summary of findings

Background to The Princess Alexandra Hospital NHS Trust

Sites and Locations:

The trust has four sites. The main site is The Princess Alexandra Hospital. There are also smaller sites where services are provided including St Margaret's Hospital, Herts and Essex Hospital and the Rectory Lane Clinic.

Population served:

The Princess Alexandra Hospital NHS Trust is located in Harlow, Essex and is a 460 bedded District General Hospital providing a comprehensive range of safe and reliable acute and specialist services to a local population of 350,000 people. Harlow is classed as an urban area, in which the largest age group is 16-44 (38.6%). The distribution of age groups is similar to the

England average. BAME residents make up 11.1% of the population, within which the largest group are those identifying as Asian / Asian British (4.6%) of total population.

Deprivation:

The Princess Alexandra Hospital is situated in Harlow, Essex. Harlow Local Authority is in the second most deprived quintile nationally. The health of people in Harlow is varied compared with the England average; about 20% of children live in poverty. Life expectancy is lower than the England average. 18.2% of children (year 6) and 27% of adults are classified as obese and the levels of teenage pregnancy are worse than the England average. The rate of smoking related deaths was worse than the average for England and rates of sexually transmitted infections and TB are worse than average.

Our inspection team

Our inspection team was led by:

Chair: Gill Hooper, former Director of Nursing.

Head of Hospital Inspections: Fiona Allinson. Head of Hospital inspections, Care Quality Commission

The team included 10 CQC inspectors and a variety of specialists including, a director, a director of nursing,

head of clinical services and quality, a pharmacist, two medical consultants, a consultant in emergency medicine, a consultant obstetrician, an intensive care consultant, a consultant midwife, a consultant critical care nurse, a junior doctor and seven nurses at a variety of levels across the core service specialities.

How we carried out this inspection

To get to the heart of patients' experiences of care, we always ask the following five questions of every service and provider:

- Is it safe?
- Is it effective?
- Is it caring?
- Is it responsive to people's needs?
- Is it well-led?

The announced inspection took place on 28 and 29 June 2016. The unannounced inspections took place on 2 and 5 July 2016.

Before visiting, we reviewed a range of information we held, and asked other organisations to share what they knew about the hospital. These included the clinical commissioning group (CCG); the Trust Development Agency; NHS England; Health Education England (HEE); General Medical Council (GMC); Nursing and Midwifery Council (NMC); Royal College of Nursing; College of Emergency Medicine; Royal College of Anaesthetists; NHS Litigation Authority; Parliamentary and Health Service Ombudsman; Royal College of Radiologists and the local Healthwatch.

Summary of findings

We carried out an announced inspection visit on 28 and 29 June 2016. We spoke with a range of staff in the hospital, including nurses, junior doctors, consultants, administrative and clerical staff, radiologists, radiographers, pharmacy assistants, pharmacy technicians and pharmacists.

We talked with patients and staff from all the ward areas and outpatient services. We observed how people were being cared for, talked with carers and/or family members, and reviewed patients' records of personal care and treatment.

We would like to thank all staff, patients, carers and other stakeholders for sharing their balanced views and experiences of the quality of care and treatment at The Princess Alexandra Hospital NHS Trust.

What people who use the trust's services say

The trust's friends and family test results of the percentage of patients who recommend the service showed that the trust has a better score than the national average. Results from the CQC in-patient survey indicate the trust is performing about the same as other trusts for most of the indicators. However, for the length of delays leaving hospital, the trust is one of the worst performing trusts.

The Cancer Patient Experience Survey 2014 indicates that trust scored in the bottom 20% for 10 questions, and in the top 20% for four questions out of 34.

The trust's Patient-Led Assessments of the Care Environment scores have decreased from 2014 to 2015 and are now all below the national average.

Facts and data about this trust

1. Size and throughput

This organisation has four locations.

There are 501 beds in the trust. With 388 for emergency and elective adult inpatients. .

The main commissioning CCG at this trust is West Essex CCG and East and North Herts CCG.

The trust serves a population of approximately 350,000 people from Harlow, Essex and East Hertfordshire.

The trust employs 2817 staff (WTE).

The trust revenue is £196.1million and cost was £233.8million, leaving a 2015/16 deficit of £37.7million.

There were approximately 115,000 A&E attendances at this trust between 2015/16 and 72,120 inpatient admissions. There were 210,017 outpatient attendances between April 2015 and March 2016.

• Safety

There were two never events reported between March 2015 and March 2016. Both were reported in surgery.

There have been zero counts of MRSA, 20 of C.Diff and 3 of MSSA reported between March 2015 and March 2016. MSSA rates reported at the trust placed them in the top quartile of the country.

• Effective

There were two mortality outliers in this trust in Skin and subcutaneous tissue infections and Therapeutic endoscopic procedures on upper GI tract.

• Caring

In the CQC Inpatient Survey 2015 the trust performed "about the same" as other trusts for all but one question.

• Responsive

Between 2015/16, this trust received 292 complaints.

Public funding was the most common reason for delayed transfer of care (38.2% for the trust where the England average is 4.5%).

Bed occupancy for the trust has been consistently higher than the England average since January to March 2015/

Summary of findings

- **Well led**

Since January 2014 sickness levels have decreased and have remained below the national average.


In the GMC National Training Scheme Survey (2015), all answers except two were “within expectation”. The two areas of concern were linked to handovers and feedback.

The NHS Staff Survey 2015, showed that the trust had 14 negative findings and 10 positive findings. Negative

findings included staff recommending the trust as a place to work, feeling valued by the organisation, support from managers, experiencing stress at work, experiencing bullying or harassment at work. Positive indicators included staff reporting incidents and unsafe clinical practice, reduced rates of violence towards staff, and reduced rates of discrimination towards staff.

Summary of findings

Our judgements about each of our five key questions

	Rating
<p>Are services at this trust safe?</p> <p>Services at the trust were inadequate in respect of providing safe services.</p> <ul style="list-style-type: none">• Nursing vacancies led to nurses being moved throughout the hospital to support patients. This meant that they may not be familiar with the ward or to the specific needs of patients. Local induction was taking place but not consistently on all wards.• The competency of agency nurses on duty were not routinely checked and was a significant concern as agency nurses were administering IV care without the trust knowing if they are competent. The trust did take action on these concerns and new procedures were implemented by the time our unannounced inspection took place, though further work to embed this was required.• Learning from incidents was inconsistent, particularly within the surgical healthcare group. There were improvements noted in outpatients, where appointments were now being managed with an effective clinical prioritisation process. This reduced the likelihood that patients would be at risk of harm through missed or delayed appointments.• The safety of patients being stored in the mortuary fridges was a potential concern, which was raised to the trust. The condition of the fridges had deteriorated since our inspection in 2015 and required immediate action by the trust. The trust were in the process of repairing and replacing the fridges and decommissioned some fridges by the time we completed our unannounced inspection. There were also refurbishment plans that had been brought forward to ensure that the patients cared for in the mortuary are cared for in a suitable environment.• Care for patients in the emergency department was challenged at times. We observed several occasions where one nurse cared for three highly clinically dependent patients in the resuscitation area, which was not acceptable. There was also no clinical oversight over the ambulance arrival area. This area was not managed in accordance with best practice recommendations from the Royal College of Emergency Medicine. The trust took immediate action to resolve these	<p>Inadequate </p>

Summary of findings

issues by arranging for additional nurse support for the resuscitation area, and medical and nursing support for the ambulance triage area. Staff reported that these improvements made the department safer.

- Throughout the hospital we identified concerns with regards to the checking of resuscitation trolleys, as well as the security of medicines with rooms and cupboards being left open.

Duty of Candour

- The trust had a duty of candour policy dated April 2015. The trust stated that it was “committed to an open and fair culture and the overall approach expected within the organisation is one of help and support rather than blame and recrimination.” All staff were expected to follow this approach.
- Staff were aware of duty of candour, which ensured that patients and/or their relatives were informed of incidents which had affected their care and treatment and were given an apology.
- We were provided with several examples of where duty of candour had been applied. These were also recorded in the incident investigation record if the event was more serious.
- Under duty of candour, the trust makes contact with patients and families. This trust routinely met with patients and their families to discuss these investigations, which was positive. Patients’ and their families’ feedback to the trust was positive on this approach.
- The final investigation reports were reviewed at a scrutiny panel and the patient was kept updated with steps taken to prevent a reoccurrence and received an apology.
- Duty of candour details were displayed on posters on the wards. These posters outlined the requirements and actions the trust would take to communicate with patients and families following incidents. The inspection team throughout the clinical areas saw examples of ‘being open’ discussions and duty of candour discussions being recorded in the patients’ records along with an incident number. This was positive practice.

Safeguarding

- Staff were able to describe situations in which they would raise a safeguarding concern and how they would escalate any concerns. They told us the trust’s safeguarding team managed the referral to the local authority and staff received feedback from them following referrals.

Summary of findings

- Two social work teams were based at the hospital and this facilitated liaison and multi-disciplinary working. Information was available for staff to refer to on the intranet if they required it at any time.
- The processes for the safeguarding of children were not robust. Whilst the processes were in place for the escalation and reporting of safeguarding concerns, five safeguarding serious incidents (SI's) had occurred in the period March 2015 to June 2016. This indicates that the concerns around safeguarding children process noted at our last inspection had not been addressed effectively.
- Safeguarding attendance training rates were varied across the trust. Generally most staff had received training. However, low rates of training were reported in surgery, where 94% of staff had received safeguarding adult training, and 58% of nursing staff had been trained to safeguarding children level 2 and 3.
- Across the trust 60% medical staff were reported as having received training in safeguarding level 3.

Incidents

- Staff were aware of what should be reported as incidents. The feedback from incidents and learning, however, was inconsistent across the healthcare groups. In surgery we saw that significant numbers of incidents were still pending investigation and reporting. "Safety huddles" were used to discuss incidents and complaints on medical wards.
- The trust reported lower than expected numbers of serious incidents compared to the number of incidents reported. We were not fully assured that all serious incidents were being recognised by staff and declared to the trust for investigation.
- Some staff were able to cite incidents where practice had changed as a result of learning from incidents. This included where practice had changed following recent never events.

Staffing

- There were high levels of vacancies across the trust. Each healthcare group struggled with staffing vacancies. However, staff worked well together in local teams to ensure that patients were safely cared for.
- Staff were moved across wards where gaps were identified in staffing numbers to meet patient need. Daily meetings were held to manage staffing verses patient need. Agency and bank staff were used to support the numbers of staff needed to care for patients.

Summary of findings

- The trust was undertaking a review of how to recruit and retain staff. This included the provision of training for some staff to enhance their role.
- We found that the undertaking of local induction for nursing and medical staff throughout the trust was not consistently completed.
- We were concerned about the checking of agency staff competency when they were on duty. We identified that agency staff were administering medicines and providing IV care and administration of medicines, which is a high risk task. Agency nurses were undertaking this work without providing evidence of competencies, which was not in line with trust policy.
- We were informed that the matrons were aware of this practice but chose not to enforce the policy in order to get agency staff on duty. The trust executive team were not aware this practice was occurring. The trust executive team reissued the policy with immediate effect and we saw evidence that this was implemented during our unannounced inspection. However, there were concerns overnight that there were not sufficient numbers of competent staff on duty to administer IVs. This placed patients at risk of delayed care. Whilst we were assured the trust were taking the issue seriously, further work was needed to embed this procedure to ensure that staff and patients were safe.

Environment and Equipment

- The environment was one of the top risks for the trust. The estate was aged and in need of repairs costing tens of millions, which was not possible due to the large financial deficit in the trust. This meant that the trust was having to balance many high priority risks for completion, which was challenging.
- However, during this inspection we noted that the condition of the fridges in the mortuary had deteriorated since our last inspection. The service was meant to have a refurbishment prior to our inspection this year. However, the trust was required to move £3million in capital funding over to their revenue which meant that the work was not undertaken. This potentially compromised the safety of patients in the mortuary.
- The public toilets in areas such as outpatients and maternity had reduced cleaning schedules in place. We were informed that this was due to the need to focus on ward areas. However, some of these toilets were noted to be unclean on several occasions throughout the inspection.

Summary of findings

- There was a concern that there was a notable build up of rubbish near the porters area. This was attracting rodents. The build up was the result of a reduced removal programme due to a lack of working equipment. We raised this to the trust for their attention.

Mandatory training

- The mandatory training rates across the trust were lower than expected, with 73% of nurses and 68% of doctors receiving training against an overall trust target of 95%. Hospital Life Support (60% nursing, 76% medical). Dementia (80% nursing, 50% medical). Equality and Diversity (79% nursing, 63% medical). Fire safety (66% nursing, 55% medical). Infection Control (64% nursing, 57% medical). Moving and Handling (63% nursing, 18% medical). Safeguarding adults (85% nursing, 100% medical). Safeguarding Children Level 2 (58% nursing, 61% medical). Safeguarding children level 3 (58% nursing, 60% medical).

Are services at this trust effective?

We rated the effectiveness of services as requires improvement.

- The trust's services participated in all the national audits relevant to their specialty and national peer reviews. However, performance was below the England average in some areas, including medicine, services for children and young people and end of life care, and robust action plans were not in place to ensure improvement.
- There was an excellent patient pathway for patients following hip and knee joint surgery and fractured neck of femur which ensured that all patients were transferred to Harold ward under the consultant ortho-geriatrician.
- Stroke services were raised as a concern at the last inspection and concerns were noted prior to this inspection; however, the trust had ceased providing acute stroke care on site and instead linked with a hospital trust in east London for acute stroke care.
- The provision and plans for end of life care had improved since our last inspection, the care for end of life was recognised throughout the trust. The prescribing of anticipatory medicines was noted to be an area of very good practice in the trust. However, we found that Do Not Attempt Cardio Pulmonary Resuscitation (DNACPR) forms were completed well in some services, but poorly in others. Poor reasons used for DNACPR included 'frailty' and 'mobility', which was not acceptable or in line with best practice and GMC requirements.

Requires improvement



Summary of findings

- Multidisciplinary communication between the teams, alongside the care from clinical nurse specialists worked well in some areas of medicine but was not as robust in surgery. The completion of mental capacity assessments and deprivation of liberty safeguards had improved in medicine, but not in surgery services.

However:

- Outcomes for women who use the maternity, early pregnancy service and TOP service were outstanding.

Evidence based care and treatment

- Staff were aware of National Institute for Health and Care Excellence (NICE) guidance relevant to their specialty and we saw they had access to the guidance via the trust's intranet.
- Local protocols were in place in line with NICE guidance. In particular we found there were well written protocols and pathways for use in many services which were followed by staff.
- Integrated care pathways were also used to ensure adherence to national guidance.
- The local policies and guidance on the children's areas in urgent and emergency services was not up to date.

Patient outcomes

- Many of the national audit outcomes were the same as the inspection last year. There were few updates on national audit outcomes due to the frequency that they were completed. The trust did participate in all required national audits.
- The Sentinel Stroke National Audit Programme (SSNAP) and the Myocardial Ischaemia National Project (MINAP), published in 2014, were below the national average.
- Outcomes for women who use maternity services were consistently better than expected when compared with other similar sized services.
- There was a new end of life care plan in the trust, which was still being embedded. We observed it used well throughout the trust. The prescribing of anticipatory medicines was seen as a significant improvement in the service with positive outcomes for patients.
- End of life care was discussed at trustwide level three times per day at the operational matrons meeting, which was positive. The matrons were aware of how many patients were in the hospital and on an end of life care plan at any time. They were also notified of preferred place of death and were enabled to support and escalate this where needed.

Summary of findings

- We observed that staff across all disciplines in medicine worked effectively together, both internally and in the community. Further work was needed across surgery to improve multidisciplinary (MDT) working.
- There were detailed multidisciplinary (MDT) team meetings which ensured effective care and treatment plans and handover of patient care.
- Care and treatment plans were documented and communicated to relevant health care professionals, such as GPs and health visitors, to ensure continuity of care. However, there were notable delays in getting patients support they needed outside of the hospital in the community.

Consent, Mental Capacity Act & Deprivation of Liberty safeguards

- Consent to care and treatment was obtained in line with national legislation and guidance.
- Staff understood the Gillick competence. This meant that staff were able to assess whether a child under the age of 16 was competent to consent to their own treatment without the permission or knowledge of their parents.
- Training on consent, the Mental Capacity Act, Deprivation of Liberty Safeguards (DoLS) and learning disability was part of mandatory training for all staff.
- The Mental Capacity Act 2005 was not always implemented effectively across the trust. We saw some examples of DNACPR decisions that mental capacity was not always assessed routinely. We observed examples of reasons given for DNACPR as 'frailty' and 'mobility', which were not appropriate.
- Deprivation of Liberty Safeguards (DoLS) were monitored at a trustwide level and discussed routinely as part of the operational matrons meeting. The teams recorded in the records the need for DoLS and we observed that appropriate applications for use were submitted. However, in surgery there were delays in requesting DoLS due to staffing levels. There were five patients on Kingsmoor ward who were identified as in need of assessment who had not been assessed during our inspection.

Are services at this trust caring?

We rated caring of services as good.

- Staff across the trust provided care that was compassionate, involved patients in decision making and provided good emotional support to patients and those close to them.

Good



Summary of findings

- We found that care in the maternity unit was outstanding. We observed several times throughout the inspection that the staff were dedicated, compassionate, caring and they consistently went beyond the call of duty to deliver the best experience possible for the women.

However:

- There was no dedicated gynaecology inpatient ward, the care for women admitted for a gynaecological reason or termination was not consistent and did not ensure that the emotional needs of women were met. Throughout the trust, the patients we spoke with provided positive feedback about the care they received.

Compassionate care

- Throughout the inspection we observed really good interactions between staff, patients, women, children and families.
- Data reviewed from the Friends and Family Test showed for the period August 2015 to May 2016 that the majority of patients scored the trust's services positively. The trust scored between 93% and 97% on average, which was higher than the national average of 95%. There was one month during this time, in November 2015, where the trust scored 88% but this was the only anomaly.
- In the Cancer Patient Survey, the trust scored in the bottom 20% for 10 questions, and in the top 20% for four questions out of 34.

Understanding and involvement of patients and those close to them

- Most patients we talked with said they felt staff communicated with them well and kept them up to date with what was happening.
- Generally across the hospital, patients and their families felt that they were involved in their care and understood what was expected in relation to their care. There were some exceptions, for example, in the emergency department we received reports that people were not always clear on why there were delays for beds. Also in surgery, people were not clear why they had multiple bed moves during their inpatient stay.

Emotional support

- The chaplaincy service provided spiritual and emotional support to patients and their families.

Summary of findings

- The services within maternity and gynaecology had dedicated staff who could provide emotional and counselling support to women who went through terminations, miscarriages or loss of a baby before or after birth. However, without a dedicated ward or ring fenced beds to provide this care through the women's healthcare group, the care was provided across a variety of surgical and medical wards. This meant that the inpatient care for women with gynaecological conditions was not consistent or provided in a way that met their emotional needs.
- Throughout the wards, patients we spoke with reported that their emotional needs were being met.

Are services at this trust responsive?

The trust was rated as inadequate for being responsive to the needs of patients because:

- Long waits in the emergency department and capacity issues in the wards meant that patients were not always seen in a timely manner, with many patients in the emergency department breaching four hour and 12 hour targets.
- Ambulance handover delays were also much worse than expected for the emergency department.
- The trust had a history of cancelled operations that were not rebooked within 28 days being worse than the England average, showing a lack of support for people to have their care re-arranged in as quick a time as possible.
- The trust had continued to have a higher than expected number of cancelled surgeries across the surgery service, which were predominantly linked to capacity issues.
- Care for women admitted for gynaecological reasons was not always responsive to meet their needs due to the trust not having any dedicated beds for gynaecology patients. However, patients had access to specialist nurses to assist with their care.
- Consultant ward rounds did not always occur in a timely way across medicine and surgery, which resulted in delays to plans for the services and bed management.
- We observed that ward rounds often did not start until after 10am, which mean that plans for discharges, transport, and care packages could not be implemented quickly or before 6pm as required by external agencies. This meant that capacity and flow was affected as a result.
- There had been positive improvements in the waiting lists for the outpatient services. The waiting lists and backlogs had been cleared in the majority, with others being significantly reduced. This demonstrated enormous levels of effort by staff to meet the needs of patients.

Inadequate



Summary of findings

Service planning and delivery to meet the needs of local people

- There was evidence of service planning to meet the needs of local people and the trust was working with stakeholders to identify solutions across the health community.
- We saw a number of initiatives across the trust services to increase capacity or reduce admissions through working with key stakeholders in these areas. However, we noted that this could often be challenged due to capacity and staffing issues in the community.

Meeting people's individual needs

- When patients with learning disabilities were admitted to hospital, the Learning Disabilities team were informed with the details and location of the admission so that additional support could be given to these patients. Support arrangements for these patients were discussed at the matrons meeting, which took place at least twice daily.
- Information was available to patients to inform them about the trust's general services and to support them in their treatment. Translation services were available to those that required it.
- Services for women with gynaecological concerns were not always responsive to their needs. Women admitted with a gynaecological condition as an emergency or as an elective patient were admitted into a surgical or medical ward as there were no gynaecology beds. Staff were not updated on competencies and support needs of women with specific conditions. Women were not always placed in the right place. Whilst the gynaecology doctors were working to try and meet the needs of women, this was not always possible when they were admitted to specialty wards that were not gynaecology.
- When women were admitted for a termination, their journey started on one ward, but we were informed by a member of the executive team that they may regularly have to be held in theatre as their bed would be given away to a patient waiting in the emergency department. The woman may then be placed on a medical or surgical ward where staff would not be trained or aware of what would be required to meet their individual needs.
- There were mixed sex accommodation breaches noted on the HDU area of critical care. Patients of mixed sex were accommodated in the same area when identified as ward ready, which meant that the requirements of single sex accommodation was breached.

Summary of findings

- Data was requested on the target time for rapid discharge and the rapid discharge process. Therefore we could not be assured that patients were being discharged in a timely manner. The trust did not routinely audit patients' preferred place of care (PPC) or preferred place of death (PPD).

Access and flow

- Access to outpatient appointments had significantly improved in the trust, with waiting times notably down since our previous inspection.
- The trust saw a high number of patients within their emergency and urgent care services and this led to significant capacity issues within the trust. This meant that patients were not always placed in the specialty most appropriate to their diagnosis.
- The four hour ED performance figures steadily declined from 81% in November 2015 to 73% in May 2016. Performance for February was 74%, March was 76%, April was 75%, and May was 73%. Whilst we note that few trusts were achieving the standard, the service was below the national average of 88% during this period.
- During winter 2014/15, the trust was in the 25% of trusts in England with the most ambulances delayed over 30 minutes. There were 563 black breaches between August 2015 and March 2016, and a further 520 breaches between 1 April and 17 July 2016.
- Access and bed placement for elective surgeries was a concern. We spoke with the chief executive officer about this, who informed us that it was common that patients would be held in PACU and go back to a different bed due to capacity issues in the hospital. This was to avoid breaches in the ED. However, this meant that the planned elective lists were not being organised in a way that was responsive to the needs of patients. For example, women who had had a termination could be placed on a gastroenterology or orthopaedic ward to recover, which was not acceptable for a planned list and was not responsive to patients' needs.
- A large proportion of bed moves in medicine and surgery occurred out of hours. For example, in medicine 10% of patients had one ward move and 8% had two or more ward moves during their admission between March 2015 and February 2016.
- There were high numbers of out of hours discharges taking place across the trust. For example, in medicine there were 1443 discharges between 10pm and 8am between June 2015 and March 2016.

Summary of findings

- In surgery, theatre utilisation was impacting on service delivery and 42 theatre sessions had been cancelled in May 2016.
- Between June 2015 and May 2016, the critical care unit reported 213 discharges delayed by over 24 hours (32.6% of all admissions). There were an additional 250 discharges delayed for between four and 24 hours (38.3% of all admissions). The ICNARC report for April 2015 to March 2016 showed that the service was a significant statistical outlier on delayed admissions and discharges.
- The trust was not meeting the cancer referral to treatment times (RTT) due to ongoing capacity issues. There were recovery plans in place to help improve their cancer trajectories.

Learning from complaints and concerns

- Staff told us if a complaint or concern was reported to them they would try to rectify the issue if they could and would escalate to the nurse in charge or Matron if they couldn't deal with the issue themselves.
- Complaints were identified on monthly ward 'Exception Reports', which identified quality issues and concerns and were discussed at the Patient Safety and Quality Group.
- Staff had a "you said we did" board so that patients could see the outcomes of this survey.
- Across the core services approaches to learning from complaints was inconsistent. Whilst we saw good learning from complaints in medicine, maternity and children's services, complaints were not being looked at for themes, trends or learning in end of life care. Implementation of learning in ED and in surgery was also inconsistent.

Are services at this trust well-led?

Well-led at trust level has been rated as inadequate.

- The vision for the trust was not clearly articulated by the senior team and staff. The executive team all provided us with different visions, different top risks and different strategies for the future, which did not assure us that the team were working cohesively.
- Fit and proper persons, which is a legal requirement for trusts to undertake, was not fully embedded in the trust. Whilst we found that some board members had been checked, others had not. The trust policy had also not been ratified despite the regulation coming into effect from November 2014.
- There was a governance structure in place but the identification, discussion and challenge around risk needed

Inadequate



Summary of findings

further development. For example, there were three risk registers used in the trust. One was a general risk register, one was a Board Assurance Framework and another was an emerging risk register. The trust also had three top risks which they discussed at board, not linked to the risk register. When asked why there was such an array of risk registers, we were informed that the risk register process was not fit for purpose. It was not clear how risk recognition and documentation within risk registers travelled up and down the organisation. The trust did not have a structured method of assessing and responding to risk, which was evident with significant issues we found not being known to the executive team.

- The senior management team did not always receive feedback about challenges staff faced in the clinical areas. For example, staff were not keen to continue to raise concerns as they did not feel things would change. An example of this was regarding staffing of the resuscitation area in the emergency department. Staff did not feel safe working in there with one staff member; however the executive team were not aware of this. Another example would be the concern regarding agency competency. The matrons were aware of the trust not adhering to the policy, however continued to operate against it without the knowledge of the executive team, which was disappointing.
- The culture within the trust was said to be that of a family team. However, we found that there was a disconnect between the executive team and the front line staff. Some of this was linked to the matron level management, which still required improvement. It is important to note that when we raised serious safety concerns during the visit, the trust took appropriate action to address these.

Vision and strategy

- There was recognition that the health economy within Essex was challenged and recently it had been announced that the trust would not be part of the Essex success regime, and would be part of the STP footprint for Hertfordshire.
- The trust had visions and values in place. Staff awareness of these was good in some areas, such as maternity, however poor in others, such as the emergency department.
- There was a general acknowledgement that the trust was not sustainable in its present form at board level. The trust were working with partners and stakeholders to try and establish what the future for this service would be.

Governance, risk management and quality measurement

Summary of findings

- Monthly performance and quality meetings were held between the executive team and also locally within the health groups. These reviewed quality, workforce, operational performance and finance as well as performance measures under the CQUIN programme.
- The trust had a Board Assurance Framework, a risk register, emerging risks register and another register which was used to monitor risk. These documents were confusing and did not all contain consistent information. When we asked the chief executive officer about this they told us that the risk register process and Board Assurance Framework, “was not fit for purpose”.
- The risk registers, where completed locally, did not all link or identify with the issues reported on the trust Board Assurance Framework or emerging risks register.
- The board and the chair undertook “board walkabouts” on a monthly basis to assess the quality of services in the clinical areas.
- The trust acknowledged that the relationships with external partners were not as good as they could be, but that they had improved since the last inspection. They felt that the challenges were now more associated with the system rather than the relationships. All stakeholder partners in the area were struggling to deliver due to capacity, funding and demand.
- The trust monitored serious incidents through a daily serious incident group. This was described as a meeting to review the known facts, resolve immediate issues and take actions including a robust investigation. However, the trust reported fewer serious incidents than other trusts in the country, which did not correlate with the patient throughput in the service. We were concerned that serious incidents were not always being identified or declared.
- Mortality and morbidity meetings took place across all healthcare groups. There were inconsistencies in the quality of meeting minutes, which meant that we were not assured that meetings covered the required areas of a mortality review.
- The trust had a mortality outlier, which had been outstanding since our last inspection. Concerns were noted within CQC and stakeholders about the poor quality of responses provided by the trust to these concerns. We spoke with executive members including the Chief Medical Officer and Chief Executive about this, who informed us that the trust had made a mistake in how they responded but were now addressing these issues.
- On reviewing the data linked to the mortality outlier, we were assured that the trust had taken appropriate action to identify and address the concerns regarding care identified.

Summary of findings

- We attended a quality meeting during this inspection. This meeting covered subjects including pressure ulcers, falls and incidents across the trust. The meeting was well attended and had a structured agenda. The minutes of the meeting were shared with the senior staff across the trust for information and dissemination to their staff.
- The trust has invested in nurse staffing as this is one of the highest risks for the trust. This work has been undertaken between the finance department and the chief nurse and director of workforce. The trust were undertaking a number of initiatives in order to retain staff, such as looking into support with housing costs in the area with the local council. Staff gave mixed feedback on developmental opportunities, particularly in ED where some staff groups were funding their own development as they felt that they were not given fair opportunity.

Leadership of the trust

- The senior team were made up of long term existing members of staff and some relatively new members of the team appointed within the last year. The non-executives had a strong background in health care or in related areas of experience relevant to the trust. However during interviews with the senior management team we were given opposing information in relation to services and performance. Therefore we could not be assured that the executive team were working cohesively. Following our inspection we were assured action had been taken to address areas highlighted as significant concern. However, at our unannounced inspection we found that the actions which the senior management team had required to be taken were not in place. The senior management team was not aware that these actions had not been taken.
- Staff felt well supported by their local manager but reported that they did not see the executive team, apart from the chief nurse, in ward areas. The chair was noted to regularly walk around the wards of the trust.
- Staff spoke highly of the medical and nursing director; they felt that as leaders they were approachable and that they would listen to concerns.
- At our last inspection a number of concerns were raised to us about the pressurisation and management style of the matron level nurses. We noted that there had been some improvement in the approach of the site managers, and there was ongoing work to improve this area. However, concerns were still raised at this inspection that staff felt that they were not all valued or

Summary of findings

respected by the matrons or senior nursing staff. We raised this issue with the senior leadership team, who had recognised this as an issue and were still working on improving the culture with this staff group.

- We were concerned that the leadership team of the trust did not have a real grip on the issues that were being raised by staff as these concerns were not reaching the executive level in all cases. For example, the concerns about staffing of the resuscitation area of ED had reportedly been raised on numerous occasions yet the executive team were not aware of this. Once aware, they took action to improve the safety of staffing in this area. We were concerned that not all concerns were making their way from ward to board.

Culture within the trust

- The ward staff felt that the Chief Nurse was approachable and supportive. However, they felt pressurised by the senior nursing staff at matron level specifically in site management and the surgery service.
- The NHS Staff Survey (2015) showed that the trust had 14 negative findings and 10 positive findings. Negative findings included staff recommending the trust as a place to work, feeling valued by the organisation, support from managers, experiencing stress at work, experiencing bullying or harassment at work. Positive indicators included staff reporting incidents and unsafe clinical practice, reduced rates of violence towards staff, and reduced rates of discrimination towards staff.
- We found the morale within surgery and in the emergency department to be low. This was linked to support and pressures placed on the services to deliver their work.
- The executive team reported that relationships with external partners and stakeholders had improved since the last inspection. There were still some tensions with stakeholder partners and the executive team, which the team informed us they were working on.

Fit and Proper Persons

- The trust had a draft process in place for assessing that its senior leaders were fit and proper people to run the trust. However, fit and proper persons, which is a legal requirement for trusts to undertake, was not fully embedded in the trust. Whilst we found that some board members had been checked,

Summary of findings

others had not. The trust policy had also not been ratified despite the regulation coming into effect from November 2014. The trust assured us that they would implement immediate checks on all executive team members.

- The Trust Development Agency appoints non-executive members and undertakes the fit and proper persons check. Our checks on the non-executive staff files demonstrated that appropriate checks were undertaken.

Public engagement

- As part of this inspection we met with members of the patient panel. The patient panel provided, amongst other things, advice on patient information. Two representatives of the patient panel attended the Quality and Safety Committee. Patient panel members walked the wards and clinical areas and spoke with patients in order to feedback to the trust senior leaders. They also reviewed complaints responses to ensure that they are easily understandable and addressed the complaint.
- The trust had a wealth of volunteers who supported the hospital by undertaking tea rounds, being meal time buddies and assisting patients and their relatives around the hospital. These volunteers were committed to their hospital, in some cases for long periods of time.

Staff engagement

- The CEO had introduced an 'Open Conversation' where staff could speak freely regarding their concerns directly with him.
- There was an anonymous system for staff to raise concerns within the hospital. Staff were aware of this process.
- The daisy award was a process where staff were recognised for good work within the trust. This was a scheme where staff could nominate each other and pass the award badge between departments for good work. However, the name of this process had the potential to cause confusion as it was named the same as the 'Daisy Project', which is a programme for recognising and acting on domestic violence.
- Senior nursing staff and nurses reported that safety huddles occurred across the hospital to discuss new information or policies.

Innovation, improvement and sustainability

Summary of findings

- The trust had worked in partnership with the Daisy Project to ensure that the women of Harlow had a safe place to disclose domestic abuse within a health care setting. The trust trained staff in maternity and the accident and emergency unit and had recently expanded the training to cover all members of staff.
- The emergency department had been working in partnership with local GP partners. The GP at the front door of the department worked to refer patients to more appropriate pathways when suitable.
- The tissue viability specialist in theatres was proactive and had been innovative with training aids and methods to train staff. They had developed models to visually represent the varying degrees of tissue damage as this often had greater impact on staff.
- The consultants within the unit utilised a consultants' dashboard, which allowed the medical team to monitor patients and outcomes on a daily basis. This was innovative and good practice.
- The set up and establishment of the standalone outpatient gynaecology ambulatory service was innovative and completely responsive to the needs of women who self-referred.

Overview of ratings

Our ratings for The Princess Alexandra Hospital

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Inadequate	Requires improvement	Good	Inadequate	Requires improvement	Inadequate
Medical care	Requires improvement	Good	Good	Requires improvement	Good	Requires improvement
Surgery	Inadequate	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement
Critical care	Inadequate	Requires improvement	Good	Inadequate	Inadequate	Inadequate
Maternity and gynaecology	Good	Good	Outstanding	Good	Outstanding	Outstanding
Services for children and young people	Inadequate	Good	Good	Good	Requires improvement	Requires improvement
End of life care	Requires improvement	Requires improvement	Good	Inadequate	Inadequate	Inadequate
Outpatients and diagnostic imaging	Good	N/A	Good	Requires improvement	Good	Good
Overall	Inadequate	Requires improvement	Good	Inadequate	Inadequate	Inadequate

Our ratings for The Princess Alexandra Hospital NHS Trust

	Safe	Effective	Caring	Responsive	Well-led	Overall
Overall	Inadequate	Requires improvement	Good	Inadequate	Inadequate	Inadequate

Outstanding practice and areas for improvement

Outstanding practice

- The ward manager for the Dolphin children's ward had significantly improved the ward and performance of children's services since our last inspection
- The tissue viability nurse in theatres produced models of pressure ulcers to support the education and prevention of pressure ulcer development in theatres. This also helped to increase reporting.
- The improvement and dedication to resolve the backlog and issues within outpatients was outstanding.
- The advanced nurse practitioner groups within the emergency department were an outstanding team, who worked to develop themselves to improve care for their patients.
- The gynaecology early pregnancy unit and termination services was outstanding and provided a very responsive service which met the needs of women.
- The outcomes for women in the maternity service were outstanding and comparable with units in the top quartile of all England trusts.
- MSSA rates reported at the trust placed them in the top quartile of the country.
- The permanent staff who worked within women's services were passionate, dedicated and determined to deliver the best care possible for women and were outstanding individuals.
- The lead nurse for dementia was innovative in their strategy to improve the care for people living with dementia.

Areas for improvement

Action the trust MUST take to improve

Action the trust MUST take to improve

- Ensure that fit and proper persons processes are ratified, assessed and embedded across the trust board and throughout the employment processes for the trust.
- Ensure that the risk management processes, including board assurance processes, are reviewed urgently to enable improved management of risk from ward to board.
- Ensure that safeguarding children's processes are improved urgently and that learning from previous incidents is shared.
- Ensure that staff are provided with appraisals, that are valuable and benefit staff development.
- Improve mandatory training rates, particularly around (but not exclusive to) safeguarding children level 3, moving and handling, and hospital life support.
- Ensure that trust staff are knowledgeable and provide care and treatment that follows the requirements of the Mental Capacity Act 2005.

Report to Overview & Scrutiny Committee

Date of meeting: 6 June 2017



Subject: Corporate Priorities and Key Objectives 2017/18

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

Democratic Services Officer: A. Hendry (01992) 564246

Recommendations/Decisions Required:

That the Leader of the Council present the Council's corporate priorities and programme of key decisions for 2017/18 and indicate where work on behalf of the Cabinet could be undertaken by overview and scrutiny.

1. (Director of Governance) The matters subject of this report are included in the current work programme for the Committee.

Corporate Priorities and Key Objectives 2017/18

2. The Leader of the Council will be attending the meeting to present the Council's corporate priorities and the programme of key decisions for 2017/18. As part of this process, the Leader will also indicate any areas where work on behalf of the Cabinet could be undertaken by overview and scrutiny.
3. The corporate priorities and programme of key decisions for 2017/18 are attached as an appendix to this report.

Directorate Business Plans 2017/18

4. Individual directorate business plans are produced at the start of each financial year, but are not routinely used to identify scrutiny priorities. At its meeting in July 2016, the Committee agreed that it would be appropriate for Portfolio Holders to present the main priorities and service challenges arising from the business plans for their respective service areas for each year, to overview and scrutiny at the beginning of each municipal year.
5. The Committee agreed that this would be best achieved through auspices of the select committees. The business plans will therefore be considered by the select committees at the next cycle of meetings.

Resource Implications:

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

Legal and Governance Implications:

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

responsibilities.

Safer, Cleaner, Greener Implications:

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

Consultation Undertaken:

The matters subject of this report are included in the current work programme for the Committee.

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.



**Epping Forest
District Council**

THE KEY DECISION LIST

INCLUDING PROPOSED PRIVATE DECISIONS

(18 May 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

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Senior Democratic Services Officer

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WORK PROGRAMME - 18 MAY 2017 TO 18 SEPTEMBER 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	Cabinet		Glen Chipp 01992 564758	
Project and Programme Management	To consider options to improve the management of projects and programmes.	Yes	15 June 2017	Cabinet		David Bailey 01992 564105	Transformation Programme reports

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	23 July 2015 2 June 2017	Cabinet Planning Policy Portfolio Holder		Alan Hall 01992 564004	None

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Discretionary Business Rate Relief	Policy on use of additional Government funding.	Yes	11 July 2017	Cabinet		Bob Palmer 01992 564279	
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			

WORK PROGRAMME - 18 MAY 2017 TO 18 SEPTEMBER 2017

PORTFOLIO - ENVIRONMENT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Award Criteria for Tender	To agree criteria for award of tender to undertake the DCLG funded project in flats.	No	19 May 2017	Environment Portfolio Holder		Kim Durrani 01992 564055	
Major Tree Works Contract Extension	To extend contract for major tree works across the District, pending the award of a new contract.	No	19 May 2017	Environment Portfolio Holder		Kim Durrani 01992 564055	
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		Phil Hawkins 01992 564267 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	

WORK PROGRAMME - 18 MAY 2017 TO 18 SEPTEMBER 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	19 May 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	
Homelessness	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	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	
Sheltered Housing Service	To agree the future approach to the Service.	Yes	7 December 2017	Cabinet		Roger Wilson 01992 564419	
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	

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
Maintenance of Small Street Furniture	To agree the award criteria for the contract regarding the maintenance of small street furniture across the District.	No	19 May 2017	Safer, Greener and Transport Portfolio Holder		Kim Durrani 01992 564055	
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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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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Key Action Plan 2017-18 Corporate Plan 2015-2020

	<i>Action</i>	<i>Lead directorate</i>	<i>Lead officer</i>	<i>Target</i>	<i>Scrutiny</i>
Aim 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					
Key Objective (a) To ensure that the Council's Medium Term Financial Strategy (MTFS) plans to meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding					
1	Implement the Council's future options review for the HRA Financial Plan, in light of Government requirements to reduce Council house rents by 1% p/a for 4 years and to sell 'higher value' empty Council properties.	Communities	Director of Communities	Mar 2018	Com SC
2	Prepare for the implementation of the sale of 'higher value' empty Council properties, to pay the Government's annual levy and meet the requirements of the Housing and Planning Act 2016	Communities	Assistant Director, Private Housing and Communities Support	Mar 2018	Com SC
3	Deliver savings and generate income identified for 2017/18 as approved by the Cabinet	Management Board	Chief Executive	Mar 2018	Res SC
4	Prepare to deliver savings and generate income for 2018/19 within the Medium-Term Financial Strategy	Management Board	Chief Executive	Mar 2018	Res SC
5	Develop additional business cases, including the use of the 'Invest to Save' Fund, to address the need for net savings and income generation in subsequent years	Management Board	Chief Executive	Sep 2017	Res SC
Key Objective (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:					
<ul style="list-style-type: none"> <li style="display: inline-block; width: 45%;">■ The Epping Forest Shopping Park, Loughton <li style="display: inline-block; width: 45%;">■ Council Housebuilding Programme <li style="display: inline-block; width: 45%;">■ St John's Redevelopment Scheme, Epping <li style="display: inline-block; width: 45%;">■ North Weald Airfield 					
1	Deliver Phase 1 of the Council Housebuilding Programme, to provide 23 new affordable rented homes	Communities	Assistant Director, Housing Property and Development	May 2017	Com SC

Key Action Plan 2017-18 Corporate Plan 2015-2020

	<i>Action</i>	<i>Lead directorate</i>	<i>Lead officer</i>	<i>Target</i>	<i>Scrutiny</i>
2	Progress Phases 2 and 3 of the Council Housebuilding Programme, to provide 85 new affordable rented homes	Communities	Assistant Director, Housing Property and Development	Mar 2018	Com SC
3	Procure Phases 4, 5 and 6 of the Council Housebuilding Programme, to provide new affordable rented homes	Communities	Assistant Director, Housing and Property Development	Mar 2018	Com SC
4	Purchase 8 affordable rented properties from the private developer of the development at Barnfield, Roydon, as part of the Council's Housebuilding Programme	Communities	Assistant Director, Housing Property and Development	Mar 2018	Com SC
5	Establish a pilot for modular accommodation to meet the housing needs of six single homeless residents	Communities	Director of Communities	Mar 2018	Com SC
6	Relocate the Housing Repairs Service from the Epping Depot to the Oakwood Hill Depot, Loughton	Communities	Assistant Director, Housing Property and Development	Mar 2018	Com SC
7	Sell the Council-owned nursery site at Pyrles Lane, Loughton, to deliver a capital receipt	Neighbourhoods	Director of Neighbourhoods	Dec 2017	Nei SC
8	Subject to the agreement of Cabinet, enter into a Development Agreement with the purchaser of the nursery site at Pyrles Lane, Loughton, for the Council to purchase the affordable rented homes provided on the site, as part of the Council's Housebuilding Programme	Communities	Director of Communities	Dec 2017	Com SC
9	Deliver an approach to North Weald Airfield with an agreed operating partner, to maximise the use of the facilities	Neighbourhoods	Assistant Director, Neighbourhoods	Mar 2018	Nei SC
10	Open the Epping Forest Shopping Park, to deliver local jobs and economic development	Neighbourhoods	Director of Neighbourhoods	Sep 2017	Nei SC

Key Action Plan 2017-18 Corporate Plan 2015-2020

<i>Action</i>		<i>Lead directorate</i>	<i>Lead officer</i>	<i>Target</i>	<i>Scrutiny</i>
11	Develop the St John's Road site, to deliver local jobs and economic development	Neighbourhoods	Director of Neighbourhoods	Mar 2018	Nei SC
12	Produce a plan to implement agreed recommendations from the Service Accommodation Review, to optimise the use of the Council premises	Transformation Programme Board	Director of Resources	Mar 2018	Res SC
13	Deliver the 2017/18 works from the Facilities Management Programme	Resources	Assistant Director, ICT and Facilities Management	Mar 2018	Res SC
Key Objective (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					
1	Enter into a further long-term shared service agreement to manage Lowewood Museum on behalf of Broxbourne Borough Council, to generate income	Communities	Assistant Director, Community Services and Safety	Jun 2017	Com SC
2	Subject to the successful receipt of National Portfolio Organisation (NPO) status from Arts Council England, evaluate the potential for partnership working with Chelmsford Borough Council for museum and cultural services	Communities	Assistant Director, Community Services and Safety	Mar 2018	Com SC
3	Evaluate the potential to expand the provision of legal services provided to other authorities, to generate income	Governance	Assistant Director, Legal Services	Dec 2017	Gov SC
4	Complete a new off-street parking contract to manage the Council's car parks with an alternative provider to increase efficiency and reduce costs	Neighbourhoods	Director of Neighbourhoods	Apr 2017	Nei SC
5	Provide payroll service jointly with Braintree and Colchester Councils and sign up at least one more partner authority or one other authority to buy in our service, to deliver savings	Resources	Assistant Director, Human Resources	Mar 2018	Res SC

Key Action Plan 2017-18 Corporate Plan 2015-2020

<i>Action</i>		<i>Lead directorate</i>	<i>Lead officer</i>	<i>Target</i>	<i>Scrutiny</i>
6	Implement the recommendations of the Reprographics Service Review, to make savings and improvements to print services	Resources	Assistant Director, Human Resources	Mar 2018	Res SC
7	Develop an approach to shared service review, to establish opportunities for sharing services with other public sector partners	Transformation Programme Board	Head of Transformation	Mar 2018	O&S
Aim 2 To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery					
Key Objective (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					
1	Facilitate and ensure that accommodation provided to nursery workers is fit for purpose, through implementation of the Nursery Workers Accommodation Action Plan	Communities	Assistant Director, Private Housing and Community Support	Mar 2018	Com SC
2	Complete the new Local Plan in accordance with the National Planning Policy Framework and in the timescales outlined in the adopted Local Development Scheme (LDS)	Neighbourhoods	Director of Neighbourhoods	As per the LDS plan	Nei SC
3	Update the Council's Housing Strategy, following production of the Draft Local Plan 'Preferred Options Approach'	Communities	Director of Communities	Dec 2017	Com SC
Key Objective (b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents					
1	Adoption and publication of the Local Plan Regulation 26, including site allocations for employment land and policies maps	Neighbourhoods	Director of Neighbourhoods	Oct 2018	Nei SC
2	Provide sustainable employment opportunities for the district's young people through development of the Council's apprenticeship scheme	Resources	Assistant Director, Human Resources	Mar 2018	Res SC

Key Action Plan 2017-18 Corporate Plan 2015-2020

<i>Action</i>		<i>Lead directorate</i>	<i>Lead officer</i>	<i>Target</i>	<i>Scrutiny</i>
3	Lead the development of Harlow and Gilston Garden Town in partnership with East Herts and Harlow Councils, to delivery housing and economic development across west Essex	Neighbourhoods	Director of Neighbourhoods	Mar 2018	Nei SC
Key Objective (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					
1	Subject to the receipt of funding from Arts Council England, establish a Museum Development Trust to increase income for museum services	Communities	Assistant Director, Community Services and Safety	Mar 2018	Com SC
2	Deliver the transition of the Council's leisure facilities to a new partner through contract management	Neighbourhoods	Director of Neighbourhoods	Apr 2017	Nei SC
3	Develop a new leisure centre in Waltham Abbey, to deliver savings and improved facilities	Neighbourhoods	Director of Neighbourhoods	Nov 2018	Nei SC
4	Establish 3 multi-agency groups to contribute to the health, well-being and safety priorities of our residents, to improve quality of life	Communities	Assistant Director, Community Services and Safety	Apr 2018	Com SC
Aim 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					
Key Objective (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					
1	Deliver the 2017/18 works from the Council's Transformation Programme, achieving key benefits for our customers	Transformation Programme Board	Chief Executive	Mar 2018	O&S

Key Action Plan 2017-18 Corporate Plan 2015-2020

<i>Action</i>		<i>Lead directorate</i>	<i>Lead officer</i>	<i>Target</i>	<i>Scrutiny</i>
2	Produce a plan to implement the Workforce Development Strategy, to establish a new common operating model	Resources	Assistant Director, Human Resources	Mar 2018	Res SC
3	Advance proposals to amalgamate the contact centre and reception points to improve reception services for customers	Office of the Chief Executive	Head of Customer Service	Mar 2018	O&S
4	Deliver customer self-service account facilities for residents and businesses so they can receive their bills electronically	Resources	Assistant Director, Revenues	Sep 2017	Res SC
5	Deliver projects of legislative importance, to ensure our services for customers are fit-for-purpose, including: <ul style="list-style-type: none"> ▪ Local and national elections ▪ Closure of statutory accounts ▪ Internal audits; and ▪ District Emergency Control Centre plan 	Management Board	Chief Executive	Mar 2018	O&S
Key Objective (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					
1	Trial flexible working for Building Control and Development Control officers through the use of new technologies	Governance	Assistant Director, Development Management	Mar 2018	Gov SC
2	Implement the ICT Strategy to support the Transformation Programme, including mobile and flexible working	Resources	Assistant Director, ICT and Facilities Management	Mar 2018	Res SC
3	Implement use of mobile phone text messages to remind customers when their payment is due	Resources	Assistant Director Revenues	Sep 2017	Res SC
4	Produce a plan to improve the management of information, to protect public data and comply with legislation	Governance	Director of Governance	Mar 2018	Gov SC

Key Action Plan 2017-18 Corporate Plan 2015-2020

<i>Action</i>		<i>Lead directorate</i>	<i>Lead officer</i>	<i>Target</i>	<i>Scrutiny</i>
5	Deliver initiatives from the Environmental Charter, using modern technology to provide enhanced services to customers	Communities	Assistant Director, Private Sector Housing	Mar 2018	Com SC
6	Deliver the Corporate Communications project, to increase customer recognition of our services and improve communications with our customers	Governance	Assistant Director, Governance	Mar 2018	Gov SC
Key Objective (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					
1	Implement the Action Plan for the future delivery of services to older people, following the Ageing Population Needs Assessment	Communities	Assistant Director, Community Services and Safety	Mar 2018	Com SC
2	Review the approach to the delivery of housing support for residents at the Council's sheltered housing schemes	Communities	Assistant Director, Housing Operations	Mar 2018	Com SC
3	Review, modernise and rationalise the sheltered housing to better meet the needs of residents	Communities	Director of Communities	Dec 2017	Com SC
4	Deliver the Council's Careline Monitoring Service through an outsourced arrangement with a third party provider, following a competitive procurement exercise	Communities	Assistant Director, Housing Operations	Feb 2018	Com SC

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Report to Overview and Scrutiny Committee

Date of meeting: 6 June 2017



Portfolio: Leader (Councillor C. Whitbread)

Subject: Corporate Plan Key Objectives 2016/17 – Outturn (Quarter 4) performance

Responsible Officer: M Chwiedz (01992 562076)

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

That the Committee reviews the end of year position in relation to the achievement of the Council's key objectives for 2016/17.

Executive Summary:

The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the four-year period from 2015/16 to 2019/20, with strategic themes reflecting those of the Community Strategy for the district. Updates to the Corporate Plan are published annually, to reflect the key objectives for each year of the plan period and progress against the achievement of objectives for previous years.

The annual identification of key objectives provides an opportunity for the Council to focus attention on how areas for improvement will be addressed, opportunities exploited and better outcomes delivered during the year. The key objectives are intended to provide a clear statement of the Council's overall intentions for each year, and are supported by a range of actions and deliverables designed to achieve specific outcomes.

A range of key objectives for 2016/17 was adopted by the Cabinet in February 2016. Progress in relation to individual actions and deliverables is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis.

Reasons for Proposed Decision:

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance. This report presents year-end progress against the key objectives for 2016/17.

Other Options for Action:

No other options are appropriate in this respect. Failure to monitor and review performance against the key objectives and to consider corrective action where necessary, could have negative implications for the Council's reputation and judgements made about its progress, and might mean that opportunities for improvement were lost. The Council has previously agreed arrangements for the review of progress against the key objectives.

Report:

1. The Corporate Plan for 2015/16 to 2019/20 translates the vision for the district set out by the Community Strategy, into the Council's strategic direction, priorities and the most important outcomes that it wants to achieve. The Corporate Plan helps to prioritise resources to provide quality services and value for money.
2. The key objectives adopted for each year of the Corporate Plan represent the Council's high-level initiatives and over-arching goals for the year. The objectives are not intended to reflect everything that the Council does, but instead focus on national priorities set by the Government and local challenges arising from the social, economic and environmental context of the district.
3. The key objectives for 2016/17 were adopted by the Cabinet at its meeting in February 2016. The achievement of the objectives is supported by a range of individual deliverables and actions, with target dates spread throughout the year (and beyond in some instances). Some of the deliverables can only be achieved incrementally or are dependent upon the completion of other actions, and are intended to be fluid to reflect changes in priorities and other influencing factors.
4. Progress against the key objectives was an area of focus in former corporate inspection processes, in order to assess the Council's success in improving the services that it delivers, and to identify and reflect plans to secure improvement. Whilst such external assessment processes have generally ceased, it remains important to review progress against the key objectives, and to take appropriate corrective action where necessary in areas of slippage or under-performance. Progress towards the achievement of individual deliverables and actions is therefore reviewed on a quarterly basis, in order to ensure the timely identification and implementation of appropriate corrective action.
5. A schedule detailing outturn progress against the forty-nine (49) individual actions of the 2016/17 Key Action Plan, is attached as Appendix A to this report. In reporting progress, the following 'status' indicators have been applied to the individual actions as appropriate for year-end position

Achieved (Green) - specific deliverables or actions were completed or achieved in accordance with in-year targets;

Under Control (Amber) – expected to achieve target in the next 6 months; or

Behind Schedule (Red) - specific deliverables or actions were not completed or achieved in accordance with in-year targets.

6. At the end of the year:
 - (a) 33 (68%) of the individual deliverables or actions supporting the key objectives had been achieved;
 - (b) 9 (18%) of the deliverables are expected to achieve target in the next 6 months.
 - (c) 7 (14%) of the deliverables or actions were not completed by year-end albeit significant progress has been made. Details of the progress made are set out in the comments against the individual deliverables or actions in the attached schedule.
7. The Overview and Scrutiny Committee is requested to review year-end progress against the key objectives for 2016/17. This report will also be considered by the Cabinet at its meeting on 15 June 2017.

Resource Implications:

Resource requirements for actions to achieve specific key objectives for 2016/17 will have been identified by the responsible service director/chief officer and reflected in the budget for the year.

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific key objectives for 2016/17 will have been identified by the responsible service director/chief officer.

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. Relevant implications arising from actions to achieve specific key objectives for 2016/17 will have been identified by the responsible service director/chief officer.

Consultation Undertaken:

Progress against actions to achieve specific key objectives for 2016/17 as set out in this report, has been submitted by each responsible service director/chief officer direct to the 'Ten' performance management system. Current progress in respect of each of the key objectives for 2016/17 has been reviewed by Management Board (17 May 2017) and will be reviewed by the Cabinet (15 June 2017).

Background Papers:

Year end progress submissions for the key objectives for 2016/17 and relevant supporting documentation is held by responsible service directors/chief officers.

Impact Assessments:***Risk Management***

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific key objectives for 2016/17 will have been identified by the responsible service director/chief officer.

Equality:

There are no equality issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific key objectives for 2016/17 will have been identified by the responsible service director/chief officer.

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Aim (i) 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.

Key Objective (i)(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.

Action	Lead Directorates	Target Date	Status	Progress
1) Deliver identified savings	Management Board	31-Mar-17	Achieved	<p>Q1 (2016/17) Printer Migration Project is being implemented. Transformation work-stream is reviewing further opportunities. Reports due in the autumn.</p> <p>Q2 (2016/17) Transformation savings of £107,260 of which £70,960 are General Fund and £36,300 HRA.</p> <p>Q3 (2016/17) Transformation savings of £107,260 of which £70,960 are General Fund and £36,300 HRA.</p> <p>Q4 (2016/17) Transformation savings of £107,260 of which £70,960 are General Fund and £36,300 HRA.</p>
2) Progress preparations for delivering savings for 2016/17	Management Board	31-Mar-17	Achieved	<p>Q1 (2016/17) Not yet due - will be progressed as part of the 2017/18 budget process.</p> <p>Q2 (2016/17) Not yet due - will be progressed as part of the 2017/18 budget process.</p> <p>Q3 (2016/17) Not yet due - will be progressed as part of the 2017/18 budget process.</p> <p>Q4 (2016/17) Budget approved by Council and medium term budget targets were achieved despite greater than anticipated reduction in New Homes Bonus.</p>
3) Develop additional business cases	Management Board	30-Sep-16	Achieved	<p>Q1 (2016/17) Printer Migration Project is being implemented. Transformation work-stream is reviewing further opportunities. Reports due in the autumn.</p>

				<p>Q2 (2016/17) Savings identified for 2016/17 total £107,260, of which £70,960 are general fund and £36,300 are HRA. Savings identified for 2017/18 total £40,500, of which £34,800 are general fund and £5,700 are HRA. Further savings ideas to be considered by the Cabinet for 2017/18 are estimated to range from £480,900 to £533,200. Of this £451,300 to £502,800 are general fund and £29,600 to £30,400 are HRA.</p> <p>Q3 (2016/17) Savings identified for 2016/17 total £107,260, of which £70,960 are general fund and £36,300 are HRA. Savings identified for 2017/18 total £40,500, of which £34,800 are general fund and £5,700 are HRA. Further savings ideas to be considered by the Cabinet for 2017/18 are estimated to range from £480,900 to £533,200. Of this £451,300 to £502,800 are general fund and £29,600 to £30,400 are HRA.</p> <p>Q4 (2016/17) Cabinet approved the transformation business case for the accommodation review. Detailed business case in preparation.</p>
4) Presentation of the Financial Issues Paper and MTFS update	Resources	31-Jul-16		<p>Q1 (2016/17) The Financial Issues Paper will be presented to the Finance & Performance Management Cabinet Committee on 14 July.</p> <p>Q2 (2016/17) The Financial Issues Paper was presented to the Finance and Performance Management Cabinet Committee on 14 July and the recommendations have now been agreed by Cabinet.</p> <p>Q4 (2016/17) as per Q3</p> <p>Q4 (2016/17) as per Q2 & Q3</p>
5) Review the future options for the HRA Financial Plan and to sell "high value" empty Council properties	Communities	30-Nov-16		<p>Q1 (2016/17) Awaiting Government Guidance and Regulations on the sale of "higher value" empty Council properties. The Review cannot be effectively undertaken until the level of the required levy to be paid to the Government is known.</p> <p>Q2 (2016/17) As Q1. However, some preliminary work on the resources available to the HRA for the Housebuilding Programme and levels of investment on the Council's housing stock have commenced, which will feed in to the review.</p>

				<p>Q3 (2016/17) Following the Government's announcement that the proposed High Value Voids Levy will not commence until at least 2018/19, and in view of the need to make strategic decisions for the HRA, the Housing Portfolio Holder has agreed that the further HRA Financial Options Review should be undertaken in 2 stages.</p> <p>The Council's HRA Business Planning Consultant has therefore been commissioned to provide a Stage 1 Options Report for consideration and it is planned to present the Options Report to the Finance and PM Cabinet Committee in Spring 2017, following consultation with the Communities Select Committee and Tenants and Leaseholders Federation, as previously agreed.</p> <p>Q4 (2016/17) The Finance & Performance Management Cabinet Committee undertook the Stage 1 Options Review and Cabinet subsequently agreed Cabinet Committee's recommendation that the Council Housebuilding Programme should be resumed for Phases 4-6 and that the Council should revert back to the Government's Decent Home Standard, from the Council's Modern Home Standard.</p>
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Key Objective (i)(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:

- The Epping Forest Shopping Park, Loughton
- Council Housebuilding Programme
- St John's Redevelopment Scheme, Epping
- North Weald Airfield

Action	Lead Directorates	Target Date	Status	Progress
1) Complete phase 1 of the Council House-buildings	Communities	31-Jul-16	Under Control	<p>(Q1 2016/17) Following the termination of the contract with the contractor for Phase 1, due to poor performance, negotiations are being held with another contractor to complete the works.</p> <p>(Q2 2016/17) Following a comprehensive assessment of the outstanding works, PA Finlay has now been selected to complete the works through a Completion Contract. The contract is currently in the process of being signed. It is expected that works will commence on site W/C 31st</p>

				<p>October 2016.</p> <p>Q3 (2016/17) Works commenced W/C 31st October 2016 as planned and the completed homes will be handed over in phases during 2017 for letting.</p> <p>Q4 (2016/17) The first 2 properties for Phase 1 have been handed over. The remaining properties will be handed over in stages during 2017/18.</p>
2) Commence Phase 2 of the Council Housebuilding Programme	Communities	30-Apr-16	Achieved	<p>(Q1 2016/17) The contract has been signed, the contractor has taken possession of the site and is due to commence works shortly.</p> <p>(Q2 2016/17) Works have commenced.</p> <p>(Q3 2016/17) Works continue. There has been a delay due to the need to undertake detailed contamination investigations and associated remedial works, but the contractor is of the view that the programme can be brought back on track. In any event, since it is a Design and Build Contract, there should be no claims for loss and expense from the contractor for the delay.</p> <p>Q4 (2016/17) Works continue</p>
3) Relocate the Housing Repairs Service from the Epping Depot to alternative suitable alternative premises	Communities	30-Apr-16	Under Control	<p>(Q1 2016/17) Planning permission has been received for the construction of a new Repairs and Maintenance Hub at Blenheim Way, North Weald, for which it will take around 18 months to procure and undertake the works. However, at the meeting of Cabinet in July 2016, it was agreed that no further work should be undertaken on the proposal until after the outcome of the Strategic Accommodation Review, due to be reported to Cabinet in October 2016.</p> <p>(Q2 2016/17) The outcome of the Strategic Accommodation Review was not able to be reported to the October meeting of the Cabinet, and is unlikely to be reported until early 2017.</p> <p>(Q3 2016/17) As Q1 and Q2. In the meantime, the costs and implications of providing a temporary Housing Repairs Depot at North Weald Airfield is being explored as a possible short term interim option.</p>

					<p>Q4 (2016/17) in March 2017, Cabinet agreed that the Housing Repairs Service should be co-located at the Oakwood Hill Depot, Loughton. An officer project team has been formed, chaired by the Asst Director (Housing Property & Devt.), which will consider the works required to achieve the solution and report to Cabinet accordingly.</p>
<p>4) To facilitate, by the purchase of Essex County Council's interest and subsequent disposal to the preferred developer, the St John's Road redevelopment scheme.</p>	Neighbourhoods	30-Apr-16		Under Control	<p>(Q1 2016/17) The final terms of the purchase of the County Council's interest and subsequent disposal to Frontier Estates have been agreed and are to be considered by the respective Cabinet Committees in July 2016. The agreement will be in principle subject to further confirmation from the Secretary of State with regard to State Aid Regulations.</p> <p>(Q2 2016/17) Following the receipt of the State Aid consent form the Secretary of State, the final drafting of the Local Documentation for the District Council's purchase and subsequent sale to Frontier Estates at Essex County Council's interest in the site is nearing conclusion. Hope to practically complete by the end of October.</p> <p>(Q3 2016/17) The purchase of Essex County Council's interest in the St John's Road development site was completed in Mid December 2016. Arrangements have been made to continue with site security during the period of the development of the Planning Application by the preferred partner Frontier Estates.</p> <p>Q4 (2016/17) Since the Council purchased the site in December 2016, negotiations have continued with the Council's preferred developer Frontier Estates also involving Epping Town Council, to ensure that the form of development brings forward both the economic development and community benefits sought to be delivered by the agreed Design and Development Brief. These negotiations are yet to conclude.</p>
<p>5) Work in partnership with Moat Housing to commence the development of the Council garage site</p>	Communities	30-Jun-16		None	<p>(Q1 2016/17) A comprehensive Car Parking and Affordable Housing Plan for Vere Road, which includes consideration of the future of this site, is due to be considered by the Asset Management and Economic Development Cabinet Committee on 22nd August 2016.</p> <p>(Q2 2016/17) The Car Parking and Affordable Housing Plan was</p>




					considered by the Cabinet Committee on 2 nd August 2016. Cabinet subsequently approved the Plan, including the Cabinet Committee's recommendation that this site should not be developed for affordable housing, but to provide dedicated parking for the private residents of the Higgins development on the site of the former Sir Winston Churchill PH site. Therefore, this action is now closed.
6) Evaluate the submissions received for North Weald Airfield marketing exercise	Neighbourhoods	30-Nov-16		Under Control	<p>(Q1 2016/17) Submissions received in response to the expressions of interest have been assessed by the Asset Management Cabinet Committee. Specification for procurement of an operational partner has commenced.</p> <p>(Q2 2016/17) As per Q1.</p> <p>(Q3 2016/17) As per Q2.</p> <p>Q4 (2016/17) In advance of any further pursuit of external development partners, and as part of the further employment needs work being undertaken as part of the local plan process, the Council's Consultants Arup, are undertaking a site assessment to include both the volume and types of future employment uses that would be suitable for the Airfield. This will give a clearer context for future expressions of interest.</p>
7) Progress the Epping Forest Shopping Park Scheme	Neighbourhoods	31-Oct-16		Under Control	<p>(Q1 2016/17) Tenders have been received for the construction of the main Shopping Park, which further to final evaluation, will be recommended for approval at the Council's July Cabinet. Delays have been experienced with reaching agreement with Essex County Council on the final specifications and working methodology for the Highways Works. Whilst marketing is proceeding well, the Shopping Park is now not likely to open until Summer 2017.</p> <p>(Q2 2016/17) The main construction contractor McLaughlin and Harvey took possession of the site in mid September. Good mobilisation and clearance works have been achieved. 41 week construction programme on target. Highways Contractor has commenced S278 works. Some delays in relation to the need to locate new attenuation tanks. Shopping Park still on target to open in August 2017.</p>

				<p>(Q3 2016/2017) Main contractor ahead of programme, with steelwork erected before Christmas and work commenced on cladding. Main car park base coated and work on retaining wall to the rear of service yard largely complete. Delays still being experienced on S278 works. Ongoing dialogue with ECC to address.</p> <p>Q4 (2016/17) The main contract continues to programme with no delays or significant cost variations required. Completion to "shell" stage for final tenant fit-outs due to be achieved by mid May 2017. Problems still being experienced with Highways Authority. However, completion to facilitate a Shopping Park Opening of September 2017 still achievable.</p>
8) Commence Phase 3 of the Council Housebuilding Programme to provide up to 35 new affordable rented homes in Epping, Coopersale, North Weald ad Ongar.	Communities	30-Jun-16		<p>Achieved</p> <p>(Q1 2016/17) Tenders are due to be invited from contractors for a number of small construction contracts comprising Phase 3 in early August 2016.</p> <p>(Q2 2016/17) Tenders have been invited on a phased basis for the 7 separate contracts comprising Phase 3, with three tenders returned to date. The tenders will be reported to the Council Housebuilding Cabinet Committee for approval.</p> <p>(Q3 2016/17) Tenders for all but one site were agreed by the Council Housebuilding Cabinet Committee in December 2016. Contract documentation for the 6 sites are being progressed and Start-up meetings with the contractors arranged. Works are due to commence in February/March 2017.</p> <p>(Q4 2016/17) Phase 3 sites have commenced on site.</p>
9) Secure planning Phase 4 of the Council Housebuilding Programme to provide up to 50 new affordable rented homes in Loughton	Communities	31-May-16		<p>Achieved</p> <p>(Q1 2016/17) A number of developments comprising Phase 4 have received planning permission, but a number have also been refused. The Council Housebuilding Cabinet Committee will consider the proposed approach to the delivery of Phase 4 once all planning applications have been determined.</p> <p>(Q2 2016/17) 10 planning applications have been approved; 2 applications were withdrawn following further discussion with planning officers; 2 applications were refused planning permission by the Area</p>

					<p>Plans Sub-Committee and 1 application (Vere Road, Loughton) was being held in abeyance pending the formulation of a Car Parking and Affordable Housing Plan, but is now being progressed following the adoption of a Plan.</p> <p>(Q3 2016/27) 11 sites within the proposed Phase 4 have now received planning permission; 4 sites have been refused planning permission. However, Phase 4 has not been progressed any further due to the Moratorium placed on the Council Housebuilding Programme by the Cabinet.</p> <p>(Q4 2016/17) Planning permissions secured for Phase 4 will provide 31 new affordable homes.</p>
<p>10) Subject to the receipt of planning permission, secure the provision of the affordable rented homes at the Council-owned site at Pyrles Lane, Loughton</p>	<p>Communities</p>	<p>30-Jun-16</p>		<p>Behind Schedule</p>	<p>(Q1 2016/17) A report will be submitted to Cabinet shortly on the proposed marketing strategy for the sale of the Pyrles Lane nursery site, which will consider the Council Housebuilding Cabinet Committee's recommendation that the completed affordable homes be purchased by the Council.</p> <p>(Q2 2016/17) The Director of Neighbourhoods intends to report on the Marketing Strategy to the November Cabinet meeting.</p> <p>(Q3 2016/17) The Director of Neighbourhoods intended to report on the Marketing Strategy to the February Cabinet meeting. However, Management Board has determined that this should be held in abeyance until the Stage 1 Further HRA Financial Options Review has been completed and decisions made on the future of the Council's Housebuilding Programme.</p> <p>(Q4 2016/17) Now that Cabinet has lifted the Moratorium on the Council Housebuilding Programme, the Director of Neighbourhoods intends to report to the Cabinet on the Marketing Strategy for the sale of the Pyrles Lane sit in June 2017, which will include a proposal for the purchase of the affordable rented homes from the developed that purchases the site.</p>

Key Objective (i)(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.

Action	Lead Directorates	Target Date	Status	Progress
1) Liaise with the Communities Directorate on Housing related / led projects is constructive and productive to retain Building Control project work in-house	Governance	30-Apr-16	Achieved	(Q1 2016/17) - We continue to enjoy a constructive and responsive relationship between directorates and building income continues to exceed budget. (Q2 2016/17) – As above. (Q3 2016/17) – As above. (Q4 2016/17) – As above.
2) Include a clause as standard in new commercial leases, to require the use of the Building Control service	Neighbourhoods	30-Apr-16	Achieved	(Q1 2016/17) Clause being prepared for inclusion in new commercial leases. (Q2 2016/17) - Clause completed. Evidence of commissions being achieved. (Q3 2016/17) - As above Q2. (Q4 2016/17) – As above.
3) Estates colleagues to include use of the in-house building control service in their standard negotiations	Governance	30-Apr-16	Under Control	(Q1 2016/17) - The directorates continue to liaise to embed the inclusion of the in-house service in negotiations. (Q2 2016/17) – Progress has been made but we need to continue to embed this process. (Q3 2016/17) - Building Control are continuing to hold constructive dialog with estates officers. (Q4 2016/17) – Building Control seek to impress upon colleagues the need to include the requirements early in negotiations.

<p>4) Include as standard in the specification for new contracts to upgrade Council facilities, a requirement to use the in-house Building Control service.</p>	<p>Neighbourhoods Resources</p>	<p>30-Apr-16</p>		<p>Achieved</p>	<p>(Q1 2016/17) The contract for the construction of the new Leisure Centre at Waltham Abbey and any other refurbishments will reflect the requirement to use the in-house Building Control Service.</p> <p>(Q2 2016/17) As (i)(c) previous</p> <p>(Q3 2016/17) As above in Q2.</p> <p>(Q4 2016/17) As above</p>
<p>5) For major development projects in which the Council has a sole or significant interest, ensure building regulations work is carried out by the in-house team</p>	<p>Neighbourhoods</p>	<p>30-Apr-16</p>		<p>Achieved</p>	<p>(Q1 2016/17) Opportunities are being offered to undertake the work.</p> <p>(Q2 2016/17) The in-house building control team are undertaking the work in relation to the Epping Forest Shopping Park and will be recommended for the potential new Leisure Centre in Waltham Abbey.</p> <p>(Q3 2016/17) As above in Q2.</p> <p>(Q4 2016/17) Places for People Leisure Management have engaged the in-house building control team for the Construction of the new Leisure Centre in Waltham Abbey. McLaughlin and Harvey have similarly utilised in house expertise for the main Shopping Park Contract.</p>
<p>6) Identify and undertake measures to raise the profile and successes of the in-house building control team.</p>	<p>Governance</p>	<p>30-Apr-16</p>		<p>Achieved</p>	<p>(Q1 2016/17) The Staples Road Junior School in Loughton was shortlisted for the Local Authority Building Control awards held in Cambridge and the team continues to promote partnership working resulting in healthy income levels.</p> <p>(Q2 2016/17) - We are continuing to train our own officers to ensure the quality of the service which we have to market.</p> <p>(Q3 2016/17) - National recognition for both building control trainees and increased income demonstrate the commitment to and of the in house building control team.</p> <p>(Q4 2016/17) - The team is currently looking for opportunities to work with neighbouring authorities and to retain a full complement of professional staff.</p>

7) Participate in the renegotiations of the contracts for the provision of on-line library services	Governance	31-Mar-17		Achieved	<p>(Q1 2016/17) - As part of PLP the legal service continues to benefit from reduced online library services in a form of savings.</p> <p>(Q2 2016/17) – As above.</p> <p>(Q3 2016/17) - As above.</p> <p>(Q4 2016/17) - Completed</p>
8) Explore the possible expansion of the insurance service provided to Uttlesford. District Council.	Resources	30-Sep-16		Achieved	<p>(Q1 2016/17) - The possibility of expanding the insurance service has been explored with both Uttlesford and other Essex districts but unfortunately all those contacted are not interested in changing their arrangements at this time.</p> <p>(Q2 & Q3 & Q4 2016/17) – As per Q1.</p>
9) Implement an integrated HR/Payroll IT system jointly with at least one other authority.	Resources	31-Mar-17		Achieved	<p>(Q1 2016/17) - Implementation underway with Braintree & Colchester councils, with these sites going live first. The target for Epping to go live with the new system is December 2016.</p> <p>(Q2 2016/17) – The implementation is proceeding in line with the timetable and the system is still expected to go live in December 2016.</p> <p>(Q3 2016/17) Payroll for December produced successfully on the new system. Work continues to fully implement the system and make features like self-service available.</p> <p>(Q4 2016/17) System in place and producing monthly payroll. Lead roles on implementing other modules agreed with partner authorities and work progressing.</p>
10) Evaluate possibility of shared service as part of Debt Working Party.	Resources	30-Sep-16		Behind Schedule	<p>(Q1 2016/17) - The Working Party continues to meet and reports back to Management Board on potential improvements and alterations to the processes of debt recovery.</p> <p>(Q2 & Q3 & Q4 2016/17) – As per Q1.</p>
11) Provide HR/payroll services to at least one other authority	Resources	31-Mar-17		Behind Schedule	<p>(Q1 2016/17) - The primary focus is currently the implementation of the new system - see item 9 above.</p>

				<p>(Q2 & Q3 2016/17) – As per Q1 – the system needs to be in place before we can offer it to others.</p> <p>(Q4 2016/17) – System now in place and this ambition can be carried forward to 2017/18.</p>
12) Evaluate possibility of shared service as part of Scanning Working Party	Resources	30-Sep-16	Behind Schedule	<p>(Q1 2016/17) - The Working Party has been established with a project charter and meetings have taken place as part of the discovery phase.</p> <p>(Q2 2016/17) – The discovery phase is continuing and changes have already been made to make several processes more efficient.</p> <p>(Q3 2016/17) As for Q2 above, although progress has been slower than had been anticipated.</p> <p>(Q4 2016/17) Project Initiation Document drafted for discussion at the Transformation Programme Board on 5 April. This will determine the future direction of the project.</p>
13) Identify additional Council services that may benefit from a shared provision with other organisations	Management Board	31-Mar-17	Achieved	<p>(Q1 2016/17) Good progress made with audit. Opportunities being discussed with West Essex Chief Executives.</p> <p>(Q2 2016/17) - Good progress made with audit. Opportunities being discussed with West Essex Chief Executives.</p> <p>(Q3 2016/17) - Workshop on joint working with Essex County Council scheduled for Leadership Team in February 2017.</p> <p>(Q4 2016/17) - Audit shared service fully implemented. Plans well advanced for a Museum Development Trust with potential to provide services to other councils.</p>

Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery

Key Objective (ii)(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.

Action	Lead Directorates	Target Date	Status	Progress
1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Communities	31-Dec-16	Under Control	<p>(Q1 2016/17) It has previously been agreed that work on updating the Council's Housing Strategy should not commence until the Draft Local Plan Preferred Approach has been published, which is currently expected to take place in October 2016, since the Housing Strategy is so dependent on the Local Plan proposals.</p> <p>(Q2 2016/17) On the assumption that consultation on the Draft Local Plan will commence on 31st October 2016, the Director of Communities is currently setting up an officer Project Team to formulate a draft Housing Strategy.</p> <p>(Q3 2016/17) The officer Project Team is in the process of drafting the new Housing Strategy. It is planned to present a Consultation Draft of the Housing Strategy to the Communities Select Committee in March 2017, prior to undertaking a consultation exercise on the Draft Strategy. Following consultation, the final version will be submitted to Cabinet for consideration and recommendation to Full Council in Summer 2017.</p> <p>(Q4 2016/17) The Project Team has almost completed the drafting of the document, which is not due to be considered by the Communities Select Committee in June 2017.</p>
2) To undertake Phase II of a comprehensive Green Belt Review as a key component of the local Plan evidence base.	Neighbourhoods	31-Jan-16	Achieved	<p>(Q1 2016/17) Phase II of the Green Belt Review has been completed and now forms part of the evidence base in undertaking individual site assessment work.</p> <p>(Q2 2016/17) – Draft Plan agreed for consultation to include Green Belt Assessment.</p>

					<p>Note: Carried over from last year and completed (achieved) in this year.</p> <p>(Q3 2016/17) As above fully achieved.</p> <p>(Q4 2016/17) As above fully achieved.</p>
3) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	Neighbourhoods	31-May-16		Under Control	<p>(Q1 2016/17) New Local Plan Development Scheme due to consideration at the July Cabinet Committee. Sustainability appraisals underway.</p> <p>(Q2 2016/17) Cabinet to consider draft Plan in October. Consultation period to run from the 31 October to the 12 December 2016. LDS timeframes still being achieved.</p> <p>(Q3 2016/17) Consultation successfully completed. Approximately 3500 responses received. Evaluation commenced with report on headline findings to be considered by Cabinet in March. Further work on additional site assessment commissioned.</p> <p>(Q4 2016/2017) Further site assessment work due to proceed in April 2017 awaiting the result of the full evaluation of the consultation to include details of new or revised sites being promoted.</p>
4) Undertake all necessary consultations and negotiations under the Duty to Co-operate with Neighbouring Authorities	Neighbourhoods	31-Mar-17		Under Control	<p>(Q1 2016/17) The work of the Co-operation for Sustainable Development Board is ongoing fulfilling the requirements of the Duty to Co-operation. Currently chaired by EFDC but due to transfer to East Herts in June. Intention is for the four authorities within the Strategic Housing Market Area to consult simultaneously in the Autumn.</p> <p>(Q2 2016/17) Work of the Duty to Co-operate Board ongoing. Two of three Memorandum of Understandings nearing signature. Uttlesford and Harlow construction timescales have slipped by 2-3 months.</p> <p>(Q3 2016/2017) Uttlesford and Harlow failed to meet consultation deadline. Joint Garden Bid successful with £500,000 awarded by DCLG.</p> <p>(Q4 2016/2017) Duty to Co-operate Officer and Member Boards continue to be active. Memorandum of Understandings now signed off.</p>

					East Herts proceeding to Regulation 19 Submissions. Further tranche of Garden City Funding awarded £170k.
5) Submit the Final Local Plan to the Planning Inspectorate for Examination.	Neighbourhoods	31-Oct-17	Behind Schedule		<p>(Q1 2016/17) Final Local Plan Document in accordance with the revised Local Development Scheme due to be submitted for Examination in Public in November/December 2017.</p> <p>(Q2 2016/17) As above. The draft plan will be reviewed by Cabinet in October.</p> <p>(Q3 2016/2017) Cabinet and Council agreed consultation plan in October. Local Development Scheme due to be reviewed in July 2017. Series of Member Workshops planned to consider Regulation 19 Draft in next 6 months. Publication of pre-submission draft in October 2017.</p> <p>(Q4 2016/2017) Revised Local Development Scheme agreed by Cabinet in March 2017. Now envisaged Pre-Submission Reg. 19 Publication in January 2018. Members Workshops arranged in April on arear basis on "place shaping".</p>

Key Objective (ii)(b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents.





Action	Lead Directorates	Target Date	Status	Progress
1) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Resources	30-Sep-16	Achieved	<p>(Q1 2016/17) The cohort recruited in 2015 continues to make good progress with their apprenticeships. A full intake will occur again in 2017. For 2016 the focus is on the recruitment of a new graduate trainee.</p> <p>(Q2 2016/17) Despite several attempts we were unable to recruit a new graduate trainee. The current apprentices continue to make good</p>

				<p>progress and preparations are underway to expand the programme to meet the requirements of the Apprenticeship Levy from Aril 2017.</p> <p>(Q3 2016/17) - All but one of the current apprentices have now found jobs. Plans now in place to meet the requirements of the Apprenticeship Levy and to manage the larger intake of apprentices in 2017/18.</p> <p>(Q4 2016/17) All of the apprentices have now found jobs. Work progressing well for larger intake of apprentices in 2017/18 and to ensure compliance with the requirements of the Apprenticeship Levy.</p>
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Key Objective (ii)(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.

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Action	Lead Directorates	Target Date	Status	Progress	
1) In partnership with Essex County Council, NHS England and Waltham Abbey Town Council, undertake a Master-planning exercise for the provision of a proposed new swimming pool, new health centre and an independent living scheme for older people at Hillhouse, Waltham Abbey.	Communities Neighbourhoods	31-May-16		Achieved	<p>(Q1 2016/17) The Master Plan has been produced, published and formally endorsed by the Cabinet.</p> <p>(Q2 2016/17) An Outline Planning Application has been submitted and is due to be determined by the District Development Management Committee in November 2016. Proposals have been received from the 3 Final Tenderers from the Leisure Management Contract.</p> <p>(Q3 2016/17) Outline Planning Permission was granted in November 2016, subject to a Section 106 Agreement being signed, which is under negotiation. In December 2016, Cabinet selected the Preferred Tenderer for the Leisure Management Contract i.e. Places for People who are working towards the submission of full planning application in late March 2017.</p> <p>(Q4 2016/17) As Q3</p>

<p>2) Undertake a public consultation exercise on the Draft Masterplan for Hillhouse, Waltham Abbey.</p>	<p>Communities Neighbourhoods</p>	<p>31-Mar-16</p>		<p>Achieved</p>	<p>(Q1 2016/17) The master-planning exercise (see 1 above) included consultation with all key stakeholders and the holding of a Community Planning Weekend, to which all residents, local businesses and other interested parties were invited. Feedback received from this consultation process informed the final Master Plan.</p> <p>(Q2 2016/17) The feedback informed both the Master Plan and the subsequent Outline Planning Application due to be considered in November 2016.</p> <p>(Q3 2016/17) Outline Planning permission granted. Section 106 Agreement to be entered into to compensate for loss of playing pitches at Hillhouse.</p> <p>(Q4 2016/2017) Section 106 Completed and all conditions discharged on outline consent.</p>
<p>3) Jointly pursue the provision of a new Secondary School on the Ongar Campus site</p>	<p>Neighbourhoods</p>	<p>30-Apr-16</p>		<p>Achieved</p>	<p>(Q1 2016/17) Completed</p> <p>(Q2 2016/17) As above</p> <p>(Q3 2016/17) As above</p> <p>(Q4 2016/17) As above</p>
<p>4) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey</p>	<p>Neighbourhoods</p>	<p>30-Sep-16</p>		<p>Achieved</p>	<p>(Q1 2016/17) Completed</p> <p>(Q2 2016/17) As above.</p> <p>(Q3 2016/2017) Places for People appointed as successful contractor and scheme agreed to build new Leisure Centre at Hillhouse.</p> <p>(Q4 2016/2017) The Council's new Leisure Management Contractor are due to submit the Full Planning Application by the end of April 2017. Completed building due to be open in November 2018.</p>
<p>5) Subject to the receipt of funding from Arts Council England, investigate the possible establishment of a</p>	<p>Communities</p>	<p>30-Jun-16</p>		<p>Achieved</p>	<p>(Q1 2016/17) The outcome of the bid for funding from Arts Council England is awaited.</p>

<p>Museum Heritage and Culture Development Trust</p>				<p>(Q2 2016/17) The bid was successful and £270,000 funding has been awarded jointly to EFDC, Chelmsford CC and Broxbourne BC. The funding will be used to appoint a Commercial Manager for 18 months (to develop new income streams across Epping Forest, Broxbourne and Chelmsford Museums) and a Fundraising Manager to establish a Development Trust for Epping Forest District and Lowewood Museums, and a separate Trust for Chelmsford Museum. The Trust will operate as Charities, based on companies limited by guarantee and will work in parallel to the Council's operation of the Museums, in order to raise funds and access funding pots which the Councils are unable to access.</p> <p>(Q3 2016/17) Recruitment to the new posts is being undertaken.</p> <p>(Q4 2016/17) All the ACE-funded posts are now filled. Good progress has been made with the formation of the Development Trust, including a training seminar for senior members and officers. It is anticipated that, following approval by the Portfolio Holder, recruitment of the Trustees will be undertaken in Summer 2017</p>
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Aim (iii) 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.

Key Objective (iii)(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.

Action	Lead Directorates	Target Date	Status	Progress
<p>1) Review the success of the increased opening hours and the increased delivery of Council services at the Council Office at the Limes Centre</p>	<p>Communities</p>	<p>31-Jan-17</p>	<p>Achieved</p>	<p>(Q1 2016/17) - The increased opening hours have been introduced, with the provision of increased Council services from the Council Office. A formal review of the success of this initiative is planned to be undertaken by the Communities Select Committee after 12 months' operation - in 2017.</p> <p>(Q2 2016/17) – As Q1.</p>

				<p>(Q3 2016/17) - As Q1.</p> <p>(Q4 2016/17) The success of the expansion was reviewed by the Communities Select Committee in March 2017, who concluded that it had been successful, and recommended to the Housing Porfolio Holder that the arrangement be made permanent</p>
<p>2) Implement and/or produce an Implementation Plan for, the agreed proposals for improving customer contact.</p>	<p>Management Board</p>	<p>31-Mar-17</p>	<p>Achieved</p>	<p>(Q1 2016/17) - The customer contact project team continues to make good progress. A Head of Customer Service is due to be appointed shortly.</p> <p>(Q2 2016/17) – Head of Customer Services has been appointed and is due to start on 2 November. Implementation plan produced and implementation continues. A portfolio Holder decision on purchase of CMS software has been taken and now being actioned to allow prototyping work to be undertaken through to March 2017. A draft specification for the reception work has been agreed with Facilities which now moves to initial design stage. A further period of monitoring of visitor patterns was undertaken in September. A Channel shift/process mapping day will take place in early November. New ICT analyst position now filled and started working on our online forms to transition them to the new CMS.</p> <p>(Q3 2016/17) Complaints handling revised to two stage process. Process mapping undertaken. Prototyping of new CRM scoped.</p> <p>(Q4 2016/17) Neighbourhoods call centre staff and back office staff transferred into customer team and process re-engineering has started. Cabinet approved in principle the redesign of the Customer Contact Centre subject to detailed business case demonstrating sufficient payback.</p>

Key Objective (iii)(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.

Action	Lead Directorates	Target Date	Status	Progress
1) Achieve significant progress in the scanning of paper and microfiche Development Control files	Governance	31-Mar-17	Achieved	<p>(Q1 2016/17) - The dedicated team continues to scan Planning files with a view to supporting flexible and remote working and reducing space requirements.</p> <p>(Q2 2016/17) – The team is up to speed and we continue to scan the files to support flexible working.</p> <p>(Q3 2016/17) - Cabinet has agreed continued funding for a three year scanning project based on a full report of progress to date.</p> <p>(Q4 2016/17) - Progress continues.</p>
2) Scan Building Control paper and microfiche files to promote flexible working and reduce storage costs.	Governance	31-Mar-17	Achieved	<p>(Q1 2016/17) - The dedicated team continues to scan building control with a view to supporting flexible and remote working and reducing space requirements.</p> <p>(Q2 2016/17) – As above.</p> <p>(Q3 2016/17) - Cabinet has agreed continued funding for a three year scanning project based on a full report of progress to date.</p> <p>(Q4 2016/17) – Progress continued.</p>
3) Undertake document scanning projects in Legal Services and Development management to support the Transformation Programme.	Governance	31-Mar-17	Achieved	<p>(Q1 2016/17) - We continue to scan legal documents and we are embarking on a program of creating electronic files for certain categories of legal work. Approximately 20% of the 2383 Council Deeds have been scanned and up-loaded onto the Council's mapping system. Additionally a spreadsheet has been developed to organise approximately 6000 miscellaneous documents in preparation for scanning.</p> <p>(Q2 2016/17) - We had a slight delay with the scanning as a result of a</p>

				<p>member of staff leaving and recruitment of a replacement. The new officer is in the progress of being trained.</p> <p>(Q3 2016/17) - Good progress is being made following the appointment to a temporary scanning post within legal.</p> <p>(Q4 2016/17) - Progress continues but subject to availability of resources due to competing priorities.</p>
4) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects	Resources	31-Mar-17	Achieved	<p>(Q1 2016/17) Implementation continues and is on target. An update report was presented to the Resources Select Committee in April.</p> <p>(Q2 2016/17) Good progress continues to be made and the capital bid for 2017/18 will be presented to Cabinet on 12 October.</p> <p>(Q3 2016/17) Cabinet approved the capital bid for 2017/18 which will now be subject to approval as part of the budget process. Implementation of projects is in line with targets.</p> <p>(Q4 2016/17) All key projects scheduled for 2016/17 have been implemented. Work now underway to update the Strategy for 2018 to 2023.</p>
5) Free up computer suite 1 for re-use as office accommodation.	Resources	31-Mar-17	Achieved	<p>(Q1 2016/17) On hold pending the accommodation review and is awaiting works to fully decommission.</p> <p>(Q2 & Q3 & Q4 2016/17) The computer suite is free for alternative users but will not be allocated or refurbished until the accommodation review has been completed.</p>

Key Objective (iii)(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.

Action	Lead Directorate	Target Date	Status	Progress
1) Complete the multi-service study to identify and better understand the demographics of an ageing population in the District.	Communities	30-Jun-16	Achieved	<p>(Q1 2016/17) The study has been completed and the Study Report has been drafted. In the first instance, the Draft Study Report will be considered by the Council's Management Board, following which it will be submitted to the Overview and Scrutiny Committee for consideration and discussion.</p> <p>(Q2 2016/17) The study has been completed. The findings will be reported to a Briefing Session for all members immediately before the Council meeting on 1st November 2016.</p> <p>(Q3 2016/17) - The Briefing Session for members was held on 1st November 2016.</p> <p>(Q4 2016/17) No further actions required</p>
2) Commence the implementation of the action plan formulated as a result of the multi-service study.	Communities	30-Sep-16	Achieved	<p>(Q1 2016/17) This will be implemented following consideration of the Study Report by the Overview and Scrutiny Committee, as referred to in (1) above.</p> <p>(Q2 2016/17) Now that the Study has been completed, the resultant Action Plan is currently being formulated.</p> <p>(Q3 2016/17) - The Action Plan has been produced and is starting to be implemented. 6-Month Progress Reports on the Action Plan will be reported to the Communities Select Committee, with the first report in June 2017.</p> <p>(Q4 2016/17) As Q3</p>
3) Review the delivery of housing support at the Council's sheltered housing schemes in the District.	Communities	30-Jun-16	Behind Schedule	<p>(Q1 2016/17) Initial ideas have been formulated on how housing support could be delivered at the Council's sheltered housing schemes in the future. However, this project is being held in abeyance, pending consideration by the Communities Select Committee and the Cabinet on the options for the future delivery of the Council's Careline Service.</p>

					<p>(Q2 2016/17) As Q1</p> <p>(Q3 2016/17) - This project continues to be held in abeyance, since the current focus of attention is on the preparations for the implementation of the decisions to be made by the Cabinet in February 2017 on the recommendations of the Communities Select Committee - which is to outsource the Careline Monitoring Service.</p> <p>(Q4 2016/17) As Q3</p>
<p>4) Review the Council's sheltered housing stock assets, with a view to rationalisation and modernisation through a strategic approach.</p>	<p>Communities</p>	<p>30-Jun-16</p>		<p>Behind Schedule</p>	<p>(Q1 2016/17) A number of proposals have been formulated by a project team led by the Director of Communities. It is intended that an initial report on the approach to the review will be submitted to the Communities Select Committee in November 2016 for consideration.</p> <p>(Q2 2016/17) As Q2 – but the report may be held over to the January 2017 meeting of the Select Committee, due to officer workload and the number of reports already due to be considered at the November meeting.</p> <p>(Q3 2016/17) This project is being held in abeyance until the future of the Council Housebuilding Programme has been determined though Stage 1 of the further HRA Financial Options Review.</p> <p>(Q4 2016/17) Now that Cabinet has made a decision to resume the Council Housebuilding Programme, this project can now be progressed</p>

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Report to Overview & Scrutiny Committee

Date of meeting: 6 June 2017



Subject: Select Committees - Terms of Reference & Work Programmes 2017/18

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

Democratic Services Officer: A. Hendry (01992) 564246

Recommendations/Decisions Required:

- (1) **That the re-establishment of the following select committees for the 2017/18 municipal year, be agreed:**

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

- (2) **That the proposed terms of reference and work programme for each of the Select Committees for 2017/18, be agreed.**

1. (Director of Governance) In accordance with Article 6 of the Council's Constitution, select committees may be established on an annual basis by the Overview and Scrutiny Committee. Select committee status is generally restricted to activities of a recurring or cyclical character which require a longer term involvement by members.
2. At its first meeting in each municipal year, the Overview and Scrutiny Committee is required to consider whether existing select committees should continue for a further year and to determine the number and terms of reference of each committee. The select committees must also adhere to an annual work programme agreed by the Overview and Scrutiny Committee.
3. When the select committee framework was last reviewed by the Committee in April 2016, the structure was revised so as to be directly aligned with the Council's management structure. At that time, the Committee requested that the operation of the framework be reviewed after a year. It is hoped that such review can be undertaken over the next few months.
4. In the meantime, it is proposed that each of existing select committees be re-established for the 2017/18 municipal year. The Committee is also requested to agree the proposed terms of reference and work programme for each of the select committees for 2017/18, as set out in the attached appendices to this report. The Terms of Reference remains the same as last year except for the Resources Select Committee which has added to it the scrutiny of the Transformation Project.

5. The appointment of members to the select committees for 2017/18 will be handled as part of a separate item on this agenda.

Resource Implications:

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

Legal and Governance Implications:

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

Safer, Cleaner, Greener Implications:

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

Consultation Undertaken:

The matters subject of this report are included in the current work programme for the Committee.

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.

COMMUNITIES SELECT COMMITTEE

TERMS OF REFERENCE 2017/18

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.

Chairman: Councillor

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Communities Select Committee (Chairman – TBA)

(Draft) Work Programme 2017/18

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
Standard (Periodic) Items			20 th June 2017 5 th September 2017 7 th November 2017 16 th January 2018 22 nd March 2018
(1) Performance against Housing Service Standards and Review <i>(Recommendations to Housing Portfolio Holder)</i>	June 2017 (Medium)	<i>(Housing Portfolio)</i>	
(2) Communities Key Performance Indicators (KPIs) – 2016/17 Out-Turn	June 2017 (Low)	<i>(Housing Portfolio)</i>	
(3) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – 2016/17 Out-Turn	June 2017 (Low)	<i>(All Portfolios)</i>	
(4) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	June 2017 (Low)	<i>(Leisure and Community Services, Safer Greener Transport and Housing Portfolios)</i>	
(5) Annual Diversity Report of Housing Applicants and Lettings	September 2017 (Low)	<i>(Housing Portfolio)</i>	
(6) Annual Report on the HomeOptions Choice Based Lettings Scheme	September 2017 (Low)	<i>(Housing Portfolio)</i>	
(7) Communities Key Performance Indicators (KPIs) – Quarter 1	September 2017 (Low)	<i>(Housing Portfolio)</i>	

(8) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 1	September 2017 (Low)	<i>(All Portfolios)</i>
(9) Annual feedback on the success of the Crucial Crew initiative and proposals for future delivery	September 2017 (Low)	<i>(Safer Greener Transport Portfolio)</i>
(10) Attendance by Essex Police District Commander at next meeting - Discussion on issues to raise	September 2017 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
(11) Presentation from Essex Police's District Commander on current policing and crime issues in the District	November 2017 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
(12) Annual Report of the Community Safety Partnership	November 2017 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
(13) Annual feedback on the success of the Summer Holiday Activity Programme and learning points for the future	November 2017 (Low)	<i>(Leisure and Community Service Portfolio)</i>
(14) Six-Month Review of the HRA Financial Plan 2017/18	November 2017 (High)	<i>(Housing Portfolio)</i>
(15) Communities Key Performance Indicators (KPIs) – Quarter 2	November 2017 (Low)	<i>(Housing Portfolio)</i>
(16) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 2	November 2017 (Low)	<i>(All Portfolios)</i>

(17) Briefing on the proposed Council rent increase for 2018/19	January 2018 (Low)	<i>(Housing Portfolio)</i>
(18) HRA Financial Plan 2018/19	March 2018 (High)	<i>(Housing Portfolio)</i>
(19) Communities Key Performance Indicators (KPIs) – Quarter 3	March 2018 (Low)	<i>(Housing Portfolio)</i>
(20) Communities Key Performance Indicators (KPIs) – Targets for 2018/19	March 2018 (High)	<i>(Housing Portfolio)</i>
(21) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 3	March 2018 (Low)	<i>(All Portfolios)</i>
(22) Annual Report from representatives of the Youth Council on completed and proposed activities	March 2018 (High)	<i>(Leisure and Community Service Portfolio)</i>
Special (Planned) Items		
(23) HRA Financial Plan 2017/18	June 2017 (High)	<i>(Housing Portfolio)</i>
(24) Housing Strategy 2017 – 2022 <i>(Recommendations to the Cabinet and Full Council)</i>	June 2017 (High)	<i>(Housing Portfolio)</i>
(25) Safeguarding at EFDC – current position	June 2017 (Medium)	<i>(Safer Greener Transport Portfolio)</i>

<p>(26) Review and funding of Garden Maintenance Scheme for Older and Disabled Council Tenants <i>(Recommendations to Housing Portfolio Holder)</i></p>	<p>September 2017 (High)</p>	<p><i>(Housing Portfolio)</i></p>
<p>(27) Review of Housing Allocations Scheme, Tenancy Policy and Tenancy Strategy after 2 years operation (with any changes effective from April 2018) <i>(Recommendations to the Cabinet)</i></p>	<p>November 2017 (High)</p>	<p><i>(Housing Portfolio)</i></p>
<p>(28) Review of the future use of sheltered/grouped housing scheme sites <i>(Recommendations to Cabinet / Housing Portfolio Holder)</i></p>	<p>November 2017 (High)</p>	<p><i>(Housing Portfolio)</i></p>
<p>(29) Presentation by Epping Forest CAB on its use of EFDC funding</p>	<p>November 2017 (High)</p>	<p><i>(Housing Portfolio)</i></p>
<p>(30) Review of annual funding to the CAB for two Debt Advisors <i>(Recommendations to Cabinet)</i></p>	<p>November 2017 (High)</p>	<p><i>(Housing Portfolio)</i></p>
<p>(31) Review of the approach to the Scheme Management Service to sheltered housing and properties designated for older people <i>(Recommendations to Cabinet / Housing Portfolio Holder)</i></p>	<p>January 2018 (High)</p>	<p><i>(Housing Portfolio)</i></p>

(32) Review of Housing Service Strategy on Home Ownership and Leaseholder Services	January 2018 (Low)	<i>(Housing Portfolio)</i>
(33) Review of Housing Assistance Policy <i>(Recommendations to Cabinet)</i>	January 2018 (Medium)	<i>(Housing Portfolio)</i>
(34) Review of Housing Service Strategy on Anti-Social Behaviour and Harassment	March 2018 (Low)	<i>(Housing Portfolio)</i>
(35) Review of Homelessness Strategy <i>(Recommendations to Housing Portfolio Holder)</i>	March 2018 (High)	<i>(Housing Portfolio)</i>
Items added to Work Programme during the year		

Planned Items for Future Years

6-Month Progress Report on Annual Housing Strategy Action Plan	March 2018 (Medium)	<i>(Housing Portfolio)</i>
12-Month Progress Report on Annual Housing Strategy Action Plan	October 2018 (Medium)	<i>(Housing Portfolio)</i>
Housing Strategy Key Action Plan 2018/19 <i>(Recommendations to Housing Portfolio Holder)</i>	October 2018 (Medium)	<i>(Housing Portfolio)</i>
Review of Housing Service Strategy on Tenant Participation	March 2019 (Low)	<i>(Housing Portfolio)</i>
Review of Housing Service Strategy on Rent Arrears and Administration	November 2019 (Low)	<i>(Housing Portfolio)</i>
Review of Housing Service Strategy on Older People's Housing	September 2020 (Low)	<i>(Housing Portfolio)</i>
Review of Housing Service Strategy on Housing and Neighbourhood Management	September 2020 (Low)	<i>(Housing Portfolio)</i>
Review of Housing Service Strategy on Empty Properties in the Private Sector	March 2021 (Low)	<i>(Housing Portfolio)</i>

GOVERNANCE GOVERNANCE SELECT COMMITTEE

TERMS OF REFERENCE 2017/18

Title: Governance Select Committee

Status: Select Committee

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of the services and functions of the Governance 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 Governance 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 Governance 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 Governance Directorate, to help develop appropriate policy;
7. To undertake performance monitoring in relation to the services and functions of the Governance Directorate, against adopted key performance indicators and identified areas of concern;
8. To identify any matters within the services and functions of the Governance Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee; 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.

Chairman: Councillor

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Governance Select Committee (Chairman)

Work Programme 2017/18

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
(1) Key Performance Indicators (KPIs) 2015/16 - Outturn	4 July 2017	Outturn KPI performance report for 2017/18 to be considered at the meeting on 4 July 2017.	4 July 2017 3 October 2107 5 December 2017 6 February 2018 27 March 2018
(2) Key Performance Indicators (KPIs) 2016/17 - Quarterly Performance Monitoring	Q1 – October 2017 Q2 – December 2017 Q3 – February 2018	Governance indicators only.	
(3) Development Management Chairmen and Vice-Chairmen's Meetings	4 July 2017	To receive feedback from meetings of the chairmen and vice-chairmen of the Area Plans Sub-Committees and the District Development Management Committees. Feedback meeting scheduled for 20 April 2017 to be reported to Select Committee on 4 July 2017.	
(4) Building Control	4 July 2017	To be carried forward into work programme for 2017/18.	
(5) Equality Objectives 2016-2020 - 6 monthly reporting	4 July 2017	Next report due 4 July 2017 meeting.	
(6) Corporate Plan Key Action Plan 2015/16 - Outturn	4 July 2017	Governance actions only.	

(7) Corporate Plan Key Action Plan 2016/17- Quarterly reporting	Q1 – October 2017 Q2 – December 2017 Q3 – February 2018	Governance actions only.	
(8) Review of the operation of the Council's Petitions Scheme	To be carried forward into work programme for 2017/18. Report timescale to be confirmed	To be completed during the 2017/18 municipal year.	
(9) Analysis of Compliments and Complaints information in identifying trends	6 February 2018	The Head of Customer Services has been invited to attend a future meeting. To identify trends, a period of time will need to elapse.	

NEIGHBOURHOODS SELECT COMMITTEE

TERMS OF REFERENCE – 2017/18

Title: Neighbourhoods Select Committee

Status: Select Committee

Terms of Reference:

General

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of services and functions of the Neighbourhood and excluding those matters within the remit of the Audit and Governance Committee, the Standards Committee or the Constitution Working Group;
2. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;
3. To keep under review:
 - (i) *Environmental enforcement activities;*
 - (ii) *Waste management activities; and*
 - (iii) *Leisure Management*
 - (iv) *Local Plan Scrutiny*
4. To respond to applicable consultations as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To identify any matters within the services and functions of the Neighbourhoods Directorate that require in-depth scrutiny and report back to the Overview and Scrutiny Committee as necessary;

Performance Monitoring

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

Environment

8. 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.
9. To receive reports from the Waste Management Partnership Board in respect of the operation of and performance of the waste management contract;

Leisure

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

Chairman: Cllr.

Neighbourhoods Select Committee (Chairman – Cllr) Work Programme 2017/18

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Enforcement activity	March 2017 TBA	Annual report to Committee	27 th 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 - went to June 2016 meeting	
(3) KPIs 2017/18 - Quarterly review	Quarterly	Review of quarterly performance: Q1 in September 2017; Q2 in November '17; Q3 in March '18	
(4) Corporate Plan Key Action Plan 2016/17 – Outturn Review	First meeting of each municipal year	Outturn Key Action Plan 2016/17 performance - went to 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 November '16)	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 March'17 meeting)	

**Neighbourhoods Select Committee (Chairman – Cllr)
Work Programme 2017/18**

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

RESOURCES SELECT COMMITTEES

TERMS OF REFERENCE 2017/18

Title: Resources Select Committee

Status: Select Committee

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of services and functions of the Resources Directorate, excluding those matters within remit of the Audit and Governance Committee, the Standards Committee or the Constitution Working Group;
2. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;
3. To undertake quarterly performance monitoring in relation to the services and functions of the Resources Directorate, though review of progress against adopted key performance indicators and other appropriate measures;
4. To identify any matters within the services and functions of the Resources Directorate requiring in-depth scrutiny, for referral to the Overview and Scrutiny Committee;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To respond to applicable consultations as appropriate;

Finance

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

Information and Communications Technology

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

Value For Money

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

Human Resources

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

Transformation Programme

12. To 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:
 - Meeting the programme objectives;
 - Focused on the identified scope;
 - On schedule; and
 - Within budget

Chairman: Cllr

Resources Select Committee (Chairman – Cllr)

2017/18

Item	Report Deadline/ Priority	Progress / Comments	Programme of 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 – for 1 st meeting of the year.	13 July 2017; 17 October; 19 December;
(2) To review the specific quarterly KPI's for 2017/18	Quarterly.	Review of quarterly performance: Q1 in October 2017; Q2 in December '17; Q3 in Feb. '18	13 February 2018; 03 April
(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 & Performance Management Cabinet Committee.	Annual review of portfolio budgets to be considered at joint meeting with the F&P M 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 2017 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 municipal 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; & February 2018	To receive quarterly financial monitoring reports
(14) Review of Risk management arrangements	March 2017	Item from the O&S Co-ordinating Group. To review the trends in claims experience.
(15) 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 the December 2015 meeting.</i>
(16) Invest to Save	December 2017	To receive a report updating the Committee on the Council's Invest to Save scheme.
(17) General update on the General Fund CSB, DDF and ITS	December 2017	To receive an updating report on the CSB, DDF and ITS scheme.
(18) 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. A T&F Panel was subsequently set up to review what the Select Committee would need to review.

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Origin

The scrutiny of the Council's Transformation Programme was proposed by the PICK form considered by the Overview and Scrutiny Committee at their meeting held on 28 February 2017. The O&S Committee agreed that the Resources Select Committee should be tasked with this scrutiny.

The Resources Select Committee met on 10 April 2017 to establish the baseline for the scrutiny of the Council's Transformation Programme.

That meeting agreed that they would like to scrutinise the Programme Management Board and the High Risks Projects that had been identified. They noted that the medium level ones went to the various Select Committees anyway.

They noted that there were two options, either to form a sub group, from a smaller pool of talent to choose from, that would have no formal structure making it more difficult to scrutinise the topic on hand; or to form a Task and Finish Panel. By the general feeling of the meeting it was agreed that it would be better to go to the next Overview and Scrutiny Committee and ask for a Task and Finish Panel to be set up, agreeing that a Task and Finish Panel would be more appropriate.

The Overview and Scrutiny Committee, at their 18 April 2017 meeting agreed to the establishing of an appropriate Task and Finish Panel.

Draft Terms of Reference:

- (1) 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

- (2) The Panel should also look at the high risk projects that required Council wide co-ordination and were overseen by the Transformation Programme Board; and should also be mindful of having a clear end date to complete their work on.

- (3) To consider any other matters that are deemed appropriate.

Aims and Objectives

- (a) To report findings to the Resources Select Committee and the Overview and Scrutiny Committee to submit a final report for consideration by the Committee by end of September 2017;
- (b) To gather evidence and information in relation to the review through the receipt of appropriate data, presentations and by participation in fact-finding visits to other authorities if necessary;
- (c) To have due regard to relevant legislation and the Council's procedures; and
- (d) To consult political groups and independent Councillors during the review process.

TIMESCALE	ESTIMATED	ACTUAL
Commencement:	First meeting to be held on 22 June 2017	
<u>Finish</u>	Final meeting to be held on ...	

**Request by Member for Scrutiny Review
2016/17 Work Programme**



Please complete the form below to request consideration of your issue by the Overview and Scrutiny Committee

<p>Proposers Name:</p> <p>Councillor A. Patel</p>	<p>Date of Request</p> <p>30 January 2017</p>
<p>Supporting Councillors (if any):</p> <p>Councillor S. Kane</p>	
<p>Summary of Issue you wish to be scrutinised:</p> <p>This proposal concerns the development of arrangements for Overview and Scrutiny to:</p> <ul style="list-style-type: none"> • support the delivery of the Council’s Transformation Programme; • 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 • ensure that the Transformation Programme delivers value for money for the Council. <p>Background</p> <p>We are concerned that there is currently a perceived lack of awareness and understanding amongst many members of the Council, of the aims and objectives of the authority’s Transformation Programme, particularly around the following issues:</p> <ul style="list-style-type: none"> • the overall aims of the programme; • the scope and duration of the programme; • the issues that the programme is designed to address and the specific projects included in the programme; • the likely costs of the programme and the financial benefits expected from its completion; and • the main risks arising from the programme and how these are being addressed. <p>It is proposed that Overview and Scrutiny should therefore have a specific role in examining and challenging the progress of the Transformation Programme, whilst ensuring that constructive and specific feedback is provided as appropriate.</p> <p>Although it is a matter for the Overview and scrutiny Committee to consider how this request should be handled, in accordance with Paragraph 35 of Article 6 of the Constitution, we would like to suggest that a Task and Finish Panel be established to take forward a review of current activity around the Transformation Programme and the development of proposals for meaningful ongoing overview and scrutiny involvement in the programme. We would propose that the following matters form the basis of the work of such Task and Finish Panel:</p>	

- a presentation by the Chief Executive and the Head of Transformation, setting out the objectives of the Transformation Programme, to provide a clear understanding of both intended outcomes and the nature of the transformation process;
- a report on the scope, duration and milestones of the programme and arrangements for ensuring sustained political support and the avoidance of 'mission creep';
- the apparent categorisation of some activities as transformation projects, rather than 'business as usual' activity;
- a report on the workstreams developed for the programme and on progress against specific projects;
- arrangements for the development and approval of new projects related to the programme;
- an assessment of the value for money (projected and actual) being delivered by the programme, through comparison of ongoing investment against actual and anticipated savings;
- the development of proposals for future pre-scrutiny of specific issues arising from the programme (not just key decisions), to ensure wider member awareness of transformation initiatives;
- the nature of the engagement with the Council's key stakeholders in regard to the programme;
- consideration of the sustainability of the programme going forward from the completion of its initial scope and duration;
- a review of how staff are being actively involved and engaged in the programme;
- an assessment of the impact of the programme on residents and service users; and
- the development of arrangements to ensure that Overview and Scrutiny can add value to the programme on an ongoing basis.

We would propose that the work of any Task and Finish Panel established in response to this PICK submission, be completed by September 2017, in order that appropriate recommendations (if any) can be considered by the Overview and Scrutiny Committee and the Cabinet in time for the commencement of the budget setting process for 2017/18.

In order for a Task and Finish Panel to deliver its terms of reference efficiently and effectively, it will be important to ensure that the right level of support is in place. In addition to the lead officers and Democratic Services Officers, we would like support to be provided (as appropriate) by individual project managers.

We would also propose that membership of the Task and Finish Panel (when appointed), be maintained as far as possible for 2017/18, so as to ensure continuity in the work of the panel.

NOTE: ENTRIES BELOW RELATE TO ISSUE CATEGORIES OF THE PICK PROCESS. PLEASE REFER TO THE EXPLANATORY NOTES TO THIS FORM FOR FURTHER INFORMATION

Public Interest Justification:

Transformation programmes are likely to attract a high level of public and political interest, so it is important that effective mechanisms are used to provide opportunities to increase understanding of the proposed changes and enable two-way communication and meaningful dialogue.

Impact on the social, economic and environmental well-being of the area:

The Transformation Programme represents the Council's ambition to redesign how it

delivers services and manages operations. The outcome of the proposals is to make interaction with the council and its services easier and more cost-effective.

Council Performance in this area (if known: Red, Amber, Green):

A 'highlight' report on the progress of specific projects within the auspices of the Transformation Programme, is made to the cabinet at each meeting.

Keep in Context (are other reviews taking place in this area?)

No other reviews of the Transformation Programme are known to be taking place.

Office Use:

Pick score:

Considered By OSCC:

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Report to Overview and Scrutiny Committee

Date of meeting: 6 June 2017

Subject: Overview and Scrutiny Annual Report for 2016/17

**Officer contact for further information:
Stephen Tautz, Ext.4180**

Committee Secretary: A Hendry (ext 4246)



Recommendations/Decision Required:

That the attached Annual Overview and Scrutiny Report for 2016-17 reporting the work undertaken during the past municipal year be agreed and submitted to the Full Council at its meeting on 27 July 2017.

Introduction:

1. Further to the Overview and Scrutiny Committee meeting held on 18 April 2017, when they considered the draft of the annual report. The attached annual report has been amended incorporating the comments made by the committee at that meeting and comments received later. The meeting is now asked to agree the report so it can be referred to the full Council meeting on 27 July 2017.
2. This report is produced in accordance with Article 6, Overview and Scrutiny Rule 37 of the Constitution that requires an annual report to be submitted to the Council each year.
3. This is the twelfth report under the new scrutiny regime instituted by the Council in April 2005, incorporating the four Select Committees.

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Overview and Scrutiny Annual Report for 2016-2017



Epping Forest District Council



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OVERVIEW AND SCRUTINY ANNUAL REPORT: MUNICIPAL YEAR 2016/2017

Introduction and Welcome from the Chairman

Welcome to the twelfth annual report of the Overview and Scrutiny Structure of Epping Forest District Council and my first year as the Chairman.

This was the second year of our new O&S set up using Select Committees to break down our work by Directorate. This year we established four Select Committees aligned with the new Directorate structure that the Council had recently put in place.

As always, the Overview and Scrutiny Committee and the new Select Committees were charged with reviewing Cabinet decisions, the Corporate Strategy, the Council's financial performance and also scrutinising the performance of the public bodies active in the District by inviting reports and presentations from them.

At the beginning of the 2016/17 municipal year the Overview and Scrutiny Committee agreed to the setting up of four Select Committees for the year; one Task and Finish Panels was commissioned.

During the year we received presentations from outside bodies including the Superintendent of Epping Forest, Transport for London, and Epping Forest College.

My thanks go to the Chairmen and members of the four new Select Committees; also, my special thanks go to my Vice-Chairman, Councillor L Girling for all his help and support through the year.

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

Cllr Mary Sartin

Chairman, Overview and Scrutiny Committee

What is Scrutiny?

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

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

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

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

The Overview and Scrutiny Committee

The Committee coordinated with the Cabinet and pre scrutinised their Key Decision list (their forward plan) on a meeting by meeting basis. This acted as a troubleshooting exercise, unearthing problems before they arose. It also gave the Cabinet a chance to ask Overview and Scrutiny to look at any items of work that they thought needed either scrutiny or pre-scrutiny.

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

Select Committees

A lead Officer was appointed to each Select Committee to facilitate its process. The Overview and Scrutiny Committee agreed the terms of reference for each of the Committees on the basis of a rolling programme to consider ongoing and cyclical issues. Four Select Committees were established, dealing with:

- i. Communities,
- ii. Governance,
- iii. Neighbourhoods, and
- iv. Resources.

The Select Committees reported regularly to the Overview and Scrutiny Committee on progress with the work they were carrying out.

Task and Finish Panels

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

One Task and Finish Panels was established at the end of this year, to review the Council's Transformation Programme and to establish what the Resources Select would need to scrutinise in the next few years.

OVERVIEW AND SCRUTINY COMMITTEE

The Overview and Scrutiny Committee consisted of the following members:

Councillor M Sartin (Chairman)
Councillor L Girling (Vice Chairman)
Councillors N Avey, N Bedford, R Brookes, D Dorrell, S Kane, Y Knight, A Mitchell,
S Murray, S Neville, A Patel, B Rolfe, G Shiell, D Stallan, B Surtees and D Wixley

The Lead Officer was Derek Macnab, Deputy Chief Executive and Director of Neighbourhoods.

Terms of Reference

The Overview and Scrutiny Committee's main functions are to monitor and scrutinise the work of the executive and its forward plan, external bodies linked to the District Council and the Council's financial performance. It is tasked with the consideration of call-ins, policy development, performance monitoring and reviewing corporate strategies.

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

(a) Scrutinising and monitoring Cabinet work

The Committee has a proactive role in this area through carrying out pre-scrutiny work. This involved considering the Cabinet's Key Decision List (Forward Plan) for the coming months on a meeting by meeting basis.

(b) Call-ins

The Committee received one call-in this year.

The call-in received was on the Cabinet Decision ((C-054-2016/17) on Waste management Policies.

The Call-in was for:

The Waste and Recycling Policy, specifically policy 10 on the supply of waste and recycling services to land registered on the Local Land Property Gazetteer. It did not concern any other Waste and Recycling Policy adopted by the Cabinet at its meeting on 2 February 2017.

A meeting was called prior to it being considered by the main Overview and Scrutiny Committee to discuss this call-in on the Cabinet decision on Waste Management Policies; specifically policy 10 on the supply of waste and recycling services to land registered on the Local Land Property Gazetteer.



Attending were the two lead signatories of the Call-in, Councillors J Lea and S Kane; the relevant Cabinet member, Councillor W Breare-Hall; and the Chairman of the Overview and Scrutiny Committee, Councillor M Sartin.

Councillor Breare-Hall thanked Councillor Lea in bringing this discrepancy to his attention. She had raised potential flaws in the current policy which should be revised to take this into account once the relevant departments have been consulted, i.e. Council Tax, Planning and Waste Management. He was

keen to avoid bad practice.

Councillor Breare-Hall was happy to take this away, review this specific aspect of the policy and report back. Councillor Lea agreed that this was the best way forward.

This Call-in would now be treated as being withdrawn; the Portfolio Holder would review this aspect of the policy (item 10) and would consult members of the Call-in on a revised report.

(c) Select Committees work programme monitoring

The Committee received regular updates from the Chairmen of the four Select Committees reporting on the progress made on their current work programme. This allowed the Committee to monitor their performance and if necessary adjust their work plans to take into account new proposals and urgent items.

(d) Items considered by the committee this year

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

Presentations:

(i) Management of Epping Forest – In June 2016 the Committee received a presentation from Mr P Thomson, Superintendent of Epping Forest and Ms J Adams, Chairman of the Friends of Epping Forest on the Management Plan Consultation for Epping Forest.

The consultation Epping Forest – The Next 10 Years ran from June to October 2015 with 1,600 individuals being contacted and responses received from 432.

The consultation was broken down into 6 themes:

- (1) Public recreation and enjoyment.
- (2) Preservation of the natural aspect.
- (3) Protection of the unspoilt forest.
- (4) Regulation and management.
- (5) Heritage.
- (6) Deer management.

The Corporation intended to promote equality duties, public involvement and volunteering. The consultation document was to be published in June 2016 and the Public Consultation on 6 themes in the summer of 2017.

The Committee also heard from Ms J Adams regarding the Friends of Epping



Forest.

The Friends had been in existence for 45 years and were the only group focused on the Forest as a whole and all its related interests. They were also the largest single voluntary membership organisation in the forest. The Friends participated in planning consultation, undertook guided walks, produced publications, operated a visitor centre and was involved in fundraising.

The Friends had concerns about the Forest's future, which were summarised as follows:

- (1) Wood pasture restoration.
- (2) Cycling.
- (3) Litter
- (4) Development threatening the Forest.
- (5) Risk of the Forest losing its naturalness.
- (6) Localism – a potential benefit but posed risks.

A particular concern was that the Forest could become a park in the future and lose its status as a natural forest/woodland.

The meeting was then opened out to questions from the members of the committee.

(ii) Transport for London – Central Line Services and Infrastructure - The Committee welcomed two officers from Transport for London, Chris Taggart the General Manager (Central Line) and Mark Hart the Stakeholder Engagement Manager (Bakerloo, Central and Victoria Lines). Mr Taggart explained that he was the leader of the operational team that carried out the day to day management of the Central Line, including Station Staff and Drivers. Mr Hart explained that it was his job to notify any stakeholders of any activity on the rail lines, or noise or if he had information to impart on station closures etc. He also had the job to notify people on upcoming works or problems.



The TfL officers had received advanced notice of the topics and any questions that the Committee wanted to cover at this meeting and answered them at the meeting during the course of their presentation.

The meeting noted that:

- Only about 3% of journeys started at the ticket office, most of them were undertaken by the use of oyster cards;
- There were currently no plans to extend the night time services to Epping. Night trains have now been running for several months and this service would be reviewed in the New Year. Stopping trains at Loughton allows them to turn around;
- They had introduced a new timetable on the Central Line in August trying to balance as best they could the service over the Central Line Services as a whole;
- They recognised concerns of customers from Roding Valley, Grange Hill and Chigwell and would be looking at the timetable to see if they could off-set any negative impact as a result of the last timetable;
- All stations had toilet facilities; open at different times of the day. They were sometime taken out of use for maintenance or through vandalism. There was a current map displaying toilet facilities, but that was out of date and was currently being reviewed;

- All their stations now have Wi-Fi but it could not be received in the tunnels and there were currently no plans to extend it;
- There was a separate team in TfL that looks after the Car Park arrangements. In regards to Epping, they are looking at improving car parking provision there and were currently reviewing their options; and
- TfL were planning to deliver 30 new step free stations over the next five years and are currently working through which stations these would be;

Asked what the use of the word 'capacity' meant in terms of the Underground, the meeting was told that it could mean a number of things such as the number of carriages, or trains or passengers. It could also have something to do with the signalling systems. They could operate up to 33 trains per hour and were at their limit at present, even if they had more trains.



The Central Line had very reliable automated signalling systems; but when it goes wrong it can go badly wrong especially when you had such a tight timetable as they had. However the systems were generally very good and reliable on the Central Line.

The introduction of new and air-conditioned rolling stock – TfL were working on this at present, the following lines were currently being upgraded – Piccadilly Line, Bakerloo Line the Waterloo and City Line – are all part of this project.

The CCTV systems installed between 2000 and 2010 will be replaced starting around 2018 as they have come to the end of their useful lives. The new systems will be digital and will have better integration with the other CCTV systems.

The meeting was then opened to questions from the members present.

(iii) Presentation from the Epping Forest College - At their meeting in February 2017, the Committee received a presentation from the recently appointed principal of Epping Forest College, Ms Famili, who had been invited to address the committee on the recent Ofsted report on its 'inadequate' judgement of the quality of its local further education facilities and services.

The inspectors at their January visit indicated in their unofficial comments that they were very impressed at the speed and progress that had been made since their last visit and that the college was addressing the issues. Part of the improvements was down to change in management and governance.

The culture of the college had radically changed, it no longer has the mood of despair and disappointment; and with the help of her colleagues they were turning the college around.

The meeting was then opened to questions from the members present.

(See Case Study for full details)

Other Topics Considered:

(i) Over the course of the year the Committee considered the Cabinet's Forward Plan and Key Objectives for the coming year on a regular meeting by meeting basis. At each meeting the Committee looked at the updated list of the coming year's work programmed in for the Cabinet.

(ii) In June 2015 the Committee received a report setting out the year end outturn of the Corporate Plan Key Objectives. The Committee reviewed the report setting out the final outturn and progress made of the Council's Key Objectives for 2015/16.

(iii) The Corporate Plan, Key Action Plan 2017/18 was reviewed in July 2016. The Corporate Plan included the aims and objectives which are the Council's highest level strategic intentions. It was an early opportunity for members to have some input into the Corporate Plan for 2017/18.

2017/18 would be the third year in the lifetime of the aims and objectives and a draft key action plan for 2017/18 had been produced building on activities identified in the action plan for the current fiscal year.

Key Action Plans were monitored by the Select Committees, Overview and Scrutiny Committee and Cabinet on a quarterly basis. As living documents they could be subject to change or development as appropriate to reflect emerging priorities or unforeseen circumstances.

(iv) During the year the Committee reviewed and commented on the quarterly progress of the Corporate Plan Key Action Plan 2016/17.

(v) The Committee noted that the Government's Communities and Local Government Committee had launched an inquiry into overview and scrutiny in local government. The aim was to consider whether overview and scrutiny arrangements were working effectively and whether local communities were able to contribute to and monitor the work of local authorities.

The Committee agreed that officers should respond to the inquiry and it was also agreed that the response should be approved by the Chairman of the Overview and Scrutiny Committee.

(vi) In April 2017, the Committee received a Public Question on the recent hand over of the contract for the management of the District's Leisure Centres.

The question was:

"Why was no consultation carried out with Sports Centre users on the removal of half the squash courts for the district and no plan to replace these lost courts; and what effect this new contract would have on existing users of squash courts."

The chairman gave an answer and promised that it would be followed up by a more thorough written answer from the relevant Portfolio Holder.

(vii) The Chairman of the Communities Select Committee introduced a report recommending that a representative from the Epping Forest Youth Council be appointed as a non-voting co-optee to the Communities Select Committee and that the representative be either one person or a rotating representative. This was agreed by the Committee.

(viii) Also at this meeting the Committee agree to the establishment of a Task and Finish Panel to specifically define the objectives, scope and budget of the Transformation Programme.

(e) Case Study: Epping Forest College



In February 2017, the Chairman introduced the recently appointed principal of Epping Forest College, Saboohi Famili, who had been invited to address the committee on the recent Ofsted report on its 'inadequate' judgement of the quality of its local further education facilities and services.

Ms Famili started by saying she was happy to be sharing the plans of the college to move forward from their current situation. She had been appointed to this post in September 2016, and within five weeks they had an Ofsted visit, resulting in an 'inadequate' marking. The reasons for this were mainly because of lack of scrutiny of the situation and the lack of scrutiny from the governors to ensure that the problems were addressed. At this time they had also self assessed as inadequate and Ofsted had merely confirmed this assessment. She was pleased that one of the strengths identified by Ofsted was that the new leadership had accurately identified the problems that they faced.

As a result of this judgements they would now have more regular visits from Ofsted setting out the Ofsted support in the year to come and then will carry out another major inspection in 12 to 15 months; so they were looking to next April to have full inspection to prove that the college had moved away from being an inadequate organisation.

The inspectors came back on 26 January and their unofficial comments were that they were very impressed at the speed and progress that had been made and that the college was addressing the issues. Part of the improvements was down to change in management and governance.

Presently their actions plans, as noted by Ofsted, had clear milestones and achievement of impacts. They were living documents that were regularly updated. They also engaged with their learners and had monthly forums where they shared problems and tapped into the talents of the young people, because it was their college and they needed their help to take the college forward.

The culture of the college had radically changed, it no longer had the mood of despair and disappointment; and with the help of her colleagues they were turning the college around. There was still a long way to go as it could not be changed overnight but there was a confidence that they could turn it around and engage with staff and learners. They had a key project going on called 'Today, Tomorrow, Together' to engage with their stakeholders as we were aware that they had also let some of their key stakeholders down, including businesses, who had to look else where for their training needs.

One of the key purposes of the college was to listen and strategically plan the future of the organisation. This 'hiccup' was something that they would be able to address within 12 months; there were already signs of improvement at the college which would get reported on by Ofsted on a regular basis. They have at least three more reports before they have a full Ofsted next year and one of the key things was that they looked forward to was the next 10 to 15 years instead of being completely inundated with the task in hand. They were looking to where they needed to be to support the local economic development of the area and the workforce of the future and also be a college where you would be proud to send your children to.



The overall leadership of the college had changed, they had only one member of staff from the previous leadership team; this was due to colleagues realising that the way forward was to be different to what they had done in the past and they also had retirements and other natural departures within their organisation.

After some close questioning from Members, Councillor Sartin thanked Ms Famili for her detailed and frank presentation and asked if she happy to attend a future meeting to update the Committee on progress made. Ms Famili said that she would be happy to do so and that her invitation still stood for any Councillors to come and visit the college.

SELECT COMMITTEES

1. COMMUNITIES SELECT COMMITTEE

The Communities Select Committee consisted of the following members:

Councillor Y Knight (Chairman)

Councillor G Shiell (Vice Chairman)

Councillors R Baldwin, A Beales, K Chana, R Gadsby, L Girling, S Heap, L Hughes, S Jones, S Murray, A Mitchell, B Rolfe, B Surtees and H Whitbread

The Lead Officer was Alan Hall, Director of Communities. The Committee also appreciated the Housing Portfolio Holder, Councillor S Stavrou, attending the meetings to help them with their deliberations.

Wyn Marshall represented the Tenants and Leaseholder Federation, attending the meetings as a non-voting co-opted member to provide the views of residents and stakeholders.

Terms of Reference

The Communities Select Committee was tasked:

To undertake reviews of the services and related functions of the Communities Directorate;

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 the residents;

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;

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;

To establish working groups as necessary to undertake any activity within these terms of reference;

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;

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;

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

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.

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

(i) Communities Directorate's Housing Service Standards – At the beginning of the year (June 2016) the Committee received a report from the Director of Communities regarding the Housing Service Standards – Performance 2015/16 and Review.

In 2007, the then Housing Portfolio Holder agreed a range of Housing Service Standards covering all of the Housing Services' main areas of activity. It was also agreed that, annually, the Housing Services' performance against the Housing Service Standards should be considered and whether any changes should be made to the Service Standards. Tenants were provided with a handbook setting out all the agreed Service Standards; this information was also available on-line.

The Committee agreed and recommended to the Portfolio Holder the various small changes proposed in the report.

(ii) Key Performance Indicators – Outturn (Q4) Performance - The Select Committee received a report regarding Key Performance Indicators 2015/16 – Quarter 4 (Outturn) Performance from the Director of Communities.

The Q4 (Outturn) performance summary in respect of each of the KPIs falling within the Communities Select Committee's areas of responsibility for 2015/16 together with details of the specific twelve month performance for each indicator are listed below.



- (a) 27 (75%) indicators achieved target;
- (b) 9 (25%) indicators did not achieve target, although; and
- (c) 1 (3%) of these KPIs performed within its tolerated amber margin.

Ten of the KPIs fell within this 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:

- (i) 8 (80%) indicators achieved target;
- (ii) 2 (20%) indicators did not achieve target; and
- (iii) 0 (0%) indicators performed within their tolerated amber margin.

(iii) Key Performance Indicators - Quarterly Progress – the Committee reviewed the Key Performance Indicators relevant to their Select Committee on a quarterly basis.

(iv) Housing Strategy: 6 and 12 Month Progress Reports on Key Action Plan 2016-2017 - The Select Committee received 6 and 12 month progress reports regarding the Housing Strategy – Key Action Plan 2016-2017 from the Director of Communities.

The Council had adopted a Housing Strategy that assessed the District's current and future housing needs and set out the Council's approach to meeting those needs. 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.

(v) Housing and Planning Act 2016 – Summary of Key Housing Proposals – The Select Committee received a report regarding the Housing and Planning Act 2016 – Summary of Key Housing Proposals from the Director of Communities.



Following a lengthy and somewhat controversial passage, the Housing and Planning Bill, now the Housing and Planning Act 2016 received Royal Assent on 12 May 2016.

The new Act comprised a number of provisions relating to both housing and planning, in particular it covered:

- (a) Lifetime and fixed term tenancies;
- (b) Voluntary Right to Buy for housing association tenants and sales of high value void Council properties;
- (c) Starter Homes; and
- (d) “Pay to Stay” – Increased rents for tenants on higher incomes.

The Committee members expressed some concern about the Bill’s consequences in terms of the security for neighbourhood cohesion and the authority being forced to sell the higher value properties that they possessed.

(vi) Corporate Plan Key Action Plan 2015/16 – Quarter 4 Outturn Position – The Select Committee received a report regarding the Corporate Plan Key Action Plan 2015/16 – Quarter 4 (Outturn) Position from the Director of Communities.

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 providing a clear statement of the Council’s overall intentions for these five years.

Some actions had cross directorate responsibility, where this was the case the most appropriate Select Committee was requested to consider the action. This report presented outturn progress against the Key Action Plan for 2015/16 for actions most appropriately considered by this Select Committee at the end of 2015/16.

There were 55 actions in the Key Action Plan 2015/16, at the end of the year 15 actions fell within the areas of responsibility of this Select Committee. At the end of the year:

- (i) 8 (53%) of these actions had been achieved at year end; and
- (ii) 7 (47%) of these actions had not been achieved by year end.

(vii) Presentation on Disabled Facilities Grants - The Select Committee received a presentation from the Assistant Director – Private Sector Housing and Communities Support regarding Disabled Facilities Grants (DFGs).

Disabled Facilities Grants are a statutory provision applicable to private home owners and private tenants enabling them to live at home despite living with disabilities.

Outline of DFGs: DFGs were means tested and could be paid



to a maximum of £30,000; During the last year, 12 straight lifts were installed at around £900.00 each; 5 curved lifts at £3,000; 37 level access showers at £7,000 each; and 1 extension a year at £30,000 each.

DFG Process: An occupational therapist takes a referral from Essex County Council; the householder makes an application to the District Council; An initial means test is carried out; information gathering in support of the application; the grant would be approved by the District Council; and the work carried out.

The whole process takes about 18 months.

(viii) Annual Feedback on Crucial Crew Event and Proposals for the Future - The Select Committee received a report from the Community, Health and Wellbeing Manager regarding the Crucial Crew Initiative.



Crucial Crew was an annual initiative which was facilitated and delivered by the Council's Community, Health and Wellbeing Team in collaboration with the Community Safety Team. It was intended for educating primary school pupils aged 10 (Year 6) in a range of personal safety, health and wellbeing topics. With schools reporting their curriculum time increasingly tightly programmed, Crucial Crew was seen as a vital mechanism for pupils.

Crucial Crew had existed in the district for over 11 years and delivered to primary school pupils over a two week period in June.

In 2016, the scenarios delivered were:

- (a) Online safety, cyber bullying and child exploitation – Essex Police.
- (b) Alcohol and drug awareness – AlcoHelp.
- (c) Bullying and Peer Pressure – Red Balloon Family.
- (d) Healthy eating and physical activity – ACE (NHS).
- (e) Smoking awareness – Provide (NHS).
- (f) Anti-Social Behaviour and Environmental responsibility – EFDC.
- (g) Road safety awareness – Essex County Council.
- (h) Fire safety – Essex County Fire and Rescue Service.
- (i) Safety around construction sites – Mears.
- (j) Safety around large vehicles – Sainsburys.

The Select Committee noted the issue of self harming among young people and other mental health problems and thought it was important to de-stigmatise this situation and facilitate a process for greater awareness.

(ix) Incentives for Tenants Downsizing Accommodation - The Council's Housing Allocations Scheme was reviewed in 2015 with the revised scheme coming into force on 27 July 2015; When considering the recommendations of the then Housing Select Committee, the Cabinet agreed that the financial incentives offered to tenants moving to any property with less bedrooms than their current property would be increased. The financial incentives offered for releasing any bedroom had been doubled under the current scheme, with a maximum payment of £4,000 being made. An additional payment of £500.00 was made to cover decoration costs over and above the Council's standard decorations allowance. There were a range of other incentives offered as well.



The Council employed a Re-Housing Support Officer who offered support to tenants who were downsizing accommodation in accordance with the Council's Housing Allocations Scheme. The Select Committee reviewed the arrangements for financial incentives and considered that they were adequate and satisfactory.

(x) Homeoption Choice Based lettings Scheme – Progress report - The Choice Based Lettings Scheme was introduced in November 2007 and was necessary in meeting the requirements of Government that such a scheme was in place by 2010. The scheme was administered by the external Choice Based Lettings agency Locata Housing Services (LHS). Under the scheme all vacant social rented properties were advertised to applicants on the website with a two weekly Property List giving relevant details. Applicants applied for a property by expressing an interest in up to a maximum of three properties for which they have an assessed need.



The Select Committee analysed the HomeOption Choice Based Lettings Information Bulletin for the period 27 July 2015 to 27 July 2016.

Almost 97% of Homeseekers expressing an interest in properties did so over the Internet. The remaining 3% telephoned, received help from staff at the reception computer or used text. Around 84% of all applicants registered on the Housing Register had participated in the scheme during the last year.

(xi) Corporate Plan Action Plan Progress Quarterly Progress – the Select Committee received quarterly updates on the Council's corporate action plan pertaining to their area of responsibility.

(xii) Community Services Summer Activities 2016 - The Committee noted that the Council's Community Services Team organises and delivers a summer holiday activity programme each year, providing a wide range of activities for engaging children, young people and their families.

This year, over 2,500 youngsters participated in the extensive range of activities on offer.

The Select Committee were advised that the Community Services Team had encountered numerous issues and problems with the online booking portal accessed via the Council's website. This meant that the number of online bookings taken were less than last year's although administration staff had been excellent in providing support to help people complete bookings by phone. However, a new corporate online booking system was currently being investigated. Fortunately these issues did not have too much of an effect upon overall participation numbers for the summer.

(xiii) Presentation from Chief Inspector Denise Morrissey, Essex Police District Commander for Brentwood and Epping Forest - Chief Inspector D Morrissey gave a presentation in which she outlined the following that:

Epping Forest District had 8 tube stations; The district borders three Metropolitan Police boroughs; 80% of criminal suspects the Police had here, lived outside the district; April – August 2015 – 3,222 crimes were reported in the area; April – August 2016 – 3,530 crimes were reported in the area, which constituted an increase of 9.5% (308 crimes); Violent crimes against the person; (i) without injury - saw an increase of 24% and (ii) with an injury - went up by 32%. Approximately 30% of violent crime occurred in the home.



Anti-Social Behaviour – 3.4% increase in offences (66 more offences); Chief Inspector D Morrissey had established a problem solving team and Community Hub in September 2014 for co-ordinating anti-crime efforts.

Resourcing had been a major factor in policing recently as Epping Police Station had closed and the nearest police station to the district was now in Harlow. A police contact point had been established at the District Council's Civic Offices for reporting low level crime and Chief Inspector D Morrissey had 10 Police Constables and 10 Police Community Support Officers to deploy.

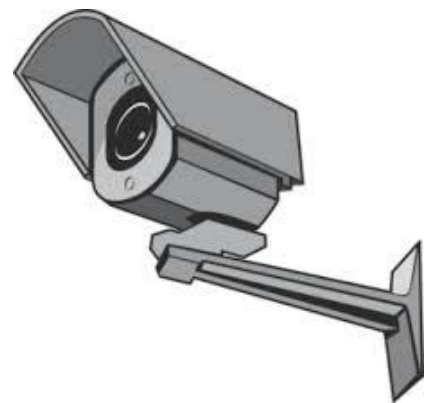
Two important police operations had also been initiated, Operation Scorpion for dealing with travelling criminals and Operation Raptor, an anti-gang project.

(xiv) Community Safety Partnership (CSP) Annual Report 2015/16 - The Committee was advised that CSPs provided a statutory function in all District, City and Borough Councils across the UK. The partnerships consisted of representatives from a range of statutory and non-statutory organisations. Each year they were required to produce an annual report on the initiatives and work that they had undertaken in their designated area to address local crime, disorder and anti-social behaviour. The report covered the financial status of the CSP and an overview of the work undertaken in addressing key priorities for the district. The annual report was supported by a range of case studies.



There was concern at the meeting that gaps existed in the amount of protection that could be provided to residents. Officers had engaged with Social Care and Community Mental Health Teams but this was still a challenge as they continued to work more closely with these agencies where necessary.

(xv) Proposed Decommissioning of CCTV - A decommissioning assessment of CCTV system currently installed across the district was undertaken in 2015 as part of the review process for the production of the Council's CCTV Strategy 2016-2022. This met with the guidance provided in the CCTV Code of Practice which stated that regular reviews of CCTV systems should be undertaken to ensure that the use of surveillance cameras remained in pursuit of a legitimate aim and that a pressing need existed. As a result, the Council's CCTV Officer had identified two sites for potential decommissioning which was based upon the last two years of service and factors such as reduction of service requirement and on-going costs.



These were the first cases to arise under the Council's new CCTV Strategy; therefore the Portfolio Holder for Safer Greener and Transport sought the views of the Select Committee on the proposed de-commissioning, prior to making a formal Portfolio Holder Decision. It was further advised that this would assist in assessing future requirements.

The Select Committee were advised that Parish and Town Councils could fund their own CCTV cameras and that the District Council could also facilitate this for a fee. There was concern that the removal of these cameras in difficult areas could leave residents vulnerable. However, the Select Committee was advised that the Cabinet had agreed the CCTV Strategy and a pressing need had to be demonstrated in order for cameras to be installed.

(xvi) Review of Epping Forest Careline Alarm Monitoring Service - The Assistant Director (Housing Operations) presented a report setting out options for the future of the Council's Careline Monitoring Centre, based at Parsonage Court, Loughton.



The service was introduced in June 1984 and offers a twenty-four hour, 365 days per year, emergency alarm monitoring service to older and disabled people living within the District. The Service was also offered to other vulnerable groups including victims of domestic violence and younger people with disabilities. There were currently 2,572 properties (representing around 3,500 people) in the District linked to the centre in this way.

The Select Committee considered the following four options for the future delivery of the Careline Monitoring Service:

Option one – that the Careline Monitoring Service continues to be provided by the Council under the current arrangements;

Option two – the Council provides an enhanced Careline Monitoring service;

Option three – the Council provides the service through another provider 24/7; and

Option four – the Council provides the service through another service provider overnight.

Unison having fully considered Options 1 to 4 had discarded Option One, which they felt was clearly untenable and Option Two which was clearly too expensive. Unison felt that Option Four appeared to be in the best interests of both the Council and the employees and they asked that it be explored further.

The Chairman of the Tenants and Leaseholders Federation reported that they agreed with the officers' recommendation for Option Three, that the Careline Monitoring Service be outsourced to an external provider.

On consideration, the Communities Select Committee recommended Option Three to the Cabinet, that the Council's Careline Monitoring Service be outsourced to an external provider through a competitive tendering exercise.

[\(See Case Study for full details\)](#)

(xvii) HRA Financial Plan 2016/17 – Six-Monthly Review - The Cabinet had asked the Communities Select Committee to review the HRA Financial Plan twice each year. In addition, senior Housing and Finance officers also reviewed the Plan in July and January each year.

SDS Consultancy had acted as the Council's HRA Business Planning Consultants for many years and had undertaken its six month review of the current HRA Financial Plan to take account of the Council's current financial position and national and local policies.

The Select Committee was asked to consider their report and comment on or raise any concerns it found.

(xviii) Presentation by Epping Forest Citizens Advice Bureau - The Committee received a presentation from officers of the Epping Forest Citizens Advice Bureau (CAB) outlining their value and impact on society especially in the Epping Forest District area and through the use of grants from the Council.

The Committee noted that during 2015/16 the CAB service for Epping Forest had advised 2,761 clients on 8,061 issues. They had 9 part time staff and 52 volunteers working in 6 locations and were one of over 300 independent charities that made up the Citizens Advice network. Nationally, 2

in every 3 clients had their problems solved. And it was noted that they were now offering “web chat” in the Epping Forest area.



Citizens Advice
the charity for your community

They worked with some of those most in need; some 38% of their clients were less likely to be in employment; 35% were likely to be in debt; 39% had a long term health problem or were disabled; and 26% were less likely to own their own homes.

They gave examples of some clients' stories giving case history and eventual outcome. It was noted that 78% of their clients said that they would not have been able to resolve their problem without the CAB. They also had an impact on their clients' health and wellbeing, most significantly around mental health. 4 in 5 clients felt less stressed, depressed or anxious following advice.

They also provided value to the local authority, for example by reducing the cases of homelessness, estimated to be about £114,573, and also to society in general whereby for every £1 invested in Citizens Advice Epping Forest District:

- generated at least £2.94 in fiscal benefits savings to the government by reducing health service demand, local authority homelessness services;
- provided £15.28 in public value with wider economic and social benefits such as improvements in participation and productivity for clients and volunteers; and
- provided £18.50 in benefits to individuals giving income through benefits gained, debts written off and consumer problems resolved.

(xix) Extension of the Funding of 2 Epping Forest Citizens Advice Bureau Debt Advisors -

The CAB had reported that during the first six months of 2015/16 the Debt Advisors had managed debts of around £713,000 and assisted 304 clients. Around 97 (32%) of these clients were Council tenants. The CAB was required under the Agreement to have one Debt Advisor based at the Limes Centre, Chigwell for one half day each week. The CAB extended this service to 2 half days each week in 2015. The CAB had reported that in the first 6 months of 2015/2016, around 120 (40%) of the clients assisted were first seen at the Limes Centre.

On consideration of the benefits of having these offices, the Communities Select Committee strongly recommend to the Finance and Performance Management Cabinet Committee that the funding of the Citizens Advice Bureau's (CAB's) two existing Debt Advisors be extended for a further year from 1 April 2017.

(xx) Reality Roadshow - The report on the last years Reality Road show was introduced by the Assistant Community Health and Wellbeing Manager. She reported that the Reality Roadshow initiative was a personal safety, health & wellbeing event that brought together a host of statutory and voluntary agencies, to deliver a full day of educational workshops to Year 9 (14 year old) pupils at secondary school in the district. It was specifically tailored to address young people's issues that have been identified as a priority concern locally.

The Roadshow was co-ordinated by the Council's Community Health and Wellbeing Team, providing over 900 pupils in the District with expert advice and guidance on making the right choices in life for good health and wellbeing.

The schools were not charged for the Roadshow as they were funded by the Police and Crime Commissioner and Essex County Council.

(xxi) Homelessness Initiatives - The Committee was asked by the Housing Portfolio Holder as part of their Work Programme to consider various mitigation strategies in order to deal with the



current and future increasing pressures due to the rise in homelessness. The latest figures on homelessness in England revealed that, nationally the total number of households in temporary accommodation had increased by 53% from 48,010 in December 2010 to 73,120 in June 2016, with 14,930 households being accepted as homeless between 1 July and 30 September 2016. Local authorities took action to prevent a further 52,920 households becoming homeless in the same period which increased by over 2,000 compared to the previous quarter.

The Committee was asked to consider strategies for the Homelessness Prevention Service. In 2015/2016 the service prevented homelessness in 625 cases. The number of cases being prevented in the first six months of this year was 264 which may result in a lesser number being prevented in 2016/2017.

As at 30 September 2016 (date of the last Government statistical return) there were 111 applicants placed in both temporary and interim accommodation, which had resulted in the homeless persons' hostel at Norway House, North Weald and Hemnall House, Epping being full most of the time.

Furthermore, as the chalets in the grounds of the Hostel were falling into disrepair, the option of replacing the chalets with "modular units" was being investigated, which may enable the Council to increase the number of units in a more cost effective way.

The numbers placed in B&B had increased from single figures to around 20-25 applicants.

The Committee then considered the 'invest to save' funding proposals for two initiatives.

One was for '*rental loans*', a scheme to provide applicants with a rental loan to meet the costs of (or contribute towards) the first month's rent in advance when securing accommodation in the private sector.

The other invest to save proposal was for '*Landlord Deposits*'. In addition to meeting the cost of the first month's rent, applicants also must pay a landlord's deposit. The cost of the deposit was in accordance with Housing Benefit Local Housing Allowance rates.

It was therefore considered that the funding should now be made available for rental loans equivalent to 4 weeks rent and/or landlord deposits (lodged with a third party by the landlord) in appropriate cases with repayments being made for both loans over an increased period of 36 months in order to make it more affordable to the applicant.

The Committee then went on to consider the placement of homeless households by London Boroughs outside of London. Following representations from Essex councils, figures for placements across Essex have now, for the first time, been provided by around 24 of the 32 London Boroughs. As not all London Boroughs had provided this information, the true figures were likely to be much higher, but Boroughs had placed applicants in 47 private properties (that we were aware of) in the last 12 months.

Some are in order for London Boroughs to discharge their homelessness duties which can lead to the Council taking responsibility for such households should homelessness re-occur after two years.

The Select Committee made a number of recommendations to the Finance and Performance Management Cabinet Committee; including requests for funding an additional Homelessness Prevention Officer, homelessness reviews by an external by an external company and an outreach service for rough sleepers.

(xxii) Council Rent Increase 2017/18 Briefing – The Committee received a short briefing about the required rent reductions for Council tenants for 2017/18 and that the Finance and Performance Management Cabinet Committee would be asked to make a recommendation to the Cabinet on a Council rent reduction for 2017/18.

The Government had determined that all councils and housing associations must reduce their rent by 1% each year for four years. This started last year, leaving the Council with an estimated £390,000 less rental income in the current year.



A reduction of 1% for next year would mean a further £303,000 forecast reduction for the next year; the reduction for next year would be less than for the current year as the first new properties under the Council Housebuilding Programme would be built next year, bringing in additional income.

It was noted that although this was generally good news for tenants, it would leave the HRA with less money to deliver the Council's Housing Service.

(xxiii) Annual Report of the Youth Council – at their last meeting of the year the Select Committee received their annual report from the Youth Council on their activities and achievements during the current year and plans for the next 12 months. They thanked the members for the Council's loyalty and support for the Youth Council over the past nine years. The Committee noted that these were newly elected members and were looking forward to their two years of service. In total about 25 Youth Councillors were elected in November 2016.



They thanked members for the grant of £8,000 project money that had enabled them to deliver the highly successful Emotional Health & Wellbeing project – 'MiLife' in seven secondary schools.

The North East London Foundation Trust (NELFT) and NHS England had expressed their approval of the MiLife Roadshows and would like to work with Epping Forest Youth Council (EFYC) to digitalise the programme so that it can be delivered to all schools, nationally, at no further cost. This project had exceeded the Youth Council's expectations and they were very proud of their work.

Youth volunteering remains a big theme for them and they will be taking part in a Youth Volunteering Day during the summer holidays.

They also reported that in their short time as youth councillors they have obtained external funding of £2,700 from various sources over the last 4 months.

As a result of the good work undertaken by the Youth Council over the previous 12 months and their plans for the forthcoming year, the Select Committee agreed to release the £5,000 DDF funding allocated for the Youth Council.

(xxiv) Presentation on Disabled Adaptions to Council Premises - A short presentation on Disabled Adaptions to Council properties was given by the Assistant Director (Housing Property and Development), supported by the Housing Asserts Manager. The meeting noted that about six months ago the Assistant Director (Private Sector Housing and Communities Support) gave a short presentation on grants for adaptions carried out in the private sector. The Committee then asked for a similar presentation on adaptations to Council properties.

The adaptations were divided into two types, Minor Adaptions (Revenue) and Major Adaptions (Capital). They had an annual budget of £450,000 a year and they all started with a referral from Essex County Council's Social Care Occupational Therapy (OT) Service.



The adaptions help people remain in their homes and helps clear beds in hospitals. The Council have an under occupancy test, if the property was under occupied by 2 or more bedrooms, they would not carry out the adaptions as they should really downsize. Also if tenants were in rent arrears they would not carry out any works. It was also noted that they did not means test Local authority tenants.

Case Study: Review of Epping Forest Careline Alarm Monitoring Service

In November 2016 the Committee received a report setting out options for the future of the Council's Careline Monitoring Centre, based at Parsonage Court, Loughton. The service was introduced in June 1984 and offers a twenty-four hour, 365 days per year, emergency alarm monitoring service to older and disabled people living within the District. The Service was also offered to other vulnerable groups including victims of domestic violence and younger people with disabilities. There were currently 2,572 properties (representing around 3,500 people) in the District linked to the centre in this way.

Around 1,380 of the connections were private sector dwellings, which were connected via a dispersed alarm, which has an associated neck worn radio trigger. A range of various sensors were offered such as on line smoke alarms, fall and flood detectors. The user paid an annual rental to the Council for the service; in 2015/2016 the Council received a total income of around £185,000, inclusive of associated sensors. The Council worked in partnership with Essex County Council which funds the first 12 weeks rental for the user.

The charges made by the Council were very competitive compared to other authorities in Essex.

It was noted that as the Careline Monitoring Centre had expanded in terms of the number of private sector connections and the advances in technology, the management and operational aspects of the service had become more complex. In addition, there had been difficulties in recruiting staff due to the nature of the work and the salary level. This had led to additional pressures on existing staff that have had to cover, not only vacant posts, but also annual leave and sickness absences. Also, all new staff complete an 8 week training programme prior to commencing full duties, which adds to the burden of covering shifts.

In 2011 the Careline Monitoring Service became Telecare Services Association (TSA) accredited. TSA is a nationally recognised standards body for the delivery of technology enabled care and support services in the UK. The Council's Careline Service has to date met all of the Audit requirements.

Importantly, the TSA have recently brought to the attention of the Council and authorities nationally the British Standard (BS8591), extracts of which currently states:

"There should be a minimum of two operators in an ARC [control centre] at all times, capable of carrying out all operational procedures, at least one of whom should be at their workstation at all

times”.

TSA have also confirmed that the above standard was under review and should be brought in line with the European Standard. Although 2 operators on duty at all times was expected to be desired, this would result in Centres who do not have 2 operators on duty at all times being required to put contingency measures in place should more than one emergency call be received at any one time.

Although the service currently provided an excellent and reliable service to residents, due to the reasons above it was considered important that this review was undertaken to ensure the future resilience of the service. There appeared to be the following four options for the future delivery of the Careline service:

Option one – that the Careline Monitoring Service continues to be provided by the Council under the current arrangements;

Option two – the Council provides an enhanced Careline Monitoring service;

Option three – monitor the service through another provider 24/7; and

Option four – monitoring the service through another service provider overnight.

The Committee agreed to a recommendation that budget provision was made of £70k in 2017/18 and £70k in 2018/19 in order to fund the transitional arrangements. If it was agreed to outsource 24/7, the payback period would be around 9 months.

It was noted that the Careline operators had favoured Option Two but were mindful of the cost implications for this option. They had accepted that Option One could not be considered as an option and the service could not continue under the current arrangements.

They did not agree with Option Three because of the perceived implications for job losses and the adverse effect this change would have for all service users. In addition alternative arrangements would need to be made for tasks currently undertaken by the Careline team.

Careline staff wanted Option Four to be presented in more detail in the report as they thought it had not been given enough thought. The report was so amended.

Unison having fully considered Options 1 to 4 discarded Option One which they felt was clearly untenable and Option Two which was clearly too expensive.

On considering Option Three they were unsure about its value to the Council as they thought, amongst other concerns, that there were no costings for the removal of the current equipment, the Council would lose a degree of autonomy over the service, the scheme managers would lose the support of the staff and the service, redundancy costs will need to be built into the tenders and the Council would need to deal with the problems associated with keeping the service running through to the start of the transfer to an external provider.

Unison felt that Option Four appeared to be in the best interests of both the Council and the employees and they asked that it be explored further.

The Chairman of the Tenants and Leaseholders Federation reported that they agreed with the officer’s recommendation for Option Three, that the Careline Monitoring Service be outsourced to an external provider. They added that they would also like to commend the exceptional work that Careline staff has put in over the years.

Each option was examined in detail by the Select Committee and their merits for and against were debated. Finally, on consideration, the Select Committee recommended Option Three to the

Cabinet, that the Council's Careline Monitoring Service be outsourced to an external provider through a competitive tendering exercise.



2. GOVERNANCE SELECT COMMITTEE

The Governance Select Committee consisted of the following members:

Councillor N Avey (Chairman)

Councillor G Chambers (Vice Chairman)

Councillors D Dorrell, L Hughes, S Jones, S Kane, H Kaufman, M McEwen, L Mead, B Rolfe, D Stallan, B Surtees, H Whitbread, and D Wixley

The Lead Officer was Nigel Richardson, Assistant Director Governance, Development Management.

Terms of Reference

To undertake overview and scrutiny, utilising appropriate methods and techniques, of the services and functions of the Governance Directorate;

To develop a programme of work each year, informed by relevant service aims and member priorities, to ensure that the services and functions of the Governance Directorate are appropriate and responsive to the needs of residents, service users and others;

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;

To consider the effect of Government actions or initiatives on the services and functions of the Governance Directorate and any implications for the Council's residents, service users and others, and to respond to consultation activities as appropriate;

To establish working groups as necessary to undertake any activity within these terms of reference;

To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers, insofar as they relate to the services and functions of the Governance Directorate, to help develop appropriate policy;

To undertake performance monitoring in relation to the services and functions of the Governance Directorate, against adopted key performance indicators and identified areas of concern;

To identify any matters within the services and functions of the Governance Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee; and

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.

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

(i) **Consultation Register 2015/16 and 2016/17** - The Select Committee received a report regarding the Consultation Register 2015/16 and 2016/17 from the Consultation Officer.

They noted that the District Council had a statutory duty to provide responsive, value for money services, in which effective public consultation and engagement was essential for the delivery of these services.

A list of consultation, planned and carried out, by the authority, was published on the website and brought to the attention of the Governance Select Committee, to meet the general duty and best practice guidelines. All the consultation and engagement exercises undertaken by the authority complied with the provisions of the Council's Public Consultation and Engagement Strategy and Policy.

(ii) Key Performance Indicators 2015/16 –Quarter 4 (Outturn) Performance - The Select Committee received a report from the Performance Improvement Officer regarding the Key Performance Indicators 2015/16 – Quarter 4 (Outturn) Performance Report.

Of the five Key Performance Indicators that fell within the Governance Select Committee's areas of responsibility, they achieved the following:

- (i) 4 (80%) indicators achieved target.
- (ii) 1 (20%) indicators did not achieve target.
- (iii) 0 (0%) indicators performed within amber margin.

(iii) The Corporate Plan Key Action Plan 2015/16 Quarter 4 (Outturn) Position - 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.

There were 55 actions in the Key Action Plan 2015/16 of which 7 fell within the areas of responsibility of the Governance Select Committee:

- (a) 6 (86%) of these actions had been achieved at year end.
- (b) 1 (14%) of these actions had not been achieved by year end.

(iv) Equality Objectives 2012-2016 – Outturn Report and Compliance with the Public Sector Equality Duty - The Equality Act 2010 placed a number of responsibilities on the Council, including a Public Sector Equality Duty (PSED) which has regard to equality in the exercise of its functions, eliminating discrimination advancing equality of opportunity and fostering good relations between persons who shared relevant characteristics and those who did not.



In March 2012, the Cabinet agreed four equality objectives for the four years from 2012 to 2016 designed to help the Council meet the aims of the PSED. The current status of the actions was as follows:

- (a) 31 (94%) of the 33 actions had been achieved within the relevant targets.
- (b) 2 (6%) of the 33 actions had not been achieved although significant progress had been made.

(v) Review of Elections and EU Referendum – in September 2016 the Select Committee received a report regarding the May Elections and EU Referendum 2016 – Lessons Learnt from the Assistant Director of Governance and Performance Management.

The report discussed the planning processes and implementation of the following elections held on 5 May 2016:

- (1) The election of a Police and Crime Commissioner (PCC) for Essex.
- (2) 21 District Council wards were involved, one was uncontested and two in one ward caused by a resignation.
- (3) 11 contested Parish Council wards.



During this period there was a national campaign for the registration deadline publicising the opportunity of registering online. It was advised that the Electoral Commission publicity campaign confused many voters into thinking that they needed to re-register. Staff therefore had to undertake many hundreds of unnecessary deletions of duplicate registrations.

All of the local election papers for May were printed by the Council's Reprographics Section which again provided excellent service. Papers for both the PCC election and EU Referendum were printed externally, with no problems. All books were hand checked.

The use of a commonly used name for the same candidate in two wards had not been picked up at ballot paper draft and checking stages. Ballot papers were printed and postal votes despatched before the error was spotted. Officers had subsequently reviewed the checking process.

The Select Committee was advised that:

- (a) 8,700 postal packs were sent out for May, 250 of these had an issue error and were re-issued. 5,874 packs were returned and counted, a 67.5% return rate.
- (b) 10,200 postal packs were sent out for the EU Referendum, 1,500 more than May. A further issue of 1,850 were sent out over a week later. 11,069 were returned and counted, a 91.9% return rate.

At both elections all polling stations opened on time and operated all day without problem. The entire District's polling stations were operational for both the May and the June events. The Elections Office was busy on both days (22/23 June) as many callers needed advice on the voting process.

Future elections:

In May 2017 there would be County Council elections only. In May 2018 there were solely District elections. Lessons learnt would be fed back into the process for next year which would be beginning shortly. It was advised that in 2020 the district had scheduled quadruple elections, Parliamentary, PCC, District and Parish.

The Electoral Commission had recently published their reports into the May and June events as part of their recommendations they raised the issue of elections scheduled for May 2020. As indicated earlier, that year would see Local District and Parish elections combined with PCC and a Parliamentary election based on the new constituency boundaries. Apart from being a challenge to deliver, it would be potentially confusing for the voter due to the different franchises for each election and different voting systems as well.



(vi) Key Performance Indicators - Quarterly Progress – the Committee reviewed the Key Performance Indicators relevant to their Select Committee on a quarterly basis.

(vii) Corporate Plan Action Plan Progress Quarterly Progress – the Select Committee received quarterly updates on the Council's corporate action plan pertaining to their area of responsibility.

The Select Committee received the Annual Equality Information Report 2016 from the Performance Improvement Officer.

(viii) Annual Equality Information Report 2016 - The Equality Act 2010 required that authorities subject to the public sector equality duty publish equality information annually to demonstrate compliance with the duty. The Council published its last equality information report in September 2015, this report set out progress made since then, to improve the Council's services and employment practices for people with protected characteristics.

The Equality Act 2010 required that public bodies, including the Council had due regard to the need to:

- (a) Eliminating unlawful discrimination, harassment and victimization.
- (b) Advancing equality of opportunity between different groups.
- (c) Fostering good relations between different groups.

The equality duty covered age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation.

(ix) Essex County Council Highways Presentation – In January 2017, the Committee received a presentation from the Strategic Development Engineer and the Strategic Development Manager from the Transportation, Planning and Development Team at Essex County Council Highways in the role of Essex County Council as Highway Consultee.

Because of the amount of interest shown beforehand, this meeting was webcast.



The Transportation, Planning and Development team were based in County Hall, Chelmsford and consisted of Engineers and Officers who covered twelve districts within Essex. Essentially they were there to protect the safety and efficiency of the highways network.

Their role was to provide responses to planning applications as a statutory consultee to both, Local Planning Authorities and Essex County Council as the Waste and Mineral Planning Authority. It was also to protect the safety and efficiency of the highway network and to promote the use of sustainable travel.

(See Case Study for full details)

(x) Review of Enforcement Activities – in April 2017 the Committee considered a comprehensive report in regard to the scope of the enforcement activities undertaken as part of the current service portfolio of the Governance Directorate, which comprised corporate fraud and planning enforcement.

Corporate Fraud - It was reported that the main purpose of the Corporate Fraud Team was to provide independent and professional investigation of all aspects of fraud affecting the Council, in order to prevent fraud and abuse and take fair and consistent action against those committing fraudulent activities



The team had taken both proactive and reactive approaches to anti-fraud work and considered all fraud referrals with a view to risk assessment and, where appropriate, investigation. Members were advised that the team was robustly proactive in the prevention and investigation of fraud within a number of high-risk areas, particularly in relation to social housing, where fraud investigation activity had resulted in policy changes and revisions to internal processes.

The Committee was advised that, although the public were encouraged to report fraud, due to the often complex nature of both criminal investigations and subsequent court action, it was important for members to understand that cases generally took significant time and resources to investigate.

Planning Enforcement - It was reported that the main purpose of the Planning Enforcement Team was to investigate alleged breaches of planning controls such as unauthorised buildings and uses and development that was not taking place in accordance with approved plans. Members were advised that the Planning Enforcement Team also assisted the Council's Tree and Landscape Section in prosecutions for destruction and damage to protected trees and the Heritage Section with unauthorised works to listed buildings.

The Committee was advised that, due to the legislative background, enforcement cases could take considerable time to resolve and that, even in simple cases, a period of six to eight months from when a complaint was received was not uncommon. The Principal Planning Officer (Enforcement) indicated that, in complex and/or contested cases, it might take some years to gather appropriate evidence and that it was important for members and the public to understand that such cases generally took significant time and resources to resolve.

(xi) Planning Applications Validation Checklist and Viability Guidance for Affordable Housing - The Committee was advised that a Local Validation Requirements List was required to be prepared by the Council, as the Local Planning Authority, to specify the information usually required to support planning applications of particular type, scale or location. It was reported that the local validation list was required to be reviewed every two years, in accordance with the provisions of the Town and Country Planning (Development Management Procedure) (England) (Order) 2015 and that failure to review the validation requirement list would mean that the Council could only require planning application submissions to contain basic detail in order make them valid.



Members noted that all planning applications were required to meet the relevant elements of the local validation list in order to be considered 'valid'; otherwise they would not be registered and consulted upon. It was only when an application had been deemed to be valid, that the start date of the planning application process commenced. The current local validation requirement list had been agreed by the former Planning Services Scrutiny Panel in 2014 and was now due for review.

The Committee therefore considered and agreed a draft revised Local Validation Requirements List to provide guidance and certainty to applicants about the information required when submitting planning and related applications, to ensure that the Council had all the necessary information that it needed to determine applications within target times.

Case Study: Essex County Council Highways Presentation

The Committee received a presentation from Matthew Lane, Strategic Development Engineer and Matthew Bradley, Strategic Development Manager from the Transportation, Planning and Development Team at Essex County Council Highways in the role of Essex County Council as Highway Consultee. Mr Lane advised that they were invited to the Select Committee to give a brief overview of the work that they were responsible for within the County.

The Transportation, Planning and Development team were based in County Hall, Chelmsford and consisted of Engineers and Officers who covered twelve districts within Essex. The work they dealt with varied and could be anything from a vehicle crossover on an unclassified road to thousands of houses as part of the Local Plan strategic site allocations, the work could be very varied and on a huge scale. They were there to provide a statutory response as a consultee to all the local planning authorities within Essex. They also respond to the Essex County Council Waste and Mineral planning authority which deal with quarries and schools. Essentially they were there to protect the safety and efficiency of the highways network.



Their role was to provide responses to planning applications as a statutory consultee to Local Planning Authorities, Essex County Council and Waste and Mineral Planning Authority and to protect the safety and efficiency of the highway network and to promote the use of sustainable travel.

receipt.

EFDC would consult the Strategic Development Department with an application. It was then the responsibility of the team to look through the application in detail and either contact EFDC for more information or if there was sufficient information to determine the application within 21 days of

When considering an application, for the majority of proposals, a site visit would need to be arranged and to take into consideration, if the site had previously been considered and there were no changes then the decision would remain as previously determined and a site visit would not be needed.

Depending on the scale of the proposal a transport assessment would be required for 50 or more residential dwellings, to take into consideration the junction impact, site access and sustainable travel in the area. The applicant would employ transport consultants to produce a TA and they would conduct a traffic count and speed data and model the impact of the assessment. ECC would assess the modelling and check that it was done within industry standards. That could then lead on to sustainable travel considerations especially where people want to reduce their vehicle movements and there could be better bus services, good footways and cycle route connections.

They consult with a variety of other departments within the Highway Authority for example Passenger Transport and Public Rights of Way to see if traffic calming can be implicated and yellow line provision in developments. Internal roads would be checked with the Essex Design guide making sure they were fit for purpose. They also check that new dwellings comply with the Parking Standards, unfortunately they have a different view to the districts and boroughs view regarding the Parking Standards as they have to look at it as highway safety not as the loss of parking.

Once they had investigated and completed an application they would then make their recommendations which would consist of one of the following responses:

- a) From a highway and transportation perspective the Highway Authority had no comments to make on the proposal;
- b) From a highway and transportation perspective the impact of the proposal is acceptable to the Highway Authority subject to the following requirements:
 - Must accord with both National and Local Planning Policies; and
 - Conditions/Works to mitigate the impact of the development;
- c) From a highway and transportation perspective the impact of the proposal is not acceptable to the Highway Authority for the following reasons:
 - Contrary to both National/Local Policies;
 - Safety Issues – evidence based;
 - Unable to mitigate the impact of the development.

Frequent Highway Misconceptions

Perceived traffic impact and speed – they do not look to assess impact until there were over 50 dwellings as anything smaller would not impact on the highways. If there was a safety measure then they would look at the application.

Residential amenity – was a planning issue and the planners would take this on board.

Pre-existing safety and congestion issues – we would not be able to refuse this as it was the lawful use of that site. The same with congestion at a junction if nothing could be done to improve it then they wouldn't be able to refuse,

Personal circumstances – they could not take personal circumstances into account.

Additional Responsibilities

Applicants went to them for Pre-Application advice, although they could not determine the application they did advise them on what they needed to do and what they needed to see as part of that application.



3. RESOURCES SELECT COMMITTEE

The Resources Select Committee consisted of the following Members:

Councillor S Kane (Chairman)

Councillor A Patel (Vice Chairman)

Councillors N Bedford, T Boyce, D Dorrell, R Gadsby, R Jennings, P Keska, A Mitchell, C Roberts, D Roberts, H Whitbread and Jon Whitehouse

The Lead Officer was Peter Maddock, Assistant Director Resources (Accountancy).

Terms of Reference

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of services and functions of the Resources Directorate, excluding those matters within remit of the Audit and Governance Committee, the Standards Committee or the Constitution Working Group;
2. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;
3. To undertake quarterly performance monitoring in relation to the services and functions of the Resources Directorate, though review of progress against adopted key performance indicators and other appropriate measures;
4. To identify any matters within the services and functions of the Resources Directorate requiring in-depth scrutiny, for referral to the Overview and Scrutiny Committee;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To respond to applicable consultations as appropriate;

Finance

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

Information and Communications Technology

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

Value For Money

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

Human Resources

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

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

(i) Corporate Plan Key Action Plan 2016/16 – (Outturn) Position – At their first meeting of the year the Committee received a report on the Corporate Plan Key Action Plan 2015/16, the quarter 4 outturn position for that year. They noted that 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.

13 actions fell within the areas of responsibility of the Resources Select Committee. At the end of the year:

- 11 (85%) of these actions have been achieved; and
- 2 (15%) of these actions have not been achieved.

The Committee considered in detail the two actions that had not been achieved and were behind schedule.

(ii) Sickness Absence Outturn Report 2015/16 - Also at their July meeting the Committee received the outturn report for the sickness absence levels for 2015/16.



During Q3, 3.7% of employees met the trigger levels or above, 27.9% had sickness absence but did not meet the triggers and 68.4% had no absence. During Q4, 4% of employees met the trigger levels or above, 35% had sickness absence but did not meet the trigger levels and 61% had no absence.

The average number of days taken as sickness absence across all sectors was 8.3 days. In public services the figure was 9.3 days and 7.4 days in the private sector. In local government the figure was an average of 8 days. Last year the Council's outturn figure was 9.2 days. The Council's outturn figure of 7.99 days was now just below the local government average and 0.5 above the private sector.

Figures were also now split into work related stress and non-work related stress. The council has put a training programme in place to provide workshops for managers on mental health issues and over the last year there had been a decrease of 29% in the number of days lost due to mental health issues compared to the year before.

(iii) Energy Savings and Improved Management Process - The Committee noted the report updating them on the energy savings and improved management processes. They noted that the Council's energy consultants, Smith Bellerby (SB), were now dealing with all aspects of the energy billing and monitoring process on behalf of EFDC. Officers were extremely happy with the services provided. Since the start of the contract in May 2015, savings of £31,000 had been made, mainly by identifying both major billing errors and by transferring supplies on high rate tariffs to preferential low rate tariffs on the Crown Commercial Services (CCS) Frameworks.

Monitoring of all energy bills had identified frequent large billing errors from suppliers. Last financial year SB had dealt with 52 major queries on our behalf. These queries were often complex and extremely time consuming.



It was noted that the majority of one-off savings had now been identified but that the staff resourcing savings would more than cover the SB annual charge. The charge for the financial year 2017/18 would be reduced to £22,587.

(iv) Key Performance Indicators 2015/16 (Outturn) Performance - The aim of the KPIs was to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district.

The overall position for all 36 KPIs at the end of the year was as follows:

- (a) 27 (75%) indicators achieved target;
- (b) 9 (25%) indicators did not achieve target; although
- (c) 1 (3 %) of these KPIs performed within its tolerated amber margin.

Nine of the Key Performance Indicators fell within the Resources 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) 8 (89%) indicators achieved target;
- (b) 1 (11%) indicator did not achieve target.



(v) Provisional Capital Outturn 2015/16 - The Senior Accountant took the Committee through the report on the provisional capital outturn for 2015/16, in terms of expenditure and financing compared with the revised estimates.

The Committee noted that:

- The Council's total investment on capital schemes and capital funded schemes in 2015/16 was £37,298,000 compared to a revised estimate of £49,917,000, representing an underspend of 25%;
- Within the Resources Directorate, there were two large underspends of £306,000 and £151,000 on the planned maintenance programme and the upgrade of the industrial units at Oakwood Hill respectively;
- Of the 27 projects scheduled to be undertaken within the Council's planned maintenance programme, 14 were fully completed or nearly completed at a cost of £856,000;
- The Information and Communication Technology (ICT) Programme progressed very well and 15 schemes were completed successfully in 2015/16.
- Progress on the new Shopping Park at Langston Road has been delayed, partly due to the need to re-tender the contract for the main construction works, and partly due to hold ups on the Section 278 highways work as a result of some very restrictive traffic management constraints imposed by Essex County Council after the tenders were submitted;
- Although the construction of the new depot at Oakwood Hill had progressed well since it started last September, some slippage had been experienced on this scheme;
- The major investment within the Communities Directorate had been the extension and refurbishment of the Council's museum;
- The approved HRA capital budget for 2015/16 was increased compared to previous years to

- provide for the Council's housebuilding programme; and
- Although the total value of loans made to individuals to improve private housing stock was lower than anticipated, demand increased in 2015/16 to £119,000 compared to £65,000 the previous year. Given the upward trend, it was recommended that the £41,000 underspend was carried forward to 2016/17.

(vi) Provisional Revenue Outturn 2015/16 - The Senior Accountant introduced the provisional Revenue Outturn Report for 2015/16. The report provided an overall summary of the revenue outturn for the financial year 2015/16. The General Fund saw £347,000 more than estimated being used from the opening balance, which was more than outweighed by the use of the District Development Fund being £1.1 million less than estimated. Overall the total net expenditure on the General Fund was £16.1 million, some £669,000 lower than the revised estimate.

Similarly, the position on the Housing Revenue Account was £716,000 better than anticipated.

(vii) Corporate Plan Action Plan Progress Quarterly Progress – the Select Committee received quarterly updates on the Council's corporate action plan pertaining to their area of responsibility.

(viii) Key Performance Indicators - Quarterly Progress – the Committee reviewed the Key Performance Indicators relevant to their Select Committee on a quarterly basis.

(ix) Quarterly Financial Monitoring - The Committee received quarterly Financial Monitoring reports providing a comparison between the original estimate for the quarterly periods and the actual expenditure or income as applicable.

The Committee had within its terms of reference to consider financial monitoring reports on key areas of income and expenditure.

(x) Medium Term Financial Strategy and Finance Issues Papers – In October 2016 the Committee received a report that provided a framework for the 2017/18 Budget and updated Members on a number of financial issues that would affect this Authority in the short to medium term.

The meeting noted that in broad terms the following represented the greatest areas of current financial uncertainty and risk to the Authority:

- Central Government Funding
- Business Rates Retention
- Welfare Reform
- New Homes Bonus
- Development Opportunities
- Transformation
- Waste and Leisure Contracts
- Miscellaneous, including recession/income streams and pension valuation

The meeting noted that because of Brexit politicians and the Civil Service appeared to have been paralysed and so we knew little more than we did in February about changes to New Homes Bonus, the 100% retention of business rates or the financial contribution we would be required to make to support right to buy for housing association tenants. Given this position the report stated that there was little point updating the Medium Term Financial Strategy (MTFS) for anything other than the 2015/16 outturn and so it was similar to the one approved in February.

(xi) Fees and Charges 2017/18 – This was a report on the proposed fees and charges that the Council should levy in 2017/18 and what scope there was to increase particular charges. It was noted that a saving of £250,000 in the Council’s budget would be required in 2017/18, but the scope for increasing income as a result of increasing fees and charges was relatively limited as regards the General Fund though less so with the Housing Revenue Account (HRA).

The use of labour rate inflation as a guide was adopted last year on the basis that the most significant element of the cost involved in generating fees was staff salaries. The latest figure was 2.1% so adopting a figure of 2.0% was proposed.



It was noted that The Limes Centre makes a number of charges and that it was being proposed that around 5% be added to each of the charges for this facility. Based on recent, sample testing of other similar facilities in the area, it had been identified that the current pricing scale for the Limes Centre was significantly lower than several others and that there had also been an issue of people from outside the district, booking the facilities under the name of EFDC tenants and therefore taking advantage of the 50% tenant discount on hall hire fees.

It was also noted that waste management charges on bulky household waste were going up by 1.5% to 2%.

After due consideration, the proposals for the level of fees and charges for 2017/18 were agreed by the Committee.

(xii) Sickness Absence 2016/17 – The Committee received the half yearly report on the Council’s absence figures for Quarters 1 and 2 for 2016/17. It included absences figures by Directorate, the number of employees who had met the trigger levels and those who had more than 4 weeks absence and the reasons for the absence.



The Council’s target for sickness absence under RES001 for 2016/2017 was an average of 7.5 days per employee. The outturn figure for the two quarters was an average of 2.98 days, which was below the target of 3.64 days.

(xiii) Invest to Save Update - The meeting noted that in setting the budget for 2015/16 Council decided that, as the balance on the General Fund Reserve exceeded the minimum requirement and further savings were required; £0.5 million should be transferred from the General Fund Reserve into an Invest to Save earmarked reserve. This was subsequently topped up with an additional £154,000 during the current year. It was intended that this earmarked reserve would be used to finance schemes that would reduce the Continuing Services Budget (CSB) in future years.

Prior to the approval of the 2016/17 budget by Council in February 2016 a total of six schemes had been approved for Invest to Save funding and £309,000 of the fund balance of £500,000 had been allocated. A further three allocations were made by the March and April Cabinet meetings, which included the accommodation review and work on the future funding and structure of the museums service, these reduced the balance of unallocated funds to £92,000. As the fund had proved useful in generating savings schemes, Members agreed a top up of £154,000 in closing the 2015/16 accounts.



The most recent business cases were considered by the Finance & Performance Management Cabinet Committee in June and approval was

given for some capital works at North Weald Airfield to extend a vehicle compound. A structural survey of the current main reception area and a programme management system for prototype activities were also approved.

(xiv) Draft General Fund CSB, DDF and ITS Lists and Savings Up date – In December 2016 the Committee received an update on budget preparation work. The report provided the first draft of the Continuing Services Budget (CSB), District Development Fund (DDF) and Invest to Save (ITS) Schedules for 2017/18.

The Medium Term Financial Strategy (MTFS), which forms part of the Financial Issues Paper, identified that savings of around £500,000 were required over the forecast period. The savings required in 2017/18 were identified at £250,000 after savings of £464,000 already identified had been taken into account.



The total CSB expenditure in 2015/16 was £2.9 million higher than the Original budget, but this was entirely down to the decision to fund Capital Expenditure of £3 million from the General Fund balance. This decision was made because of the significant General Fund balance held by the Council and the comments made by Central Government around 'excessive' balances held by local authorities. There were as ever salary savings due to vacancies and this trend had continued into 2016/17.

Of the one off items the biggest was the Local Plan to be completed in 2018, and this would be at a cost of £1.2 million over the original budget.

There were a number of areas where further work was required before figures to be included within the budget could be finalised. Clearly the emphasis in this budget cycle will again need to be on CSB savings rather than growth but there were some areas where growth was inevitable. The figures generally need to be viewed in the context of this being quite early in the budget preparation process and will clearly need to be revisited as the budget came together.

(xv) Review of Section 106 Monies - The report was a review of usage of Section 106 monies. The report provided information on the Section 106 process and monitoring arrangements. These monies could be provided for a variety of different purposes and would be based upon requirements identified as part of the planning process. The types of project can range from education, highways, leisure, health and affordable housing provision.

The Section 106 agreements themselves could vary; most had financial requirements but some had non-financial requirements.

An officer group monitors Section 106 agreements on a quarterly basis, monitoring progress on all agreements ensuring that funds were applied to the appropriate projects and spent within the agreed timescale.

(See Case Study for full details)

(xvi) Insurance Claims Statistics – In February 2017 the Risk Management and Insurance Officer, introduced the report on Insurance Claims Statistics. The statistics were for 2011/12 to 2015/16. The Council's insurance cover was provided by Zurich Municipal. All the insurance claims shown directly affected the Council but did not include policies that were recharged. They showed claims for the fleet vehicles over this period and it was noted that EFDC drivers only had 10 claims, the rest were when we were hit by other drivers.



(xvii) Benefits Fraud and Compliance Update - The Assistant Director Benefits, introduced the report updating members on the work being undertaken to combat both Housing Benefit and Local Council Tax Support fraud and compliance.

The Committee noted that the Housing Benefit fraud investigation ceased to be the responsibility of the Council from 1 October 2015. The existing Investigation Officers at that time were transferred to the Single Fraud Investigation Service (SFIS), part of the Department for Work and Pensions. The Council however, still remained responsible for the verification and checking of Housing Benefit applications. Local Council Tax Support was the Council's own scheme and therefore the Council remained responsible for Local Council Tax Support fraud and compliance.

(xviii) Cost of Members and Corporate Services – a report provided information on the cost of Member and Corporate Services, how it was calculated and what was the definition of these services. The two areas that this report was concerned with was Corporate Management which was made up of two cost centres and Member Activities which was made up of six cost centres. The former fell within the Office of the Chief Executive budgets and the latter, Governance.

Corporate Management sometimes referred to as Corporate Policy Making was the cost of managing the authority as a whole and includes the cost of the Chief Executive, management board meetings, production of the accounts, external audit, cost of maintaining a corporate bank account and a number of other similar costs. There was a popular misconception that a service area that provides support to all areas of the Council was a charge to Corporate Management, this was not the case as the definition was rather more narrow than that and the costs of these functions should be apportioned out to all Council services.

Member activities were sometimes referred to as Democratic Representation and as the name suggested was concerned with the cost to the authority of having elected members. It included Members Allowances, the holding of committee meetings and provision of agendas, the cost of attendance at external meetings where the member was representing the Council, officer advice to members and the provision of member admin services.

As regards the total cost of both of these services the HRA should bear a proportion of the cost as members and officers carrying out this work clearly make decisions that affect both the HRA and General Fund.

(xix) Information and Communication Technology Update – at their Mach 2017 meeting the Assistant Director (ICT & Facilities Management), introduced the report on the progress of projects within the ICT strategy. Last year 91% of projects were completed on time. This year had seen ICT concentrating on strengthening the resilience of both systems and infrastructure with a number of key systems being out hosted.

In the near future, most software products will only be available via subscription payments. Historically, software had been purchased outright from capital but this change in supplier behaviour would necessitate a switch to revenue expenditure.

(xx) Telephone Monitoring Statistics - the report on the monitoring statistics covered the period April 2016 to January 2017. The Committee noted that from 1 April 2016 to 31 January 2017 there were 27,210 calls on average per month to the Council of which 4.6% were abandoned and 7.2% went to voicemail. In the last year the number of calls had dropped by 3,000 per month from the year before, mainly due to the stabilisation of the waste contract. Abandoned calls had dropped from 7.9% to 4.6%.



It was noted that the Head of Customer Services was now in place and the restructuring of some customer facing services had commenced.

Consequently, the telephone workgroups currently reported on were unlikely to remain in their existing design from April 2017. It was anticipated that the next telephone monitoring statistics report to the Resources Select Committee would explain these changes and suggest alternatives to the current reporting format.

(xxi) Agency Staff and Consultancy – the Select Committee considered the report on the cost of consultants and agency staff for 2015/16 and to the end of February 2017. The Council on occasions needed to employ people either on a temporary basis or for a particular project. The former situation could be for peaks in workload or to cover maternity or long term sickness. The latter was for short term specific projects when the expertise did not exist in house and to employ someone for such a short term was impractical.

Such expenditure was recorded on the Council's finance system such that it was easily identifiable. However a reasonableness check has also been carried out to make sure that as far as possible the amounts recorded meet either the definition of an Agency worker or a consultant.

From the new tax year there were new arrangements regarding the accounting for tax and national insurance that may apply to some of our contracts. Information was given on what these changes were and how it was established whether a particular contract was affected by the changes. The legislation was referred to as Intermediaries Legislation (IR35).



From the 6 April 2017 the public sector will have responsibility for deciding whether an individual who was personally providing a service falls in or out of scope of IR35; and in certain circumstances liable for deducting tax and National Insurance Contributions (NICs) at source. Before this, this responsibility fell to the individual themselves.

(xxii) Transformation Programme – PICK Form – on 10 April 2017 the Committee held a special meeting. This meeting was called to establish the baseline for the scrutiny of the Council's Transformation Programme as proposed by the PICK form considered by the Overview and Scrutiny Committee at their meeting held on 28 February 2017. The O&S Committee agreed that the Resources Select Committee should be tasked with this scrutiny.



The Chairman of the Resources Select Committee had agreed to start with a one item special meeting to further explore the best approach and to establish an appropriate way forward.



The Head of Transformation, the Chief Executive and the Leader of the Council were invited to give a brief outline of the programme. All council members were invited via the Council Bulletin, as were the staff representatives on the Joint Consultative Committee.

The Chairman summed up the meeting, saying that they would like to scrutinise the Programme Management Board and the High Risks Projects that had been identified. He noted that the medium level ones went to the various Select Committees anyway.

It was also agreed that a Task and Finish Panel be set up and 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.

Case Study – Review of Section 106 Monies

At their December 2016 meeting the Committee received a report on the review and usage of Section 106 monies. The report provided information on the Section 106 process and monitoring arrangements. These monies could be provided for a variety of different purposes and would be based upon requirements identified as part of the planning process. The types of project could range from education, highways, leisure, health and affordable housing provision.

They noted that if a developer was developing land for housing purposes there was a requirement in most cases, where there was a development of 15 or more properties, to provide 40% affordable housing on site. Sometimes however this was not viable and the Council would accept a financial contribution to provide affordable housing in the area. Prior to the house building programme this money was used by the General Fund and passed to housing associations, however this money was currently being used by the HRA.

The Section 106 agreements themselves could vary; most have financial requirements but some had non-financial requirements. Sometimes at the developers behest a repayment clause would be included where the money had to be spent for the agreed purpose within a specific timescale. If this timescale was not met the money becomes repayable and the provider would be entitled to apply for the money to be returned to them. As an example on occasions funding has been provided for highways works and the County Council has struggled to spend the money as no clear project was identified during the planning approval process.

An officer group monitors Section 106 agreements on a quarterly basis, monitoring progress on all agreements ensuring that funds were applied to the appropriate projects and spent within the agreed timescale. There have been 113 Section 106 agreements entered into since 2001 and whilst the early ones had been concluded there was still a significant number that had obligations outstanding and some went back a number of years.



As at 31st March 2016 the Council held £363,000 in various section 106 contributions; this was a considerable reduction on the previous year as all affordable housing monies including those provided during 2015/16 were spent on the Council's house building programme in that year. The amount was made up of £248,000 related to leisure initiatives and the remaining £115,000 was due and subsequently paid to NHS England or parish council's.

It was possible that Section 106 agreements would be replaced by the Community Infrastructure Levy or CIL. This was being evaluated as part the Local Plan process by a consultant who was doing the groundwork to assess whether or not we should put a CIL in place, however we will not be able to do this until the Local Plan had been adopted, currently expected by the end of 2018.

4. NEIGHBOURHOODS SELECT COMMITTEE

The Neighbourhoods Select Committee consisted of the following members:

Councillor N Bedford (Chairman)
Councillor H Brady (Vice Chairman)
Councillors N Avey, R Baldwin, L Hughes, J Jennings, R Morgan, S Neville, A Patel, C P Pond, B Rolfe, M Sartin, G Shiell, E Webster and J H Whitehouse

The Lead officer was Derek Macnab, Director of Neighbourhoods and Deputy Chief Executive.

Terms of Reference

General

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of services and functions of the Neighbourhood Directorate and excluding those matters within the remit of the Audit and Governance Committee, the Standards Committee or the Constitution Working Group;
2. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;
3. To keep under review:
 - (i) *Environmental enforcement activities;*
 - (ii) *Waste management activities; and*
 - (iii) *Leisure Management*
 - (iv) *Local Plan Scrutiny*
4. To respond to applicable external consultations as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To identify any matters within the services and functions of the Neighbourhoods Directorate that require in-depth scrutiny and report back to the Overview and Scrutiny Committee as necessary;

Performance Monitoring

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

Environment

8. 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.

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

Leisure

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

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

(i) Regular Updates on the Local Plan – Throughout the year the Committee received regular updates on the development of the Council's Local Plan when they received reports from the officer in charge and had the chance to scrutinise the progress made and identify any obstacles that were encountered.

(ii) Key Performance Indicators 2015/16 - Quarter 4 (Outturn) Performance – in June 2016 the Committee considered the quarter 4 outturn report for the Key Performance Indicators for the previous year (2015/16). The Committee noted that 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, are 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 was taken where necessary.

Twelve of the Key Performance Indicators fell within the Neighbourhoods 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 (58%) indicators achieved target;
- (b) 5 (42%) indicators did not achieve target; although
- (c) 1 (8%) indicator performed within its tolerated amber margin.

The committee went on to review each indicator that looked to be not on target and to question any inconsistencies that they came across.

(iii) Corporate Plan Key Action Plan 2015/16 – Quarter 4 (Outturn) Position – Again in June 2016 the Committee received a report on the quarter 4 outturn position of the Corporate Plan Key Action Plan for 2015/16. 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 are supported by Key Objectives, which provided a clear statement of the Council's overall intentions for these five years.

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

- 11 (55%) of these actions had been achieved; and
- 9 (45%) of these actions had not been achieved by year end.

(iv) Environmental Charter Objectives - The report on the Council's Environmental Charter and objectives was introduced by the Environmental Co-ordinator. In November 2015 the Neighbourhood and Community Services Select Committee had agreed that a draft environmental

charter and action plan should be developed to replace the existing Climate Change Policy. It was further agreed that it should be brought back to the Select Committee for comment and agreement.



The outcome of these discussions was considered at the Green Working Party (GWP) on 7 December 2016 when it was agreed that the charter and action plan should be modelled on the 'Climate Local' methodology. This looks at various environmental commitments for a local authority and breaks them down into broad areas, such as Finance, Energy, the Natural Environment, etc. Within each area, suggestions are made for environmental commitments and associated actions. These documents now follow the format of Climate Local methodology but have been tailored to EFDC requirements.

The Environmental Charter was an overarching document to explain what we as EFDC (and the GWP) feel are our main commitments to the environment as the area leader.

The 'Commitments and Actions' was a document to demonstrate ways in which we were fulfilling our Charter. It was broken into three main headings with broad actions under each heading. The broad actions will then be supported by specific actions from the GWP work plan. Once actions have been completed they can be added to this document as a record of what has been achieved. In this way the work plan can be the "working document" which changes; supporting the overall commitments and actions document.

(v) Consultation Report on M11 Junction 7a and Widening of Gilden Way - The Committee received a report on the ECC consultation on the M11 junction 7A (and widening of Gilden Way). They noted that Essex County Council was currently consulting on the provision and design of a new junction 7A on the M11, and the related widening of Gilden Way. This consultation followed several years of work by the County Council in assessing various options to improve congestion, and also in assessing possibilities for junction 7A design and location. A number of exhibitions would be going around the district.



The project also creates a spur going nowhere at present. This was to future proof the scheme but officers were unconvinced about this spur on the consultation. EFDC Members have previously raised concerns over the timing of the 'future-proofing' spur and roundabout which form part of Essex County Council's proposals. It was suggested that the Council included these concerns in its response, suggesting to Essex County Council that the phasing of delivery for these elements would need to be determined by the individual Districts' Local Plans, which were not yet available.

(vi) The Surface Water Management Plan for Loughton, Buckhurst Hill and Theydon Bois – In September 2016 the Select Committee received a presentation on the surface water management for Loughton, Buckhurst Hill and Theydon Bois from officers from Essex County Council and Capita.

Officers from the Council's Engineering, Drainage and Water Team had been working with Essex County Council's Flood Team, consultants and other stakeholders in producing a Surface Water Management Plan (SWMP) for Loughton, Buckhurst Hill and Theydon Bois. The plan outlined the predicted risk and preferred surface water management strategy for these areas. Surface water flooding described flooding from sewers, drains, groundwater and run off from land, small watercourses and ditches that occurred as a result of heavy rainfall.

(See Case Study for details)

(vii) Fly Tipping – Enforcement and Clearance - The select committee received a verbal update on the Enforcement and Clearance of Fly Tipping from the Environment and Neighbourhoods Manager.

There were two main issues facing the authority in respect of fly tipping; the first was small scale disposal, often involving a single black rubbish bag and could be put down to miss-management. The second was large scale fly tipping which was frequently associated with professional tippers who worked for profit, this was a criminal activity that was hard to tackle and difficult to catch those responsible.

The solution was to attempt a reduction in fly tipping using enforcement signs, education and fines. Signs or notices could be stuck to black bags. The Environment Agency only took on the largest cases which meant that this authority handled a great deal, probably 99% of all cases.

There had been recent changes in Government legislation including Fixed Penalty Notices which could impose £200 fines. The income from this could be used by local authorities. The enforcement technology was also improving, CCTV was one example.



(viii) Key performance Indicators 2016/17 Quarterly Performance - The Committee reviewed the Key Performance Indicators relevant to their Select Committee on a quarterly basis.

(ix) Corporate Plan Key Action Plan 2016/17 – Quarterly Performance - The Select Committee received quarterly updates on the Council's corporate action plan pertaining to their area of responsibility.

(x) Chigwell Neighbourhood Plan – The Select Committee considered the Council's response to the Draft Chigwell Neighbourhood Plan. It needed to be broadly in conformity with the Council's own Local Plan and had to meet certain basic conditions.

Chigwell Parish Council had published its Draft Neighbourhood Plan for a period of formal public consultation.

The examination process was 'light touch' and considered a limited number of matters. However, in order to pass examination a Neighbourhood Plan must comply with the basic conditions set out in paragraph 8(2) of Schedule 4B to the Town and Country Planning Act 1990 as applied to Neighbourhood Plans by section 38A of the Planning and Compulsory Purchase Act 2004. The plan met the basic conditions if:

- a) Having regard to national policies and advice contained in guidance issued by the Secretary of State it was appropriate to make the plan;
- b) The making of the plan contributes to sustainable development;
- c) The making of the plan was in general conformity with the strategic policies contained in the development plan for the area of the authority (or any part of that area); and
- d) The making of the plan did not breach, and is otherwise compatible with, EU obligations and human rights requirements.

(xi) Environmental Charter and Objectives – In November 2016 the meeting reviewed the report updating them on the progress of the Environmental Charter. It was noted that the development of an Environmental Charter and associated action plan was added to the Green Working Party's (GWP) work programme. Over a period of months the GWP developed the Charter

and associated 'commitments and actions' and these were agreed by the Select Committee at its meeting on 28 June. The Select Committee recommended the Charter to the Cabinet and asked to receive an annual report on the progress of the Charter against its action plan.

(xii) Response to the Government's Housing White Paper – At their last meeting of the year the Interim Assistant Director (Forward Planning) introduced the report on the government's consultation on the Housing White paper. The White Paper provided an analysis of the issues and challenges facing both the delivery of and access to housing. The document comprised a range of 'proposals' which were the subject of consultation and issues on which it was seeking comment.

The White Paper covered four key areas:

- Planning for the right homes in the right places;
- Building homes faster;
- Diversifying the market; and
- Helping people now.

At that stage many of the proposals carried no firm commitment to implement, as drafted. They would be considered further having reviewed the responses made to this consultation. Some proposals would require changes to regulation, whilst some would require amendments to national policy, including to the National Planning Policy Framework (NPPF).

The Committee went through the proposed draft response to the Housing White Paper, noting that:



small sites were to be treated positively; that local planning authorities were to determine what their Green Belt policy was; the Green Belt review to look at brown field sites; the 20% increase in fees for planning applications (now agreed by the Cabinet); and Section 106 restrictions to be removed.

Case Study: The Surface Water Management Plan for Loughton, Buckhurst Hill and Theydon Bois

In September 2016 the Select Committee received a presentation on the surface water management for Loughton, Buckhurst Hill and Theydon Bois from L Shepherd of Essex County Council and C Despina from Capita.



Officers from the Council's Engineering, Drainage and Water Team had been working with Essex County Council's Flood Team, consultants and other stakeholders in producing a Surface Water Management Plan (SWMP) for Loughton, Buckhurst Hill and Theydon Bois. The plan outlined the predicted risk and preferred surface water management strategy for these areas. Surface water flooding described flooding from sewers, drains, groundwater and run off from land, small watercourses and ditches that occurred as

a result of heavy rainfall.

A four phase approach had been undertaken in line with Defra's SWMP technical guidance for 2010. The areas identified as being at significant risk had been placed into Critical Drainage Areas (CDAs) of which a total of seven CDAs had been identified. For each site, specific measures had been identified that could be considered in helping reduce the risk of surface water flooding. The process established a long term action plan for the County Council, District Council and other flood management authorities to assist in their roles under the Flood and Water Management Act 2010.

These areas were the first within Epping District subject to a SWMP, because:

(a) Defra's National Rank Order of Settlements Susceptible to Surface water Flooding indicated that Loughton was vulnerable to surface water flooding and was ranked 313th out of 4,215 settlements in England with an estimated 1,000 at risk of flooding. The Defra document did not contain any information regarding the vulnerability or floodrisk for Buckhurst Hill or Theydon Bois, but due to historical flooding events it was decided to assess these areas as part of the SWMP; and

(b) As part of its duties created by the Flood and Water Management Act 2010, the County Council produced in January 2011 a Preliminary Flood Risk Assessment which identified the Loughton area as a Tier 1 at risk area.

The Select Committee were advised of the potential options in dealing with flooding:

(a) Soft Measures

- (i) Adaptation of spatial planning policy
- (ii) Improving maintenance of the drainage network
- (iii) Emergency planning
- (iv) Raising community awareness

(b) Hard Engineering Measures

- (i) Ponds
- (ii) Pipe enlargement
- (iii) Additional gullies

(c) Sustainable Drainage Systems

- (i) Bioretention (The process in which contaminants and sedimentation were removed from stormwater run off. Stormwater was then collected into the treatment area)
- (ii) Green roofs (A roof partially or completely covered with vegetation)
- (iii) Permeable Pavement (Was a range of sustainable materials that allowed the movement of stormwater through the water)
- (iv) Detention Basins An excavated area installed on or adjacent to rivers, streams and the like for protection against flooding)
- (v) Rainwater Harvesting (The accumulation and deposition of rainwater for re-use on site, rather than allowing it to run off)
- (vi) Sub-Surface Storage (This relied on construction of water storage structure made of concrete or piping)

The Select Committee asked the invited speakers about the various options for coping with flooding. Members were concerned about the role of Essex County Council Highways in supporting better flood preparation. A meeting had been undertaken with County Highways considering changing maintenance regimes on their assets. Whilst the attitude from Highways was positive, it was clear that their current funding and prioritisation gave limited focus to their own drainage assets. The

working relationship the District Council had with the Drainage Engineer at Highways was extremely good.

The ECC and the Capita officers advised other problems they faced:

- Encouraging eligible residents to consider applying for Property Level Protection Grants that were available from ECC to install flood protection products, however properties must have been flooded previously to receive this.
- Continuing exploration of investment opportunities for drainage assets offered by developments that may come forward within the SWMP area, both pre and post adoption of the new Local Plan.
- Challenging drainage proposals where developers had not considered or embraced the range of sustainable drainage systems available.
- Working to ensure that Members and the wider public were aware of flood risk from all sources and how they could better prepare in the event of flooding.
- The Select Committee were advised that it was important building flood resilience into buildings, for example flooring that could be used after a flood.

Members were concerned about blockages in the River Roding which were not being cleared. Essex County Council replied that they had a very good relationship with the Environment Agency, however maintenance budgets had been cut, it was important to justify the benefits of work in line with costs sustained.

There was particular concern about flooding in the Theydon Bois, affecting 31 properties. Essex County Council replied that it was difficult to assess options and deciding what would work. They would look at properties potentially affected, there were resources available. It was important to inform people and help with preparation.



Overview and Scrutiny Work Programme 2017/18

Overview and Scrutiny Committee (Updated: 09 May 2017)

Chairman – Councillor			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Essex County Council – Local Highways Services and infrastructure (Scrutiny of External Organisations)	Alternative way forward considered at meeting on 28 February 2017. Awaiting confirmation from Essex County Council as to way forward.	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.	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 of each Select Committee in each municipal year	
(5) Princess Alexandra Hospital NHS Trust (Scrutiny of External Organisations)	6 June 2017 (carried forward from work programme for 2016/17)	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.	

Overview and Scrutiny Committee – Reserve Work Programme		
ITEM	Report Deadline / Priority	Progress / Comments
(1) Barts Health NHS Trust (Whipps Cross Hospital) (Scrutiny of External Organisations)	Carried forward from work programme for 2016/17	Scrutiny of service improvements at Whipps Cross Hospital following report of Care Quality Commission in 2015. The Managing Director of Whipps Cross attended the meeting of the Committee in February 2016 meeting, when it was agreed that a representatives of the Trust would update the Committee on progress during 2016/17.
(2) Epping Forest Sixth-Form Consortium (Scrutiny of External Organisation.)	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.
(3) Essex County Council (Children’s Services) (Scrutiny of External Organisations)	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.

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**Request by Member for Scrutiny Review
2017/18 Work Programme**



Please complete the form below to request consideration of your issue by the
Overview and Scrutiny Committee

Proposers Name:	Date of Request
Supporting Councillors (if any):	
Summary of Issue you wish to be scrutinised:	
NOTE: ENTRIES BELOW RELATE TO ISSUE CATEGORIES OF THE PICK PROCESS. PLEASE REFER TO THE EXPLANATORY NOTES TO THIS FORM FOR FURTHER INFORMATION	
Public Interest Justification:	

Impact on the social, economic and environmental well-being of the area:

Council Performance in this area (if known: Red, Amber, Green):

Keep in Context (are other reviews taking place in this area?)

Office Use:

Pick score:

Considered By OSCC: