



Essex County Council

Corporate Policy and Scrutiny

14:00	Tuesday, 26 November 2019	Committee Room 1, County Hall, Chelmsford, CM1 1QH
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For information about the meeting please ask for:

Richard Buttress, Member Enquiries Manager

Telephone: 07809 314835

Email: democratic.services@essex.gov.uk

		Pages
1	Membership, Apologies and Declarations To be reported by Democratic Services Manager.	4 - 4
2	Minutes of previous meeting To note and approve the minutes of the meeting held on Tuesday 29 October 2019.	5 - 7
3	Questions from the public A period of up to 15 minutes will be allowed for members of the public to ask questions or make representations on any item on the agenda for this meeting. No statement or question shall be longer than three minutes and speakers will be timed. On arrival, and before the start of the meeting, please register with the Democratic Services Officer.	
4	Delivery Risk Assessment Committee to receive report CPSC/11/19.	8 - 16
5	Property Portfolio Committee to receive report CPSC/12/19.	17 - 25

6 Work Programme - November 2019 **26 - 29**
To note the Committee's current work programme.

7 Date of next meeting
To note that the next meeting will be held on Tuesday 28 January 2020, in Committee Room 1, County Hall, at 10:30am.

8 Urgent Business
To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency.

Exempt Items

(During consideration of these items the meeting is not likely to be open to the press and public)

The following items of business have not been published on the grounds that they involve the likely disclosure of exempt information falling within Part I of Schedule 12A of the Local Government Act 1972. Members are asked to consider whether or not the press and public should be excluded during the consideration of these items. If so it will be necessary for the meeting to pass a formal resolution:

That the press and public are excluded from the meeting during the consideration of the remaining items of business on the grounds that they involve the likely disclosure of exempt information falling within Schedule 12A to the Local Government Act 1972, the specific paragraph(s) of Schedule 12A engaged being set out in the report or appendix relating to that item of business.

9 Property Investment Fund

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

10 Urgent Exempt Business
To consider in private any other matter which in the opinion of the Chairman should be considered by reason of special circumstances (to be specified) as a matter of urgency.

Essex County Council and Committees Information

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Committee: Corporate Policy and Scrutiny Committee

Enquiries to: Richard Buttress, Democratic Services Manager

Membership, Apologies, Substitutions and Declarations of Interest

Recommendations:

To note

1. Membership as shown below
2. Apologies and substitutions
3. Declarations of interest to be made by Members in accordance with the Members' Code of Conduct

Membership

(Quorum 4)

Councillor M Mackrory (Chairman)
Councillor J Abbott
Councillor M Buckley
Councillor G Butland
Councillor M Garnett
Councillor M Hardware
Councillor M Maddocks
Councillor V Metcalfe (Vice-Chairman)
Councillor J Moran
Councillor R Pratt
Councillor A Sheldon
Councillor M Steptoe
Councillor A Turrell
Councillor J Young (Vice-Chairman)

Apologies

Councillor Andrew Sheldon

Minutes of the meeting of the Corporate Policy and Scrutiny Committee, held in Committee Room 1, County Hall, Chelmsford, CM1 1QH on Tuesday 29 October 2019

Present

Councillor Mike Mackrory (Chairman)	Councillor Valerie Metcalfe
Councillor Malcolm Buckley	Councillor Ron Pratt
Councillor Penny Channer (substitute)	Councillor Andrew Sheldon
Councillor Mike Garnett	Councillor Anne Turrell
Councillor Ian Grundy (substitute)	Councillor Julie Young
Councillor Stephen Hillier (substitute)	

Apologies

Councillor James Abbott	Councillor Malcom Maddocks
Councillor Graham Butland	Councillor John Moran
Councillor Michael Hardware	Councillor Mike Steptoe

Richard Buttress, Democratic Services Manager was supporting the meeting.

1. Membership, apologies and declarations

Apologies were received from:

- Councillor James Abbott
- Councillor Graham Butland
- Councillor Michael Hardware
- Councillor Malcolm Maddocks (substituted by Stephen Hillier)
- Councillor John Moran (substituted by Councillor Ian Grundy)
- Councillor Mike Steptoe (substituted by Councillor Penny Channer)

2. Minutes of previous meeting

The minutes of the meeting held on Tuesday 24 September 2019 were approved by the committee as an accurate record and signed by the Chairman.

3. Questions from the public

No questions from members of the public were received.

4. 2019/20 Financial Overview as at the half year stage

The Chairman welcomed Councillor Gagan Mohindra, Cabinet Member for Finance, Property and Housing and Kevin Mitchell, Senior Finance Business Partner, to the meeting.

Councillor Mohindra introduced the item and brought the committee's attention to the following:

- The budget is currently on track for 2019/20.

The committee asked several questions and received the following responses:

- Currently a lot of ECC's investments are focused outside of Essex. The new Commercial Investment in Essex Places reserves creates opportunities to invest within Essex, with the aim of producing a return on investment and to help develop high streets across the County.
- School transport remains a national issue and a burden on spend. Officers within the education department are looking for ways to remedy the issue.
- Better planning is needed to ensure that capital investments are working and that Essex County Council (ECC) are doing better commercially.
- ECC are custodians of tax payers' money and the best way to spend is always considered.
- There was not a delay in the blue badge scheme, rather the budget has not yet aligned.
- The three sites bought by ECC are all on target, if not exceeding their targets in terms of yield and this is related to the Commercial Property Investment fund, which has been placed on hold.
 - There has been a reduction in printing activity and has therefore not delivered the expected savings.
 - As a result of a clause in the sale agreement, Cllr Mohindra was unable to disclose the figure for which EES for schools was sold for.
 - The £881,000 transferred from Technology Services to the Performance, Business Planning and Partnerships RSSS portfolio was due to the level of vacancies carried forward.

Actions:

1. Has Essex County Council paid off and cleared its commitment regarding Tendring PFI?
2. What is the reason for the increase in placement costs relating to the number of children in residential homes and external fostering placements?
3. Confirmation of who covers the costs of County Council elections?
4. What proportion of the Tech Services budget does the £881,000 reduction represent and what is the driver?
5. What is the A127 Air Quality capital scheme funding?

5. Work Programme

The current work programme was noted by the committee.

6. Date of next meeting

The date of the next meeting will be held on Tuesday 26 November 2019 at 2:00pm.

7. Urgent business

No urgent business was received.

8. Budget Scrutiny

The committee received report CPSC/11/19.

Exclusion of the Press and Public

On the proposal of the Chairman, the committee resolved that the press and public be excluded from the remainder of the meeting since it is likely that if members of the public were present during the remaining items of business, there would be disclosure to them of exempt information falling within paragraph 3 schedule 12A to the Local Government Act 1972 as amended.

9. Urgent exempt business

No urgent exempt business was received.

The meeting closed at 11:50am.

Chairman

Report title: Delivery Risk Assessment Update	
Report to: Corporate Policy and Scrutiny Committee	
Report author: Debbie Knopp – Director, Transformation Delivery and Support	
Date: 26 November 2019	For: Information
Enquiries to: Debbie Knop debbie.knopp@essex.gov.uk	
County Divisions affected: All Essex	

1. Purpose of Report

- 1.1 To provide the Corporate Policy and Scrutiny Committee with an overview of, including the latest position, with regards to the Delivery Risk Assessment.

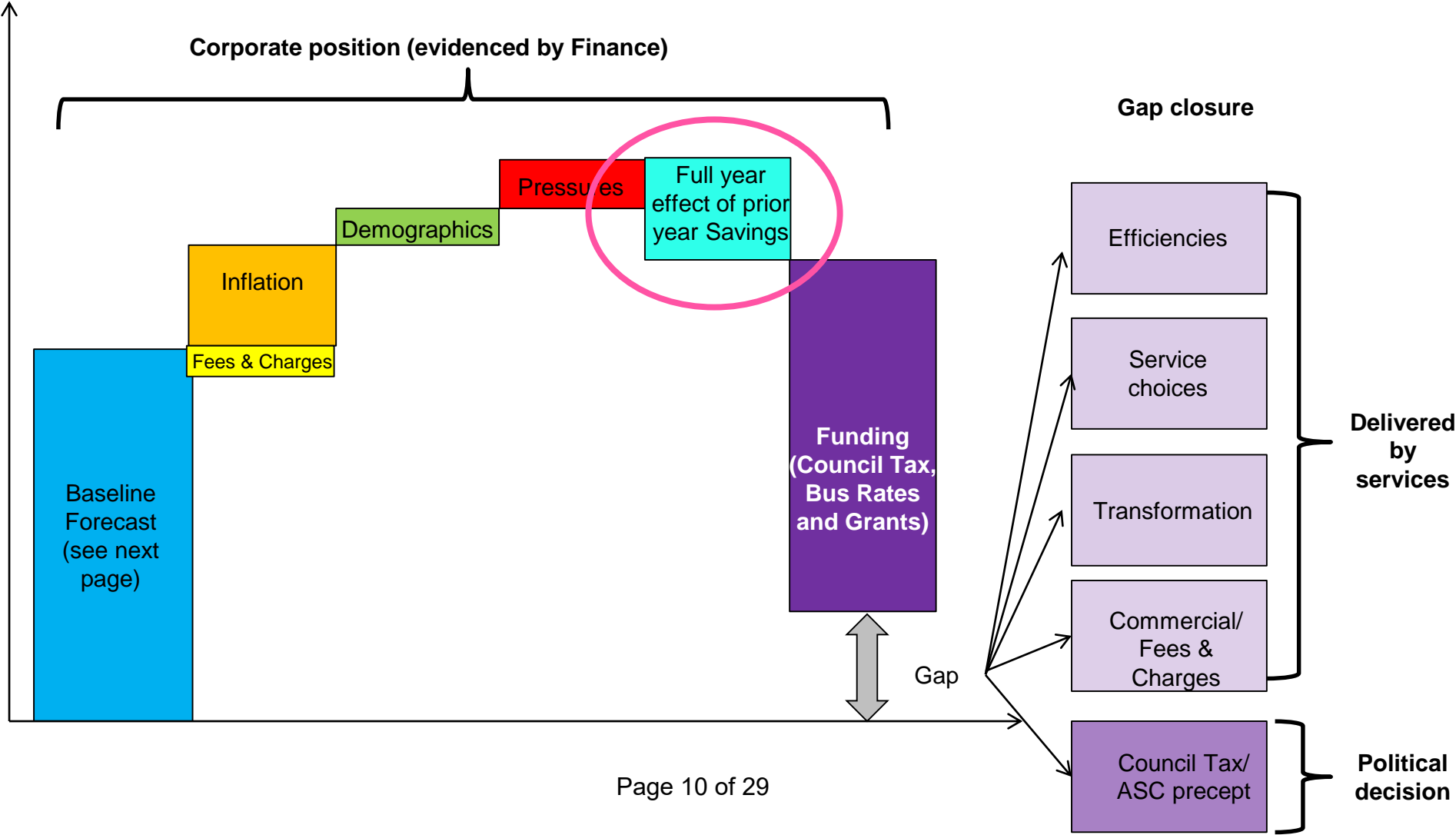
Delivery Risk Assessment - An overview Scrutiny 26th November 2019

Prepared by TDS Delivery Assurance
November 2019

Enquiries to Debbie Knopp, Director Transformation Delivery & Support (TDS)

Financial Context

Our financial performance at Q2 is £2.6m over spend (0.3%)



Summary

Background

- The Transformation Delivery & Support Directorate (TDS) undertake the Delivery Risk Assessment to give greater understanding of the risk being accepted in budget setting for the following year and a monthly progress report for the current year.
- This process has been in place since October 2018 and is led by the Delivery Assurance Team working collaboratively with Heads of Portfolio (project delivery) Heads of Finance and budget holders.
- Projects/initiatives are assessed on the evidence of likelihood of achievement of the baselined savings targets. The integrity of DRA reporting is ensured through:
 - high quality conversations between Services and Finance and Project professionals
 - automated reporting from 'single version of the truth' Excel model (Portfolio Book)
 - reconciliation between the Portfolio Book and the formal budgets administered by Finance
 - review and explanation of the monthly movements
 - monthly review of reports by Performance Board and Investment Board
- A monthly reporting rhythm has been established, with the following aims / parameters:
 - Ensure all strategic initiatives, with the potential to impact ECCs budget, are reported upon with appropriate rigour, in a consistent fashion, with an aim to identify any items requiring intervention
 - Ensure Finance have a regular and predictable refresh of delivery status and its financial impact across ECC
 - Ensure CLT (and other senior decision making forums) are kept up to date with key initiatives, with the emphasis on identifying items requiring early intervention

Monthly Reporting Components

Portfolio Book

- Excel based, consolidated record of all DSD Project / Programmes & agreed cost saving initiatives across ECC
- Maintained by DSD, through tight engagement with FLT's / Finance Reps
- “Sophisticated” features allow the majority of reporting requirements to be generated “at the touch of a button”
- Agreed monthly “rhythm” and timing to ensure updates are sought, applied correctly, validated and cross-checked with Finance

Delivery Risk Assessment

- PowerPoint based report, largely generated from the Portfolio Book
- Presented to the Performance Board (CLT) and Investment Board
- Contains:
 - Summary view and delivery RAG status for 2019/20 & 2020/21 initiatives
 - Any “Mitigation” proposals to remediate any items declared “non-deliverable”
 - RAG Summary of all 2020/21 initiatives, by Function

2018/19 Summary Delivery Assessment									
As @ 18-Feb-19		Saving Totals		Deliverability RAG Assessment				Mitigations	
Function	Original (Baseline) £'000	Forecast (Post-Min Deliverable) £'000	Non Deliverable £'000	Red £'000	Amber £'000	Green £'000	Agreed £'000	Proposed £'000	
Adult Social Care	35,984	34,475	4,268	308	2,495	20,074	427	3,839	
Children & Families	3,955	1,927	2,872		1,927	844	844	1,890	
Corporate & Customer	5,729	6,843	80		80	5,963	80		
Corporate Development	2,743	3,627	1,622		3,627	1,622			
Education	3,631	3,548	85			3,548			85
Organisation Development & People	621	621				621			
Place & Public Health	7,844	7,844	2,155	400	387	6,207	2,155		
Service Area Savings	54,997	51,053	11,080	708	2,960	48,915	5,128	5,814	
GOCC	4,434	4,434				4,434			
Total ECC Savings	58,543	56,352	11,080	708	2,960	52,584	5,128	5,814	
			<div> <div>↑</div> <div>↓</div> <div>↔</div> <div>↕</div> </div>						
Movement from Previous Period			5,962 6,865 2,835 6,748						
Previous Period			5,128 6,958 6,795 45,939						

Programme / Project	Costs (£'000)	Savings (£'000)	RAG	Status	Comments
Adults with Disabilities (AWD) - Mental Health (MH) Residential Care and Supported Living (SL) Programme	0	0	0	0	Financial modelling is underway. Design for framework is being developed. Some delays as a result of the potential financial risk associated with the pricing pressure. Clinical decision is now planned for June. Go live is expected early next year.
First Out Demand Management and IAG	0	0	4,200	0	£4.2m benefits will not be realised until 2020 and are unlikely to be delivered by 2020. Urgent to Digital Programme Board in February 2019 to review and develop. Benefits will be realised in 2020/21. Some efficiencies with engaging colleagues in the North quadrant due to reduced capacity within the team. 70% anticipated this will be realised by March.
Improved Better Care Fund (BCF)	0	0	0	0	Handover of programme to Partnership and Integration Lead remains on track for end of March 2019.
Integrated Residential Nursing (IRN)	0	0	0	TBC	Completion of the bids underway and on track to be completed by end of March. Go live planned for June.
Mental Health Transformation	0	0	0	0	CCSA to be signed off for representation of a new 12 month S75 partnership agreement. Negotiations with EPCIT due to start and the end of February. A Feasibility Study for reviewing the 5th Management Services to ECC following completion of the new 12 month S75 partnership agreement was presented on 17 Jan 2019. A working with CCSA to be held on 11 February to discuss and agree next steps. The report will then be presented to AL1 for decision on programme. Transfer of RSP service and staff to ECC is on track for 1st April 2019.
Digital ASC Digital Programme (DAP)	6,900	2,000	3,900	0	Benefits profiling has been undertaken. 10/19 benefits are unlikely to be realised. Currently awaiting a Part 36 Response for the Market. Recruitment and training of staff is ongoing. Alternative recruitment options are being explored to resolve this.

Transformation Exception Report

- PowerPoint based report, largely generated from the Portfolio Book, but with additional commentary supplied by DSD and Tech Services
- Presented to the Performance Board and subsequently the Investment Board
- Contains:
 - Notable highlights, incl. key successes and any exceptions of note
 - Summary of the Tech Services Portfolio
 - High-level summary of the previous Investment Board
 - Investment Board Forward Plan
 - Summary of DSD supported Programmes / Projects by Function

Managing Risk

- Reports go to CLT acting as Performance Board and to Investment Board monthly.
- Where savings are categorised as 'Non-deliverable', mitigating initiatives are proposed for formal agreement by CLT
- Commentary is provided to provide insight and highlight significant movements & key areas of risk
- The report is accompanied by a 'Transformation Exception Report' which reports 'good news' and 'watch out for items' in project delivery
- Initiatives which are supported by TDS project professionals are subject to a structured risk-based health-check process, supported by a project board and TDS Delivery Assurance interventions as required
- Initiatives which are run by Services primarily interact with finance at a budget management level, but are able to access TDS Delivery Assurance or project support if needed

Delivery Risk Assessment Summary at October 17th

2019/20 Summary Delivery Assessment

As @ 17-Oct-19	Saving Totals		Deliverability RAG Assessment				Mitigations		
Function	Original (Baseline) £'000	Forecast (excl. Non Deliverable) £'000	Non Deliverable £'000	Red £'000	Amber £'000	Green £'000	Agreed Sustainable £'000	Agreed One-off £'000	Proposed £'000
Adult Social Care	28,836	29,290	3,900	767	5,469	23,104		3,900	
Children & Families	6,046	5,946	2,283	225	1,335	4,386		2,183	100
Corporate & Customer	7,009	6,647	587	180		6,467		125	462
Finance & Technology	1,403	1,361	42		462	899			42
Education	1,973	1,773	670			1,773		470	200
Organisation Development & People	384	384				384			
Place & Public Health	12,059	11,769	4,794	89	645	11,035		4,504	290
Service Area Savings	57,710	57,170	12,276	1,261	7,911	48,048		11,182	1,094
COOC	1,868	1,868				1,868			
Total ECC Savings	59,578	59,038	12,276 17.2%	1,261 1.8%	7,911 11.1%	49,916 69.9%		11,182	1,094



Movement from Previous Period	1,094	424	2,707	4,459
Previous Period	11,182	1,685	10,618	45,457

RAG Assessment Criteria

RAG	Assessment Criteria / Guidance
Non Deliverable	<p>Project / Programme will not deliver benefits as expected. To be accompanied by commentary indicating underlying causes and impact.</p> <p>Projects indicating delivery but with a benefit shortfall or delay, may subsequently be re-baselined after reporting 'Non Deliverable'</p>
Red*	<p>Unable to quantify or validate means to realise the proposed benefit, e.g.</p> <ul style="list-style-type: none"> - Plans not realistic (or do not exist and are not expected to exist in time to ensure delivery) - And / Or an event has rendered savings undeliverable at this point (replanning etc. req., but not yet confirmed as Non-Deliverable) - And / Or High risk(s), that are unresolved, that benefit will not be delivered unless resolution(s) can be identified & implemented
Amber*	<p>Evidence exists that valid benefits can be measured and delivery plans are in place (or are expected to be in place in sufficient time to ensure delivery as expected), though some issues or significant blockage to progress exists that could or is causing problems.</p>
Green	<p>Benefits have been quantified, means to deliver (incl. resources) and path to delivery are known / on target, and no significant current issues exist.</p>

** Projects / Programmes assessed as Red or Amber will be accompanied by “path to green” commentary, indicating what support / actions are required to get the initiative back on track*

Delivery Risk Assessment Observations from the year to date

- The scale of savings which have required mitigation are similar to previous years.
- Under-delivery in projects has a range of causes which can be classified as:
 - An assumption has proved incorrect or something changed, eg. Citizens changed behaviour as the result of traffic enforcement cameras more quickly than expected reducing income from fines.
 - The saving was generally ambitious or has not been tried before, it will have been documented as high risk (red)
 - Political/public circumstances change altering direction
- There is a good discipline of identifying mitigations within Directorates (or Functions) to ensure the budget is balanced.

Learning

- There is increased emphasis on future year budget processes in seeking a strong evidence base for proposals

Whilst

- Maintaining ambition which means dealing with some uncertainty/risk
- Ensuring decisions are sustainable and focus on long term outcomes for citizens, as articulated in business plans

Agenda Item 5
CPSC/12/19

Report title: Property Portfolio	
Report to: Corporate Policy and Scrutiny Committee	
Report author: David Evans – Head of Service, Property	
Date: 26 November 2019	For: Information
Enquiries to: David Evans david.evans@essex.gov.uk	
County Divisions affected: All Essex	

1. Purpose of Report

- 1.1 To provide the Corporate Policy and Scrutiny Committee with an overview of, including the latest position, with regards to Essex County Council's Property Portfolio.

Essex County Council Property Portfolio

Corporate Scrutiny Committee – 26th November 2019



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Essex County Council

Overview of the portfolio (2018)

- ECC has a varied and substantial property portfolio
- Valued in 2018 at £1.6 billion

1,595 Property Assets

908 freehold sites

143 leasehold sites

544 managed sites
(largely school related through individual agreements)

Value

£1,608m

For capital accounting

Cost

£25.5m

Annual running cost

Income

£2.48m

Generated through
lettings

Condition

£150m

Estimated repair
requirement

What's working well?

- The capital programme continues to be delivered very effectively with the majority of projects managed to time and budget
- Statutory compliance of the portfolio is comprehensive and up to date
- Services delivered through the facilities management core contract with Mitie and Lambert Smith Hampton are being delivered in accordance with the specification
- A corporate landlord model has been introduced
- Significant receipts from property disposals have been realised (£175m over ten years)

Current issues and Pressures

- **Legacy of underinvestment**

Despite the success of the Mitie / LSH contract there has been a lack of investment in the ECC workplace / estate which now means a significant portion of the estate is no longer “fit for purpose”

- **Limited latent value in existing portfolio**

The easier opportunities for releasing value from the estate have largely been used up. A new approach to review the estate and identify value opportunities on a more commercial basis is being rolled out rather than the historic service led deficit saving basis

- **Governance arrangements**

The recently increased capacity and resilience within the Essex property team is leading to improved engagement with service managers across the business. The reinvigorating of the corporate landlord model within ECC and the introduction of a robust and commercially focussed property review process will greatly enhance the operational effectiveness and efficiency of the ECC estates portfolio.

Essex Property Disposal Strategy

Corporate Scrutiny Committee – 26th November 2019



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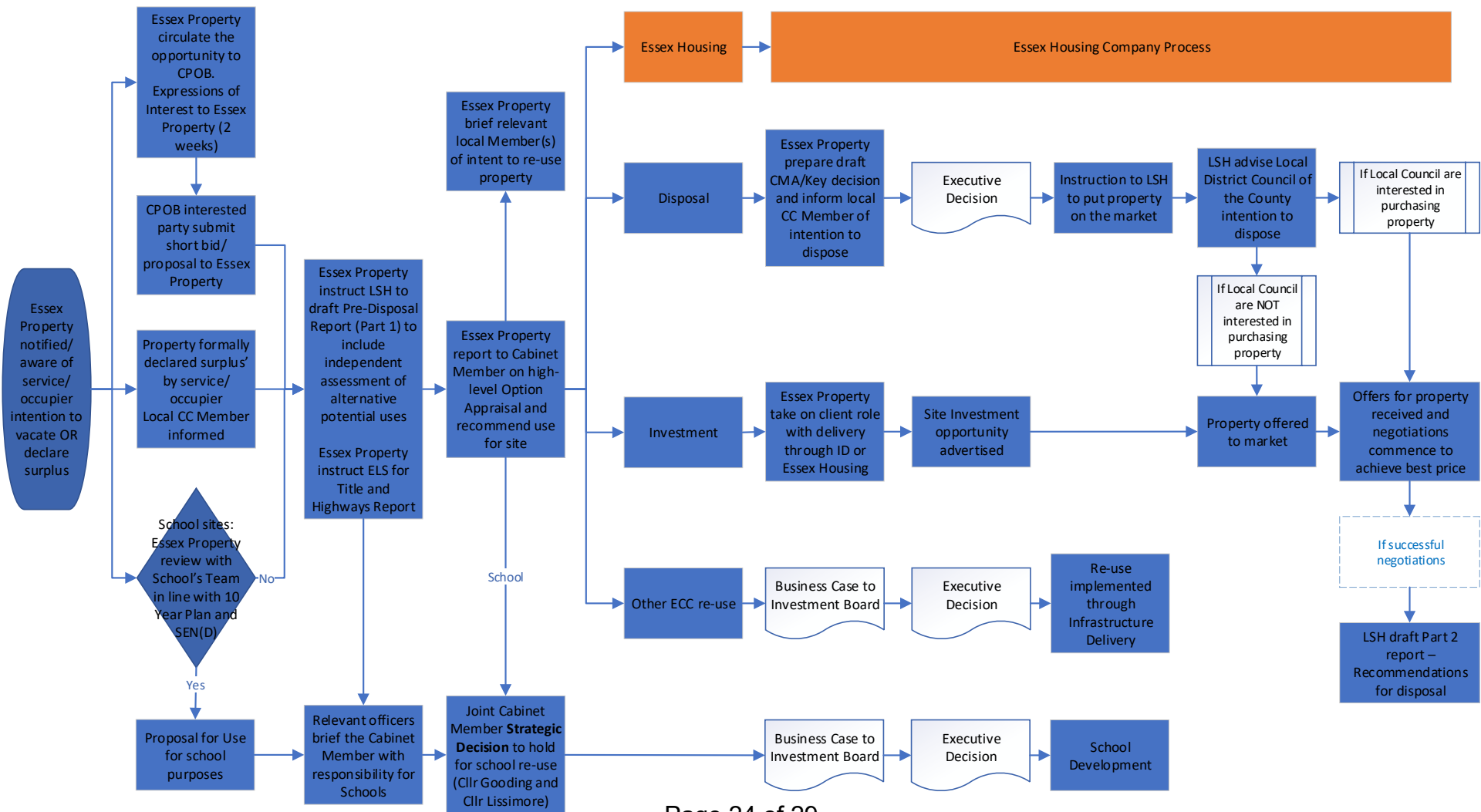


Essex County Council

Disposals Strategy

- Set out in 'Rules of Engagement' agreed by CLT on 21st March 2011.
- ECC will take corporate approach to its buildings and use of property and all ECC held property will be managed centrally.
- All Freehold and leasehold property held by ECC is held by the County Council as a Corporate Landlord.
- Only the Corporate Landlord may acquire and dispose of property interests on behalf of the County Council.
- The Disposal Strategy is to maximise Capital receipts but avoid a fire sale approach
- All surplus ECC Freehold, non-operational property will be assessed for transfer out of County Council ownership
- Where a robust case cannot be made for a transfer to an alternative service within ECC, or for community or environmental benefit or to enable regeneration, the ECC will maximise the Capital receipt from disposal.

Property Re-Use/Disposal Process



Capital Receipts (2019/20)

Capital receipt target for the year (2019/20)	£10,000,000
Current achieved Capital receipts	£8,192,000
2019/20 pipeline	£3,299,000
Potential receipt 2019/20	£11,491,000

CORPORATE POLICY AND SCRUTINY COMMITTEE

WORK PROGRAMME 2019/20 – (ADOPTED BY SEPTEMBER 2019 COMMITTEE MEETING)

Approach to topic selection – where can the committee conduct reviews quickly, influence change and make a difference to the residents of Essex

Date/Timing	Issue/Topics	Focus/other comments	Approach	RAG
November 2019				
November 2019	Property Investment Fund	To receive an in-depth update on ECC's property investment programme.	Presentation by relevant Cabinet Member, Director and Officers	
November 2019	Property Portfolio	Value of ECC Estate and disposal strategy.	Presentation by relevant Cabinet Member and Officers 1) The current value of ECC's property estate 2) Breakdown of ECC property estate and their values 3) Details of ECC's disposal strategy	
November 2019	Delivery Risk Assessment Update	To receive a six-monthly update on the progress of delivery risk assessment.	Presentation by Cabinet Member and relevant officers	
December 2019				
NO MEETING PLANNED				

January 2020				
January 2020	2020/21 Budget	Committee to undertake a pre-scrutiny exercise of ECC's budget	Presentation by Cabinet Member and relevant officers	
January 2020	Delivery Risk Assessment Update	To receive a six-monthly update on the progress of delivery risk assessment.	Presentation by Cabinet Member and relevant officers	
February 2020				
March 2020				
March 2020	ECC's Transformation Programme	Committee to receive an update on the progress made to date on the Transformation Programme and next steps	Presentation by the Leader and Chief Executive	
March 2020	ECC's Organisation Strategy	Committee to be engaged with future business plan for 2021 – 2024.	Presentation by relevant Cabinet Member and officers	
April 2020				
April 2020	Delivery Risk Assessment Update	Committee to receive six monthly updates on the progress of delivery risk assessment.	Presentation by Cabinet Member and relevant officers	
April 2020	Property Investment Portfolio	To receive an in-depth update on the latest position on ECC's	Presentation by relevant Cabinet Member, Director and Officers	

		property investment programme.		
April 2020	Property Portfolio	Value of ECC Estate and disposal strategy.	Presentation by relevant Cabinet Member and Officers 1) The current value of ECC's property estate 2) Breakdown of ECC property estate and their values 3) Details of ECC's disposal strategy	
May 2020				
May 2020	Financial Overview 2019/20 as at the half year position	Regular six-monthly updates after Cabinet.	Presentation by Cabinet Member and relevant officers	
June 2020				
July 2020				
August 2020				
NO MEETING PLANNED				
Topics identified being pursued				

TBC	Essex Legal Services – update on external charging policy		Presentation by Cabinet Member and relevant officers	
TBC	Reserves		Presentation by Cabinet Member and relevant officers	
TBC	Procurement – large-scale contracts		Presentation by Cabinet Member and relevant officers	
TBC	Commercial Procurement		Presentation by Cabinet Member and relevant officers	
TBC	ECC's Trading Activities		Presentation by Cabinet Member and relevant officers	
TBC	Brexit		Presentation by the Leader and relevant officers	