EPPING FOREST DISTRICT COUNCIL
OVERVIEW AND SCRUTINY MINUTES

Committee:	Overview and Scrutiny Committee	**Date:**	Tuesday, 17 April 2018
Place:	Council Chamber, Civic Offices, High Street, Epping	**Time:**	7.30 - 9.52 pm

Members Present: Councillors M Sartin (Chairman) R Brookes (Vice-Chairman) N Avey, R Baldwin, N Bedford, J Lea, A Mitchell, S Murray, S Neville, A Patel and D Wixley

Other Councillors: Councillors W Breare-Hall, A Grigg, S Kane, A Lion and C Whitbread

Apologies: Councillors Y Knight, D Stallan and H Whitbread

Officers Present: D Macnab (Acting Chief Executive), D Bailey (Head of Transformation), A Hendry (Senior Democratic Services Officer), S Mitchell (PR Website Editor) and G J Woodhall (Senior Democratic Services Officer)

By Invitation: A Whitehead (East of England Ambulance Service)

65. 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.

66. SUBSTITUTE MEMBERS

It was noted that there were no substitute Members for the meeting.

67. MINUTES

> **RESOLVED:**
>
> That the minutes of the last Committee meeting held on 27 February 2018 be signed by the Chairman as a correct record.

68. DECLARATIONS OF INTEREST

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

69. EAST OF ENGLAND AMBULANCE SERVICE - SCRUTINY OF EXTERNAL ORGANISATIONS

The Chairman introduced Alan Whitehead the Sector Head of Service Development, Engagement and Improvement from the East of England Ambulance Service NHS Trust. He was there to facilitate the scrutiny of the East of England Ambulance Service NHS Trust in regard to local ambulance services provided across the Epping Forest District, following the publication of a Care Quality Commission (CQC) report

in August 2016 and its judgement that the quality of the service provided by the Trust required improvement.

Members had submitted some advanced questions that were sent to him beforehand to enable him to prepare answers for the meeting.

Mr Whitehead thanked the Committee for inviting him to the meeting and noted the 13 questions he was sent in advance. He took the first three questions first. They were:

- the plans of the Trust to address a report of the Care Quality Commission (CQC) (August 2016) on its judgement that the quality of the services provided by the Trust 'requires improvement';

- the current position of the Trust in addressing the concerns raised by the CQC in August 2016;

- the arrangements of the Trust for stakeholder and public reporting of its progress in addressing the concerns raised by the CQC;

He noted that the trust worked to an action plan in response to the CQC report. As a result of this many improvements have been put in place especially in medicine management, health and safety and feedback to staff. They reviewed their policy and procedures on medicine management to ensure they were consistent across the region. The Trust covered six counties and had to harmonise their procedures. Their action plan was also published on the website to be reviewed and commented on. Their aim was to be the best provider of care and used the CQC report to support this improvement.

The last CQC visit was just over 18 months ago. They concentrated on "core services" and on how "well led" they were. Feedback so far on the improvements has been broadly positive, with some areas to improve on. They will now feed this back to the CQC with their action plans. The trust was not advised to make any immediate changes during the inspection. Once they have the outcome of the report later this year they would share it, as would the CQC.

The next two questions were:

- the geographic area for which ambulance services are provided by the Trust and its current response and attendance performance in relation to emergency calls across its operational area;

- the current response and attendance performance of the Trust in relation to emergency calls received across the Epping Forest District;

The trust covered six counties, with a population of nearly six million people and provides a range of services. Best know for the 999 emergency services, where they provide a 24/7 service. In 2017 to 2018 they received 1.1million calls across the region. As for performance, since October 2017 they had introduced the Ambulance Response Programme (ARP) in line with other ambulance trusts in the country. The aim was to maintain the operational efficiency of the ambulance service while focusing on the clinical needs of the patient, which was their real key as an organisation. They had three main objectives, prioritising the sickness patients to ensure the fastest response; delivering appropriate operational behaviours so that the patient got the appropriate response the first time and in an appropriate time frame; and by putting an end to unacceptable long waits.

They were now also for the first time measuring the mean rather than the average response times. Also a time standard would apply to every patient to whom a vehicle was sent; previously this was not always the case. They were now reviewing how they dispatched ambulances or their fast response cars. Also their new model would be for more double staffed ambulances and slightly less fast response vehicles. Their priority was to transport patients (to hospital) and therefore it made sense to have ambulances. A new set of quality indicators would measure the time between receiving a 999 call and receiving life saving treatment for heart attacks, strokes and cardiac arrests. This was all designed to ensure that the sickest patients received the fastest response, get the response they needed the first time and in a time frame that was appropriate to their need. Also people living in rural areas should receive a more equitable response as they spread resources more equally amongst patients.

They have had to rewrite all of their reporting programmes over the last few months, but this had meant that they were not reporting performance against new targets because of this transitional period. But, they will be able to start reporting performance by the end of this month; so they can supply figures to any future meeting if required.

The next question was about the resources and capacity of the Trust to respond to emergency calls received across the Epping Forest District.

The West Essex area contains Harlow, Epping and Loughton. They currently had 167 staff and 16 vacancies which did not affect their ability to meet their contractual obligations. This was supported by some purchased private resources and if required by the surrounding area Trusts. They have recently had an Independent Service Review looking at the gap between demand and resources. They have done some modelling and researched target and have now had a report back from external consultants; the result would indicate an increase in resources over the next two years.

He was asked about the Trust's call handling arrangements for emergency situations arising across the Epping Forest District. Their call handling procedure was the same across the region. They operated three emergency control rooms, one at Norwich, one at Bedford and one at Chelmsford. Any calls will be triaged by the call takers to enable them send the right resource to any call received. They now have 90 seconds to triage a call, before that it was only 30 seconds; this would enable them to allocate the most appropriate resource to that. There was two ways to deal this this from then on, it could go to the ambulance dispatch desk where the nearest resource could be dispatched to the patient, or it could go to their emergence advice and triage desk where they have a number of clinicians, specialist in various areas, where they can assess their need, offer advice, and sometimes maybe send an ambulance or send a paramedic out to do a face to face assessment or any other appropriate advice.

Calls are now categorised into four different categories, referred to C1, C2, C3 and C4. A C1 call was an immediate life threatening call; this has recently been broadened out to catch more people and circumstances under this category.

He was also asked about the Trust's complaint handling arrangements for emergency calls received across the District. As a Trust they welcome complaints (as well as compliments). They can be made in a number of ways and will be passed to the 'Patients Experience' department in Bedford where they were monitored. Their policy was to complete all complaint investigations within 25 working days, however if it took longer they would go back to the complainant and explain why. The Trust will follow up and analyse any serious incidents that had occurred.

They also have a patient experience survey to monitor the patient feedback and recently noted that in September 2017, 100% of the people surveyed in Essex would be extremely likely to recommend the emergency services again.

The next question asked was to do with the operation of public forums by the Trust for feedback on its local ambulance services and the consideration of relevant service performance issues. They have a Community Engagement Group whose members are made up from the general public from across the region. It should be noted that in January and February they received the highest number of compliments in recent times.

He was also asked about the provision of cross-border ambulance services by the Trust, to other NHS Trust areas and also on the operational procedures of the Trust, specifically with regard to the initial attendance of paramedic or ambulance services in response to emergency calls received across the District. Like other trusts they did not have internal boundaries. For each 999 call they receive, the nearest response vehicle would be dispatched. At times the ambulance could convey patients to facilities outside this operating area, such as to a specialist hospital to better support a patient with major trauma. They also transfer patients to other areas of specialist care, such as to London when considered necessary. Lesser priority patients may also be diverted to other hospitals if the main ones were experiencing high workloads or major incidents. Nationally they have cross border arrangements, which mean that a nearer resource could be sent, say from London if they were closer and available. Also in times of major incidents they can assist London, such as the Grenfell Tower fire. What that meant was that we covered for the London ambulances that were sent there.

The next question asked was about the current provision of non-emergency Patient Transport Services (PTS) by the Trust. Their patient transport team make about half a million journeys a year taking patients onto other specialist hospitals, or to and from appointments to other facilities etc. this was a high quality service for patients, safe and flexible. Last year they were asked to take over the PTS contract for Hertfordshire and Bedfordshire when a private company went into liquidation. They had to take this over at very short notice and had to put in arrangements over a weekend; which they successfully managed to do, taking on staff on a temporary basis from that contract.

The last question was on current areas of 'stress' within the provision of ambulance services by the Trust, including any issues of specific relevance to the Epping Forest District. As with most public sector authorities they had a number of issues, finance being the obvious one. Another one was about ambulance arrival to handover times, it should be 15 minutes; the majority of delays occurred from arrival to handover and they were looking to improve that process, having monthly meetings with the team looking for improvements. Princes Alexandra has made remarkable improvements over the last six months on this. They have also seen an increase in demand for their services; over the last ten years they have seen an annual increase of approximately 1 to 2%. They appreciate that they cannot keep throwing money at the system and were now looking at how they worked with CCGs and other health partners and redesigning some of their services to make the most efficient use of their systems. Another problem was that their workforce was in demand; the paramedics have now a large skill set and other parts of the health service were recognising these skills and now paramedics were being enticed to work in GP surgeries and emergency departments etc. They were looking at this. It may be that instead of sending a patient straight to hospital, a paramedic could do a face to face assessment and refer them elsewhere in the system to a place of most appropriate need. They were trialling putting in emergency practitioners into GP practices, which are also

stretched, and using them for home visits, helping to keep patients at home rather than a wasted journey to the local A&E department. They were also looking at other schemes one being around mental health street triage.

The meeting was then opened up to questions from members.

Councillor Neville asked about the high vacancy rate of 14% in the emergency care department, has that now come down, and given that, what was staff morale like? Mr Whitehead said it was the emergency control centres that he was referring to. He did not have the exact figures but was aware that they had increased although they were still struggling to find staff; so they still had some vacancies. Morale was always difficult to measure, unsocial working hours, large workloads and the breaks were always key to this and management was keen to address these issues. They were also consulting the staff to come to a working arrangement.

Councillor Mitchell asked if there was a child not breathing properly and they were only 10 minutes from hospital, what would be your response. Mr Whitehead said he would expect to send an ambulance to take them to hospital. If you are referring to a specific case please contact me after the meeting.

Councillor Patel said he spoke about mental health triage; he would also like the trust to look at support for social isolation in the community. The ambulance staff may well identify such people when they are called to attend them. Did they have something in place to escalate this to say, social services. Mr Whitehead said that was a good point as they often were the point of first contact and the eyes and ears of social services. Safeguarding was very important and their staff were well educated in this regard. They have a single point of contact that the staff can call and make a referral to the safeguarding scheme. More work was being done on this but it has not been publicised as much.

Councillor Patel then asked who monitored the safeguarding areas and how were they investigated and what were the outcomes. He was told that it was their duty to report any concerns they found and this was monitored. They also now get feedback on the cases reported. A lot of this safeguarding data was on their website.

Councillor Lea praised the excellent service she had received recently during a family crisis. However, she noted that there may be a lot of people who were taken to hospital who maybe did not need to go there, where the paramedics had to stay with the patients until the hospital took over. This was a waste of their time. Can a paramedic ask for a GP to come out instead of taking them to hospital, how would this work? Mr Whitehead replied that they can refer a patient to a GP and request them to attend. As for taking patients to A&E, there has been a lot of scrutiny over this recently. Of the calls that they receive and respond to, 65% were not conveyed to a hospital. They triage their patients and have other options other than taking them to hospital.

Councillor Wixley asked if there were doctors on some ambulances as there were now more ambulances and fewer paramedics now sent out. Were paramedics more skilled than ambulance staff and in which circumstances would you use an ambulance or a rapid response vehicle? He was told that a paramedic on an ambulance was the same as a paramedic in a response car and they often rotated between the two. There were some 'critical care' paramedics in ambulances and in rapid response vehicles. They were not looking to reduce resources as such; there will be more responding resources within the system and not less. The response cars were very much focused around achieving a target, but they now had more critically ill patients in this target so it was better having an ambulance to transport them.

Councillor Murray noted that in February the Chief Executive of the Service said that they needed 160 new vehicles over the next two years. Would this target be met? Mr Whitehead said he was referring to the Independent Service Review commissioned by the CCGs, and this was what was recommended. An outcome of this was that the CCG has agreed to fund this and we should get these vehicles over the next 2 or 3 years. But they will also be looking to us to deliver our side of the improvements required.

Councillor Sartin asked if they would also get the officers needed to man those vehicles. She was told that they were working with various universities to attract students to work with them and we can support them over their course. Plans were being put in place.

Councillor Bedford asked Mr Whitehead where he saw the ambulance service going to in the next ten years, would there be greater use of technology, would there be paramedics on motorbikes and was the Trust making better use of first responders in the communities. He was told that they had an active first responders programme and they were now equipping them with radios which also enabled them to track their positions. For each area they had a first responder manager. As for motorcycles they were a quick response but they were moving more to a transferable system for patients and would need more than motorcycles for this. Also there was a certain risk in using motorcycles, the riders needed specialist training and it could cost more than a quick response car, so they had decided that they were not viable for use. As for technology, they were always looking at this, but the main barrier was money. His area had a technology sub-group and they were looking to go paperless by 2020 and to equip staff with tablets to use. However the cost of rolling out new technology over the various CCGs in the region was very large.

Councillor Baldwin asked about the front line responders, did they have access to patient's medical records. He was told that no, they did not, but there were some instances where they could be accessed; if their GP surgery had signed up to the appropriate system. They were working on this for the future.

The Chairman thanked Mr Whitehead for coming and giving such complete answers to the questions. She noted that the caring nature of the staff came through in the report in dealing with people in often difficult circumstances. Mr Whitehead replied that he would be happy to arrange a visit to a local station if asked.

70.   ESSEX COUNTY COUNCIL (PASSENGER TRANSPORT) - SCRUTINY OF EXTERNAL ORGANISATIONS

The Committee noted that an invitation had been extended to County Councillor R Gooding to attend the next meeting in June 2018 to respond to members concerns of local bus service support.

The Committee came up with the following points that they would like to raise with him:

(1)   The total budget of Essex County Council for the support of local bus services across Essex and the amount currently allocated to the support of services operating within the Epping Forest District or serving its residents;

(2)   The level of contracted local bus service provision by the County Council, currently operating within the Epping Forest District or serving its residents (and details of such routes);

(3)   The level of otherwise financially supported local bus service provision by Essex County Council, currently operating within the Epping Forest District or serving its residents (and details of such routes);

(4)   The amount of the total budget of the County Council for the support of local bus services across Essex, that is spent on concessionary travel and, bus passes etc.;

(5)   The cost to the County Council of a single older persons bus pass;

(6)   The arrangements of the County Council for the modelling of need for the provision of local bus services across the County;

(7)   The value for money derived from local bus services that are contracted or financially supported by Essex County Council;

(8)   The arrangements of the County Council for the promotion of local bus services as a more sustainable alternative to other forms of vehicular transport;

(9)   The general standards expected by the County Council of contracted or financially supported local bus services, in terms of the reliability, roadworthiness and cleanliness of operational vehicles;

(10)   The requirements of the County Council for the provision of seat belts on contracted local school transport services;

(11)   The arrangements of the County Council for the identification of new bus service routes (i.e. does the does County Council determine where a service is needed and go out to tender or do operators propose routes to the County Council);

(12)   The effectiveness of the County Council's Bus Strategy and associated Priority Policy;

(13)   The criteria applied by the County Council for the grant of a licence to an operator for the operation of a specific bus service and route; and

(14)   The criteria applied by the County Council for the withdrawal of financial support for the operation of a specific bus service and route.

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

It was noted that there were no public questions or requests to address the Committee.

72.   EXECUTIVE DECISIONS - CALL-IN

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

73.   EPPING FOREST YOUTH COUNCIL

The Committee considered the report from the Communities Select Committee recommending that the Youth Council be allocated a DDF sum of £8,000; £3,000 of which would be specifically for the 'MiLife' project during 2018/19. They also

recommended that the Youth Council make an annual presentation to the Overview and Scrutiny Committee so that it could also be webcast.

Councillor Murray said that he was happy with the recommendations and that it was reasonable for them to have this funding. He had received very good feedback from schools on the 'MiLife' project. Councillor Neville also supported the recommendations.

Councillor Patel noted that it had come full circle – as the Task and Finish Panel recommended these two years ago. The Youth Council did some very positive work and he would like to see how it had developed. He would like to see the 'MiLife' project developed further and perhaps it could go up to colleges and into the wider community. Raising awareness of this could be one of the projects they could look at in the future. He would also like it noted that the officers support given to the Youth Council was brilliant and that they did a fantastic job. The Chairman agreed wholeheartedly with his comments on the job the officers did with the Youth Council.

RESOLVED:

1) That the Overview and Scrutiny Committee supported the allocation of a DDF sum of £5,000 to the Youth Council for projects during 2018/19.

2) That the Overview and Scrutiny Committee supported the allocation a DDF sum of £3,000 to the Youth Council for the MiLife project during 2018/19.

3) That the Youth Council makes an annual presentation to the Overview and Scrutiny Committee.

74.   TRANSFORMATION PROGRAMME REPORT

The Head of Transformation, Mr Bailey introduced the report on the Transformation Programme. He noted that research consistently showed that 70% of all change fails to deliver on the goals set, largely due to employee resistance and lack of management support.

He went on to give the background to the programme and the position of the current projects. 53% of projects had either come in on time or were delivered early; 47% of the current closed projects had been identified as needing to have tighter timescales or improved estimation of project timescales. 69% of the projects were on cost.

Councillor Patel asked where they were now with the definition of 'prioritisation' and also in appendix 3 the benefits had not been listed. Would officers then go back and look at the projects and do some analysis on them. Mr Bailey said that they would go back and visit the projects when they were done, but they would need more staff to do this and they would be getting two extra staff in the new municipal year. The Transformation Board do prioritise the projects when they first come up. At present we did not need to prioritise as such because we are a well managed council financially, and could do the work brought forward without needing to make difficult decisions.

Councillor Patel asked of the 17 projects listed in the report, were they all the completed projects to date. Recommendation 11 that says that the projects would be reviewed in 12 months. Would they be reviewed on a yearly basis or continue to be on a quarterly basis. Mr Bailey replied that other projects had closed since this report had been written and they will be reviewed annually. Also this Overview and Scrutiny

Committee had asked for an annual report on the projects so they would be done at the same time. Councillor Patel thought that a year was a long time to wait. Immediate analysis would be better. Councillor Sartin asked if these projects would also be reported to the various Select Committees on a more regular basis. Mr Bailey said that just because they were reviewed formally annually, did not mean that they were not reviewed as they went along. Also reports would go to the Select Committees as they were closed.

RESOLVED:

(1)   That the Committee noted the findings of the summative evaluation of project closures and the recommendations agreed by the Transformation Programme Board;

(2)   That the Committee noted the report on the findings from the twelve-month implementation review to the Overview and Scrutiny Committee in April 2019; and

(3)   That the Committee agreed the potential areas for future scrutiny as listed in paragraphs 54, 55, 56 and 57 of the report.

75.   TRANSFORMATION PROGRAMME - PROJECT DOSSIER

The Head of Transformation, Mr Bailey noted that this Committee had requested the progress of projects and programmes within the Transformation Programme, known as the Project Dossier, be reported to them for review.

Councillor Patel asked if members could have a notion of the anticipated progress when the reports were generated. Mr Bailey noted that this would have to be put in manually by officers. Councillor Patel noted that with due dates etc. it was difficult to establish where a project should be at that time. Mr Bailey said that they would have a commentary column on the reports to help answer these points.

Councillor Neville noted that in work steam 3 the due date was March 2018 and progress was only at 22%. Why? Mr Bailey agreed that there should be some explanation as to why this was and better commentary on the reports would help this.

Councillor Wixley noted 'Workstream 1' had a 'Discovery Stage' and also had something called 'Behavioural Insight'. What were they? Mr Bailey said that they referred to the 'nudge theory'; by making small changes to nudge people into behaving differently to the advantage of the Council. Councillor Wixley asked if we knew this worked. He was told that an Assistant Director had been asked to look into this and report back on progress made and how it worked.

Councillor Avey said that they needed information to scrutinise, such as the St Johns Road development said that it was 90% complete with 10% left. What was this 10%? That was the kind of issue that members struggled with. Mr Bailey replied that they should focus on the reports that went to the Select Committee. This was the whole list of projects. At the Select Committees members can ask officers to report in detail.

Councillor Sartin asked what the term 'Hold' indicates when put under the column 'stage' in the workstreams table. Mr Bailey said that it just indicated that the project was on hold or maybe yet to start. The comments accompanying it should provide an explanation.

RESOLVED:

That the updated Project Dossier for the Transformation Programme was reviewed and noted by the Committee.

76.   TRANSFORMATION PROGRAMME - PROJECT CLOSURES

The Committee received the project closure report from Mr Bailey. The project closure report was generated on 14 February 2018, reference P003 entitled "Establish Programme and Project Management" and was 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." This project was set up to establish the project management framework.

No questions were forthcoming from the Committee members.

RESOLVED:

That the Project Closure report from the Transformation Programme was noted.

77.   TRANSFORMATION SERVICE AREA BUSINESS PLAN

The Leader of the Council, Councillor Chris Whitbread introduced and took the Committee through the Transformation Business Plan.

He noted that the business plan splits into two areas, Transformation and Customer Services. Both contained the major change programme in the council and the 'business as usual' elements. The three key actions for transformation covered three areas:
1) to co-ordinate, manage and support change programmes and projects (including the technology strategy, the people strategy and the customer services programme);
2) to implement year 2 of service accommodation programme (the Civic Centre and Oakwood Hill refurbishments); and
3) to establish integrated performance reporting of the benefits of the programme.

The Customer Service key actions include phase 2 of the corporate customer team, getting them to work better together and to make the customer experience more seamless. Also it included the redesign of the customer self-service facilities and a website redesign.

Also included would be the integration of customer transactions into one customer relations management (CRM) system and also the main reception refurbishment but due to the listing of the building this has been somewhat slowed down, but still needed to happen to enhance our customers experience. And underlining this was our first customer satisfaction survey, enabling us to receive feedback on systems now and in the future.

As for the resource implications there was the £20k of revenue growth for the customer satisfaction survey. For transformation there was the £135k DDF growth for fixed term work on process reengineering and project management.

RESOLVED:

That the Transformation Business Plan for 2018-2019 be noted.

78.   **CORPORATE PLAN 2018-2023 PROGRESS REPORTING & PERFORMANCE INDICATOR SET**

The Head of Transformation, Mr Bailey introduced the Corporate Plan for 2018-2023. He noted that this was the authority's key strategic planning document setting out the journey the Council would take to transform the organisation to be 'ready for the future'.

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

The content of the Plan – including drivers, objectives and benefits – were the subject of consultation with customers, businesses, partners and staff. The views of Councillors were also sought through the Communities, Governance, Neighbourhoods and Resources Select Committees as well as the Overview and Scrutiny Committee. The views of the Cabinet were gained through a report to the Finance and Performance Management Cabinet Committee. Feedback from local councils was taken through a report to the Local Councils' Liaison Committee.

These consultations showed that the structure and strategic approach of the new Corporate Plan were welcomed by all stakeholders, alongside an endorsement of the consultation itself. Beyond this, a large amount of detailed commentary on specific drivers, aims, objectives and performance measures was received.

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

Mr Bailey went on to explain how the new 'benefit maps' would work and how they should be read. He also showed how these had been simplified over time and made more customer friendly in consultation with members.

Councillor Bedford asked about the data profiles, could they be put in in the bulletin so that members could see them. Mr Bailey replied that they would give members access to the Pentana system which contained all this information.

Councillor Wixley asked about the Customer satisfaction survey. He was told that it was an annual survey, first carried out last year. It will be on the council's website to get live feedback and may become a quarterly report.

Councillor Patel commented that external transformation was not prominent enough and needed to be filled in. it would be useful for the community to see this. He was told that the Transformation Board was considering this issue and should include it in the future

Councillor Bedford asked for full names and not just the acronyms.

The Chairman observed that any more feedback should be sent directly to Mr Bailey.

RESOLVED:

(1) That the Committee reviewed and commented on the proposed benefits and performance indicator set for 2018-2023; and

(2) That the Committee reviewed and commented on the Council's proposed format for reporting the performance of the indicator set and the progress of the Corporate Plan 2018-2023.

79. OVERVIEW AND SCRUTINY FRAMEWORK - REVIEW

The Committee noted the report on the overview and scrutiny framework of four select committees that had been established in 2015/16 following a review undertaken by a Task and Finish panel. The select committees broadly reflected the management structure of the council, save for a stand alone Housing Select Committee. This changed in 2016/17 to the current select committee framework aligned to the management structure of the council.

At a recent joint meeting of scrutiny chairmen a proposal was made for the possible combination of the Governance and Resources Select Committees with effect from the new municipal year. However, the Committee noted the current ongoing review of the Council's senior management structure and that this may necessitate a re-alignment of the Overview and Scrutiny Framework over the coming year.

The Committee therefore decided defer any decision on the possible merging of the select committees until a later date.

RESOLVED:

That a decision on the combination of the Governance and Resources Select Committees be postponed until a future date.

80. FORWARD PLAN OF KEY DECISIONS - REVIEW

The Committee reviewed the Council's programme of key decisions for 2017/18.

Councillor Brookes said that she would like more information about the District Electoral Review. Mr Macnab said something could be put into the Council Bulletin.

Councillor Bedford asked about problems on plastic recycling; have we tried to find a company in either Norway or Sweden where recycle in house and produce plastic chips that were mixed with asphalt and used to fix pot holes. Could we work with Essex County Council to provide the plastic so they can fill in the pot holes in our area? Councillor Breare-Hall said that this was an interesting suggestion, but at present plastic was not a big issue with us. Mr Macnab agreed and noted that some of the dirty glass that was collected was ground and mixed with stone and went into road repair material.

Councillor Bedford also commented about the quality of water at Loughton and Ongar swimming pools there was a need to look at the detritus that was in the water. Mr Macnab said that he would take this back to the appropriate officers.

81. OVERVIEW AND SCRUTINY DRAFT ANNUAL REPORT

The Committee noted the draft overview and scrutiny annual report and that any comments should be submitted to Democratic Services by Wednesday, 9 May.

82. OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMMES 2017/18 - REVIEW

Overview and Scrutiny Committee

The committee noted that their work programme had now been completed and that item 5, Princess Alexandra Hospital NHS Trust will be moved to the next years work programme. Also item 11, Essex County Council Passenger will be going to the June 2018 meeting along with Superfast Essex.

Councillor Bedford asked if officers from Stanstead Airport could be invited to attend a future meeting of the Overview and Scrutiny Committee to speak especially after the recent fire at the airport. This was agreed by the Committee.

Reserve Programme

Item 3, the Essex Police/Essex Fire & Rescue Service, members would like it to go to the July 2018 meeting.

Communities Select Committee – nothing further to report.

Governance Select Committee – nothing further to report.

Neighbourhoods Select Committee – nothing further to report.

Resources Select Committee – Councillor Patel noted that the external transformation did not really fit into this select committee's remit. This came about after Councillor Lion gave a presentation on this to his Committee. A wider number of members should be made aware of this but he was not sure where this should be reported to. Mr Macnab said that he would have a word with Councillor Lion and see where it might fit.

83. SCRUTINY OF EXTERNAL ORGANISATIONS - REVIEW

The Committee noted their schedule of recent external scrutiny carried out over the past few years.

84. LAST MEETING OF THE YEAR

As this was the last meeting of the year the Chairman thanked all the members who participated in the meetings during the year. She also thanked all the officers who came to the meeting or wrote reports for the meetings during the year.

CHAIRMAN

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