

Corporate Scrutiny Committee

13:30	Tuesday, 24 June 2014	Committee Room 2, County Hall, Chelmsford, Essex
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Quorum: 4

Membership

Councillor M Mackrory
Councillor J Aldridge
Councillor W Archibald
Councillor S Barker
Councillor M Buckley
Councillor G Butland
Councillor J Deakin
Councillor J Huntman
Councillor J Knapman
Councillor J Lodge
Councillor M Maddocks
Councillor J Pike
Councillor C Seagers
Councillor J Young

Chairman

For information about the meeting please ask for:

Robert Fox, Governance Officer
Graham Hughes, Committee Officer

Telephone: 01245 430935

Email: graham.hughes@essex.gov.uk

www.essex.gov.uk/scrutiny



Essex County Council

Essex County Council and Committees Information

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The agenda is also available on the Essex County Council website, www.essex.gov.uk. From the Home Page, click on 'Your Council', then on 'Meetings and Agendas'. Finally, select the relevant committee from the calendar of meetings.

Please note that an audio recording may be made of the meeting – at the start of the meeting the Chairman will confirm if all or part of the meeting is being recorded.

Part 1

(During consideration of these items the meeting is likely to be open to the press and public)

		Pages
1	Apologies and Substitution Notices The Committee Officer to report receipt (if any)	
2	Declarations of Interest To note any declarations of interest to be made by Members	
3	Minutes To approve the draft minutes of the meeting held on 27 May 2014 (attached).	5 - 10
4	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 Committee Officer.	
5	Review of Capital Programme To receive a briefing from Councillor John Spence on the work he has been undertaking on the 2014/15 capital programme, as agreed by the Committee.	11 - 14
6	Welfare Reform To receive a briefing on welfare reform, as agreed by the Committee. Scoping document attached (CSC/18/14)	15 - 18
7	Work Programme and Tracker To consider report CSC/19/14.	19 - 48
8	Date of Next Meeting To note that the next meeting will be held on Tuesday 29 July 2014 at 10.00am.	

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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)

To consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part I of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, Members are asked to decide whether, in all the circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

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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.

MINUTES OF A MEETING OF THE CORPORATE SCRUTINY COMMITTEE HELD AT COUNTY HALL, CHELMSFORD AT 10.00AM ON 27 MAY 2014

Present

M Mackrory (Chairman)	J Huntman (Vice-Chairman)
W Archibald	J Lodge
S Barker	J Pike
G Butland	C Seagers
J Chandler	
J Deakin	

Cllr Channer and Cllr Chandler were present for the meeting
Cllr Twitchen was present for item 7, Transformation Quarterly Update

Cllr Barker left the meeting at 10.25am and returned at 11.05am
Cllr Huntman left the meeting at 10.45am
Cllr Archibald left the meeting at 12.05pm

The following officers were also present in support of the meeting:

Robert Fox	Scrutiny Officer
Ian Myers	Committee Officer
Keir Lynch	Executive Director for Strategy, Transformation & Commissioning Support (for item 7)
Connie Kerbst	Senior Programme Manager Next Generation Access (for item 8)

1. Constitution Terms of Reference and Membership

The Chairman reminded Members that the membership and terms of reference of this committee had been submitted to the last Full Council on 13 May 2014. Members noted the report.

2. Apologies and Substitution Notices

Apologies for absence had been received from Councillors Julie Young, Malcolm Buckley, John Aldridge (substituted by Cllr Jenny Chandler), Malcolm Maddocks (substituted by Cllr P Channer) and John Knapman

3. Vice Chairmen

The Chairman informed Members that Cllr Buckley had already been nominated by the administration to serve as one of the two Vice Chairmen of the committee. The Chairman then also nominated Cllr Huntman as Vice Chairman.

Members agreed the nominations.

4. Declarations of Interest

Councillor Barker declared an interest in item 8, BDUK Programme Update.

5(i) Minutes

The minutes of the meeting held on 22 April 2014 were agreed and signed by the Chairman.

6. Questions from the Public

There were no members of the public present.

Councillor Barker asked if questions from members of the public should, in future, be held as the first item of business. Cllr Twitchen advised that the public speaking arrangements had been agreed by an all-party group but she would look into the agreements and advise accordingly.

7. Transformation – Quarterly Update

The committee considered report CSC/14/14 providing an update on the progress of the Transformation Phase 2 programme. Cllr Twitchen, deputising for Cllr Hirst, was joined by Keir Lynch, Executive Director for Strategy, Transformation & Commissioning Support for this item.

Members were informed of the following:

Progress towards becoming a commissioning organisation

Phase 2 is a move away from large directorates to the commissioning of a more flexible and collaborative functional model.

Restructuring is largely complete with 162 post filled through a combination of internal and external appointments.

Good progress towards finalising the Strategy, transformation & Commissioning Support function was reported.

Work is underway to develop the Commissioning Strategies that support the seven agreed outcomes. These will be presented to Full Council in September 2014.

Update on Commissioning Strategies

A commissioning portal has been designed and launched providing information to commissioners and support staff.

The development of detailed mapping and analysis of the impact of the Care Bill is underway. The Government is to provide more detailed information over the next few months.

Better Care Fund – two year integrated plans for working with CCGs have been submitted to NHS England with work underway on five year plans for submission in September.

Members raised a number of questions concerning:

- The ongoing scrutiny of developing strategies
- Portal awareness raising and training for Members and others
- The involvement of key partners in the development of care strategies and provision of services

Councillor Twitchen agreed to into the involvement of District/Borough Councils with the consultation process and report back to a future meeting.

Our Employees

Since April 2013 the headcount has been reduced by 413. A range of policies are in place to support employees affected by restructures and consultation.

Employees have been engaged in events to ensure new behaviours and skills are understood including:

- Outcomes based accountability training
- Leadership and engagement events
- Leader and Chief Executive roadshows
- Your Voice Employee Engagement Survey

Following discussion it was agreed that Keir Lynch would provide Members with full details of the 'Your Voice' survey results at a future meeting.

Delivering Key Projects

Corelogic has been named preferred bidder for the new single social care case management system.

As part of the Transforming Corporate Systems Programme and following an intensive procurement process, Fujitsu has been awarded a five year contract to help replace ageing IT systems.

A new Information Services Delivery programme is underway which is designed to future proof the organisation.

Cllr Archibald expressed concern that a number of IT systems that had been put in place in previous years had failed.

Commercial

Fourteen category plans have been developed and approved by the Commercial Savings Project Board.

Internal accountability meetings have been held, the mechanism for Commissioners to hold internal providers to account for the delivery of outcomes, for:

- People Commissioning/Family Operations
- People Commissioning/Adult Operations
- Place Commissioning/Customer Operations

Costs and Benefits

The savings achieved as at April 2014 were outlined together with the £107m savings required during 2014/15 which was agreed by Full Council in February 2014. The focus is now on 2015/16 and plans to deliver further financial savings are being developed.

Members raised questions concerning:

- The role of the Health and Wellbeing Board in the review of the transformation programme.
- The future scrutiny of the Health and Wellbeing Board
- The structure of Transformation 3
- Details of savings made to date and future savings plans.

Councillor Twitchen assured Members she would make Councillor Hirst aware of all the comments raised at this meeting.

The Chairman thanked Councillor Twitchen and Keir Lynch for their attendance and input to the meeting.

8. Broadband Delivery UK Project

The committee considered report CSC/15/14 providing an update on the progress of the BDUK Project (operating under the programme brand Superfast Essex). Cllr Channer, deputising for Cllr Bentley, was joined by Connie Kerbst, Senior Programme Manager Next Generation Access, for this item.

Members were informed that:

- Superfast Essex is part of the Superfast Britain programme.
- In Essex, the programme will deliver broadband infrastructure to ensure that over 87% of premises can connect to superfast broadband services by the summer of 2016.
- ECC has awarded a contract for delivery to British Telecom (BT)
- The programme will invest £24.6m, made up by a BDUK grant, ECC funding and match funding from private investors.
- The plan is to identify as many people to be included in the project as possible.
- Resources cover the close scrutiny of BT delivery
- Working closely with BT particularly at a local level where relationships are strong with good reporting procedures in place.
- Communication activity is underway and primarily focused on the programme website www.superfastessex.org
- Although still in an early delivery stage, strong working relationships have been established with BT and infrastructure delivery is progressing ahead of schedule.

Following questions raised Members were informed that:

- A frequently asked question (FAQ's) document is being compiled at present.
- A points scoring mechanism to allocate funding is in place.
- All meetings and events are promoted on the website
- The next steps include a business case to the Capital Programmes Board, a more significant grant allocation and the securing of match funding and consultation with all Councils and Parishes.
- Checks will be made to ensure the programme aim of reaching connection speeds of 24meg, or above, are achieved. It was noted that BT expect to achieve speeds of above this.
- Alternative technologies are being considered and BT is looking into the expansion of the fibre network.
- The right balance between residential and business demands is important and specific needs raised by Business Leaders from the county are being considered.

It was agreed that an update report would be required at a future meeting.

Councillor Channer and Connie Kerbst were thanked for their attendance and input to the meeting.

9. Work Programme and Tracker

The Chairman thanked Robert Fox for his work compiling the work programme scoping documents.

Members noted and agreed the work programme commenting in particular on Fixed Assets and Budget Setting and Planning. The Chairman reported that Cllr Pike had agreed to lead on the External and Internal Communications review.

10. Date of Next Meeting

It was agreed that the next meeting would take place Tuesday 24 June 2014 at 11.00am, and not on the rise of Cabinet, in Committee Room 2, County Hall.

There being no further business the meeting closed at 12.21pm.

Chairman
24 June 2014

Corporate Scrutiny Committee	AGENDA ITEM 5
24 June 2014	CSC/17/14

Review of Capital Programme

Briefing presented by Cllr John Spence

To receive a briefing from Cllr John Spence on the topic of the Capital Programme review.

Scoping document attached.

<p style="text-align: center;">Essex County Council Overview and Scrutiny Committee Review Scoping Document</p>
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This form is a tool that should be compiled at the start of each inquiry to set out clearly the aims and objectives of the committee's involvement in a particular matter, and will be completed at the end of the inquiry to confirm what has been achieved. The form also provides an audit trail for a review.

Review Topic (Name of review)	The Capital Programme
Committee	Corporate Scrutiny Committee
Relevant Corporate Links	All seven outcomes, plus all the associated indicators, in the ECC Outcomes Framework.
Timescales	A review of the Capital Programme is likely to be a long-term review taking place at several Committee meetings throughout the year. The Committee might wish to establish a Task and Finish Group to report back to the Committee its findings and recommendations to the Leader of the Council.
Rationale for the Review	<p>The Leader of the Council, in his presentation to the Scrutiny Board on 7 January 2014, suggested the Capital Programme as an issue Scrutiny might wish to review.</p> <p>The Scrutiny by the People & Families Scrutiny Committee of The Deanes School decision raised issues about the governance and audit trail of decisions made on the original decision relating to the rebuild of the school and co-location with the Glenwood School. Several Members have raised queries at Scrutiny related to the decision-making process for the Capital Programme.</p> <p>How does the Capital programme link up with commissioning strategies?</p> <p>Are there robust mechanisms in place to mitigate against risk?</p>
Key Lines of Enquiry	<p>How are decisions on the capital programme agreed?</p> <p>What criteria are used for allocating money to capital projects?</p> <p>Do such criteria link to corporate priorities?</p> <p>How is the capital programme managed?</p> <p>What documentation is available to show a clear and detailed audit trail of all decisions related to the capital programme?</p> <p>Is there a long-term view of the Council's potential capital programme?</p> <p>What slippage is there on the capital programme?</p> <p>How much political ownership of the capital programme is there?</p> <p>How, and are local Members informed of capital projects in their divisions?</p> <p>What are the main sources of funding for the capital programme?</p> <p>How much slippage is there on the capital programme?</p>

Other Work Being Undertaken	The 2014/15 Internal Audit Plan indicates there are 20 days of Audit set aside for the Capital Programme with the scope being: "There are reported problems with the timely delivery of the capital programme and associated slippage on schemes. There is activity to remedy this. This review will focus on the effectiveness of revised arrangements".
What resources are required for this review?	In planning the review it is necessary to identify what resources are required to undertake the review, and any costs associated with the committee's activity. Given that the resource available is finite, it will be necessary to consider carefully the timing of the review within the Committee's overall work programme.
Notes	

Corporate Scrutiny Committee	AGENDA ITEM 6
24 June 2014	CSC/18/14

Welfare Reform

Members will receive a briefing on Welfare Reform.

Scoping document attached.

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Review Topic (Name of review)	Welfare Reform
Committee	Corporate Scrutiny Committee
Relevant Corporate Links	Within the ECC Outcomes Framework this review would link to the following outcomes: Children in Essex get the best start in life; People in Essex enjoy good health and wellbeing; and People in Essex can live independently and exercise control over their lives.
Timescales	The Committee to receive a briefing on Welfare Reform and its impacts on the County Council. It is anticipated that the briefing would be at a single Committee meeting.
Rationale for the Review	Scrutiny should understand and contribute to the impact of welfare reform. The largest impact, as a result of welfare reform, will be on District/Borough/City Councils, as well as Health partners. Despite this the Committee should request a briefing from officers on the impact of welfare reform, and the impact it will have on the daily lives of individuals in receipt of welfare (maybe to include anonymised case-studies).
Key Lines of Enquiry	How is the County Council responding to the changes in welfare? Has the County Council done everything it needs to in order to prepare for the changes? How is the County Council working with District/Borough/City Councils to ensure welfare transition is managed? How is the County Council working with Health partners to ensure welfare transition is managed? How have key messages about the reforms to welfare been communicated by ECC?
Other Work Being Undertaken	Essex County Council have published a booklet entitled Welfare Reform which outlines the changes to the welfare system since April 2013.
What resources are required for this review?	There are no anticipated additional resource requirements for this item.

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Overview and Scrutiny Committee
Review Scoping Document**

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Relevant Corporate Links	All seven outcomes, plus all the associated indicators, in the ECC Outcomes Framework.
Timescales	A review of the Capital Programme is likely to be a long-term review taking place at several Committee meetings throughout the year. The Committee might wish to establish a Task and Finish Group to report back to the Committee its findings and recommendations to the Leader of the Council.
Rationale for the Review	<p>The Leader of the Council, in his presentation to the Scrutiny Board on 7 January 2014, suggested the Capital Programme as an issue Scrutiny might wish to review.</p> <p>The Scrutiny by the People & Families Scrutiny Committee of The Deanes School decision raised issues about the governance and audit trail of decisions made on the original decision relating to the rebuild of the school and co-location with the Glenwood School. Several Members have raised queries at Scrutiny related to the decision-making process for the Capital Programme.</p> <p>How does the Capital programme link up with commissioning strategies?</p> <p>Are there robust mechanisms in place to mitigate against risk?</p>

Key Lines of Enquiry	<p>How are decisions on the capital programme agreed?</p> <p>What criteria are used for allocating money to capital projects?</p> <p>Do such criteria link to corporate priorities?</p> <p>How is the capital programme managed?</p> <p>What documentation is available to show a clear and detailed audit trail of all decisions related to the capital programme?</p> <p>Is there a long-term view of the Council's potential capital programme?</p> <p>What slippage is there on the capital programme?</p> <p>How much political ownership of the capital programme is there?</p> <p>How, and are local Members informed of capital projects in their divisions?</p> <p>What are the main sources of funding for the capital programme?</p> <p>How much slippage is there on the capital programme?</p>
Other Work Being Undertaken	<p>The 2014/15 Internal Audit Plan indicates there are 20 days of Audit set aside for the Capital Programme with the scope being: "There are reported problems with the timely delivery of the capital programme and associated slippage on schemes. There is activity to remedy this. This review will focus on the effectiveness of revised arrangements".</p>
What resources are required for this review?	<p>In planning the review it is necessary to identify what resources are required to undertake the review, and any costs associated with the committee's activity. Given that the resource available is finite, it will be necessary to consider carefully the timing of the review within the Committee's overall work programme.</p>
Notes	

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Review Topic (Name of review)	Corporate Systems (IT Infrastructure)
Committee	Corporate Scrutiny Committee
Relevant Corporate Links	All seven outcomes and the associated indicators on the ECC Outcomes Framework
Timescales	As there is to be an internal audit of the new corporate systems in 2014/15 Members may wish to consider appropriate timescales for this review, to either be undertaken alongside the internal audit or following the audit.
Rationale for the Review	<p>The Leader of the Council at the Scrutiny Board on 7 January 2014 suggested Corporate Systems as an issue Scrutiny might wish to review.</p> <p>To review the current and future implementation and development of the new Corporate Systems infrastructure at ECC to ensure it provides a cost-effective and efficient solution.</p> <p>To review the management arrangements for the effective implementation and development of IT including staffing, training and budgetary issues; together with contracts with external providers.</p> <p>To seek assurance that the next phase of development will be met on time, and within budget and to agreed parameters; and that all contract arrangements are robust.</p>
Key Lines of Enquiry	<p>How comfortable with the arrangement with Fujitsu is the Council?</p> <p>Will the new systems enable mobile and flexible working?</p> <p>What is the likely timescale of the Corporate Systems project from signing of the contract to the expected end state? How many phases of the project are there, and how long are each of these likely to take?</p> <p>How much resource are Fujitsu putting into the project?</p>
Other Work Being Undertaken	There will be an internal audit of the new corporate systems during 2014/15.

What resources are required for this review?	The resources required will depend upon the outcomes of the consideration of timescales for the review outlined above.
Notes	

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Review Topic (Name of review)	Shared Services/Corporate Operations
Committee	Corporate Scrutiny Committee
Relevant Corporate Links	<p>Corporate Operations are currently running two major projects that are changing the way Essex County Council works and the systems used, these are the Property Transformation II project and the Transforming Corporate Systems project.</p> <p>Corporate Operations are responsible for Essex Property and Facilities, Service Management and Compliance, Management Reporting, Purchase to Pay, Payroll, Systems and Income. The responsibilities of Corporate Operations cut across all outcomes and indicators in the ECC Outcomes Framework.</p>
Timescales	The Committee to receive a briefing on Shared Services/Corporate Operations. It is anticipated that the briefing would be at a single Committee meeting.
Rationale for the Review	The former Executive Scrutiny Committee received two presentations on Shared Services in 2010/11 about the potential of the Shared Services initiative and the potential savings that could be achieved through partnership working. The Committee would wish to receive a briefing updating the Committee on the initiative. The Committee would also wish to consider the existing Shared Services Strategy 2011-2016 ahead of any revision to the strategy, thereby ensuring Member input.
Key Lines of Enquiry	<p>To understand whether the changes in Corporate Services have affected Shared Services initiatives?</p> <p>What is the future vision for the Shared Services initiative?</p> <p>What are the risks to the Authority resulting from the Shared Services initiative?</p> <p>How much partnership working is currently conducted?</p>
Other Work Being Undertaken	There is no particular work being undertaken which is anticipated to have an impact upon the conduct, timescales and deadlines for this item.

What resources are required for this review?	There are no anticipated additional resource requirements for this item.
Notes	

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Review Topic (Name of review)	The Use of Consultants by Essex County Council
Committee	Corporate Scrutiny Committee
Relevant Corporate Links	Consultancy is used across the Authority and impacts upon each of the outcomes and indicators in the ECC Outcomes Framework.
Timescales	The Committee to receive a briefing on the use of consultancy and its impacts on the County Council. It is anticipated that the briefing would be at a single Committee meeting, and may include other issues, such as zero-hours and temporary contracts.
Rationale for the Review	Scrutiny should be given a comprehensive report on the use of external consultancy at the County Council. To ascertain the impact on the County Council due to the use of consultants needs to be understood, both in terms of costs and of savings. To establish whether value for money is provided to the County Council through the appointment of consultants.

Key Lines of Enquiry	<p>What exactly is meant by the term consultant? Does the county have a definition?</p> <p>Has there been a skills audit of officers across the Council to mitigate against the use of consultants?</p> <p>Is there a corporate policy on the use of consultants?</p> <p>Who has the authority to retain a consultant? What is the ECC procedure for securing the service of consultants?</p> <p>To what extent are consultants used at ECC?</p> <p>Is there a breakdown of where consultants are utilised in the Authority?</p> <p>How is the use of consultants monitored and evaluated?</p> <p>What are the costs to the Authority of using consultants?</p> <p>What benefits and improvements have there been at the Authority due to the use of consultants?</p> <p>How does the use of consultants at ECC compare with other Local Authorities?</p> <p>Are there any alternatives to the engagement of consultants?</p> <p>Does the engagement of consultants result in effective skills transference enabling future projects to be undertaken in-house?</p> <p>Do consultants receive benefits the same, or similar to ECC employees?</p> <p>What would the impact have been on decisions if consultants had not been used?</p> <p>Are there any financial risks to the Authority through the appointment of consultants? If so what are they?</p>
Other Work Being Undertaken	<p>The Transformation programme is ongoing but it is not anticipated that this will have an impact upon the conduct, timescales and deadlines for this item.</p>
What resources are required for this review?	<p>There are no anticipated additional resource requirements for this item.</p>
Notes	

**Essex County Council
Overview and Scrutiny Committee
Review Scoping Document**

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Review Topic (Name of review)	Equality and Diversity
Committee	Corporate Scrutiny Committee
Relevant Corporate Links	All seven outcomes, plus all the associated indicators, in the ECC Outcomes Framework.
Timescales	The Committee to receive a briefing on Equality and Diversity. It is anticipated that the briefing would, initially, be at a single Committee meeting.
Rationale for the Review	To engage Members in Equality and Diversity work. To raise the profile of Equality and Diversity issues. To critically assess ongoing Equality and Diversity work at the Council and draw conclusions to its effectiveness.
Key Lines of Enquiry	How does the Council ensure Equality and Diversity issues are monitored effectively? Are there any issues still outstanding from the last Equality Framework Review? What are the consequences for the Council if Equality Impact Assessments are not undertaken in a timely fashion? Is there a requirement to make Equality Impact Assessments available to the public?
Other Work Being Undertaken	Equality and Diversity work at the County Council is ongoing. There is no work which would impact upon the conduct, timescales and deadlines for this review. Does the Corporate Governance Steering Board have Equality and Diversity on its future work programme?
What resources are required for this review?	There are no anticipated additional resource requirements for this item.
Notes	

Essex County Council

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Review Topic (Name of review)	Property Assets
Committee	Corporate Scrutiny Committee
Relevant Corporate Links	There are often disposal of surplus land decisions published by Cabinet Members. Disposal decisions are also made by senior officers.
Timescales	The Committee to receive a briefing on Property Assets. It is anticipated that the briefing would be at a single Committee meeting. Further briefings are likely to be received by way of Property Transformation updates within the quarterly Transformation II updates which the Committee receive.
Rationale for the Review	<p>A review of the County's Property Assets is required by the Committee. The Committee has requested a quarterly Property Transformation update as part of its quarterly Transformation update.</p> <p>A Fixed Assets project was completed in early 2010. Fixed asset is a term used in accountancy for assets and property that cannot easily be converted into cash, such as roads, schools, offices/buildings etc. Following changes in finance regulations, ECC has to account for separate elements of an asset, for example the roof of a building, the width and length of a road.</p> <p>A new software tool was implemented for account fixed assets, called the Fixed Asset Register, which supports the preparation of the annual statement of accounts. The project planned to roll this across Finance to enable individuals to feed data into the new system themselves, thus creating a more efficient process.</p>

Key Lines of Enquiry	<p>How are decisions made about disposal?</p> <p>Why are land/asset disposal decisions by officers not published?</p> <p>Where are officer decisions reported to Members?</p> <p>How are Members and the public informed about the change of use of land (as well as disposal)?</p> <p>What delegations exist for officer land/asset disposal decisions?</p> <p>What are the future challenges?</p> <p>What is the value of the County's fixed assets currently?</p> <p>How many property assets have been disposed in the last three years?</p> <p>How many property assets is it expected the County will dispose of in the next three years?</p> <p>How does the County Council work with district/borough/city councils on the overall strategic approach?</p> <p>How many parcels of land and assets have been transferred to local community groups under Community Asset Transfer in the last three years?</p> <p>What are the eligibility criteria for community groups for Community Asset Transfer?</p> <p>How have the changes in the finance regulations affected ECC?</p>
Other Work Being Undertaken	<p>There will be an internal audit of disposal of land and property during 2014/15. The review is to focus on the control processes for the sale or disposal of land or property, from the decision-making process to the sale and receipt of income and appropriate amendment of the asset portfolio.</p>
What resources are required for this review?	<p>There are no anticipated additional resource requirements for this item.</p>
Notes	

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Review Topic (Name of review)	Transformation Reserve
Committee	Corporate Scrutiny Committee
Relevant Corporate Links	Essex County Council, like all Local Authorities, builds reserves into its financial planning to support long-term financial management.
Timescales	The Committee to receive a briefing on the Transformation Reserve. It is anticipated that the briefing would be at a single Committee meeting.
Rationale for the Review	Many key decisions include drawdown from the Transformation Reserve. Scrutiny should be presented with an understanding of the decision-making and governance processes for drawdown from the Transformation Reserve.
Key Lines of Enquiry	How are decisions made on drawdown from the Transformation Reserve? What is the Transformation Reserve; is it effectively a contingency fund? What percentage of the overall budget is the Transformation Reserve? Is there a full audit trail for every drawdown decision?
Other Work Being Undertaken	There is no specific work being undertaken which would impact upon the impact, timescales and deadlines for this review.
What resources are required for this review?	There are no anticipated additional resource requirements for this item.
Notes	

Essex County Council

<p style="text-align: center;">Overview and Scrutiny Committee Review Scoping Document</p>

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Review Topic (Name of review)	Community Budgets
Committee	Corporate Scrutiny Committee
Relevant Corporate Links	All seven outcomes, plus all the associated indicators, in the ECC Outcomes Framework.
Timescales	A review of Community Budgets Programme is likely to be a long-term review taking place at several Committee meetings throughout the year. The Committee might wish to establish a Task and Finish Group to report back to the Committee its findings and recommendations to the Cabinet Member.
Rationale for the Review	To enable Members to understand how Community Budgets are having an impact in Essex. To gain an understanding how change has been created and present the evidence for this to the Committee with a demonstration, through analysis, of the impact that has been achieved to date. To enable Members to have an input into the future direction of the Community Budgets programme.
Key Lines of Enquiry	Are there any case studies to provide the Committee with an illustration of how the work is having a real impact? How many individuals are impacted by Community Budgets in the county? Who are ECCs partners on Community Budgets? What have been, and what are the financial benefits associated with Community Budgets? What is the governance process for Community Budgets?
Other Work Being Undertaken	There is currently no other work being undertaken which would impact upon the conduct, timescales and deadlines for this review.
What resources are required for this review?	At present it is difficult to quantify the additional resources required to undertake this review. Given that the resource available is finite, it will be necessary to consider carefully the timing of the review within the Committee's overall work programme.

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Review Topic (Name of review)	Collection Rates for Council Tax
Committee	Corporate Scrutiny Committee
Relevant Corporate Links	There are no specific corporate links associated with this review.
Timescales	The Committee to receive a briefing on Collection Rates for Council Tax. It is anticipated that the briefing would be at a single Committee meeting.
Rationale for the Review	Some Members of the Corporate Scrutiny Committee suggested a review of the Council Tax collection rates of each district/borough/city Council at the Committee meeting on 28 January 2014. This was referred to the Scrutiny Board to determine the most appropriate Scrutiny Committee to consider such a review. The Scrutiny Board referred the issue to the Corporate Scrutiny Committee.
Key Lines of Enquiry	What are the collection rates for each of the district/borough/city Councils in Essex? How do the collection rates impact upon Essex County Council? There is apocryphal evidence of good collection rates of Council Tax in Essex, despite more people being reported as in arrears nationally. Members would wish reassurance on this.
Other Work Being Undertaken	There is currently no other work being undertaken which would impact upon the conduct, timescales and deadlines for this review.
What resources are required for this review?	There are no anticipated additional resource requirements for this item.
Notes	

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Review Topic (Name of review)	Budget-Setting and Planning 2015/16
Committee	Corporate Scrutiny Committee
Relevant Corporate Links	All seven outcomes, plus all the associated indicators, in the ECC Outcomes Framework.
Timescales	It is intended that Budget-setting and planning become a standing item on the Committees work programme
Rationale for the Review	<p>To develop a process where Members have the opportunity for timely input into the budget-setting process.</p> <p>To provide all Members with regular and understandable budget-setting and planning information.</p> <p>To raise general levels of understanding about the processes and their implications.</p> <p>To have clearly agreed timescales by which information is presented to <u>all</u> Committees to enable sufficient time for a meaningful input into the budget-setting process. At its 28 January 2014 meeting Members questioned the current process and, although mindful of often tight deadlines, suggested there would be more value in the Committee being consulted before the Revenue and Capital Budgets and the Medium Term Resource strategy had been approved.</p>
Key Lines of Enquiry	<p>How inclusive is the budget-setting process, in theory and practice?</p> <p>Who, currently, is consulted on the budget?</p> <p>What is the timetable for setting the budget?</p> <p>Does performance data inform budget-setting?</p>
Other Work Being Undertaken	There is no other work being undertaken which would impact upon the conduct, timescales and deadlines for this review.
What resources are required for this review?	Time early in 2015 for all Committees to receive details of the budget-setting process to allow meaningful input.
Notes	

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Review Topic (Name of review)	Welfare Reform
Committee	Corporate Scrutiny Committee
Relevant Corporate Links	Within the ECC Outcomes Framework this review would link to the following outcomes: Children in Essex get the best start in life; People in Essex enjoy good health and wellbeing; and People in Essex can live independently and exercise control over their lives.
Timescales	The Committee to receive a briefing on Welfare Reform and its impacts on the County Council. It is anticipated that the briefing would be at a single Committee meeting.
Rationale for the Review	Scrutiny should understand and contribute to the impact of welfare reform. The largest impact, as a result of welfare reform, will be on District/Borough/City Councils, as well as Health partners. However, the Committee should request a briefing on the impacts.
Key Lines of Enquiry	How is the County Council responding to the changes in welfare? Has the County Council done everything it needs to in order to prepare for the changes? How is the County Council working with District/Borough/City Councils to ensure welfare transition is managed? How is the County Council working with Health partners to ensure welfare transition is managed? How have key messages about the reforms to welfare been communicated by ECC?
Other Work Being Undertaken	Essex County Council have published a booklet entitled Welfare Reform which outlines the changes to the welfare system since April 2013.
What resources are required for this review?	There are no anticipated additional resource requirements for this item.

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Review Topic (Name of review)	External and Internal Communications
Committee	Corporate Scrutiny Committee
Relevant Corporate Links	All seven outcomes, plus all the associated indicators, in the ECC Outcomes Framework.
Timescales	A Task and Finish Group, if reconstituted, would complete the task in approximately four-months (on the basis of a single meeting per month). The Task and Finish Group membership will be Councillor's Joe Pike (Chairman), Graham Butland and Mike Mackrory.
Rationale for the Review	<p>The former Executive Scrutiny Committee commenced a Task and Finish Group exercise on External Communications in 2011, this was placed in hiatus due to the Transformation programme as the function was one of the first to be reorganised. This restructure has now concluded and it should be considered whether the Task and Finish Group be reconstituted.</p> <p>To assess the outcomes, resources, effectiveness and quality of work undertaken by External and Internal Communications at the County Council and to make recommendations, if and where necessary, for improvement. A key focus is delivering better value for money and the focussed use of available resources in the provision of communications.</p> <p>To ensure a clarity and consistency of message reflecting the values of the Authority. To ensure Communications deliver an impartial and positive image of the Authority as a responsible, innovative, and forward-thinking Council. To ensure, and be assured that appropriate structures for a 21st Century communications function is in place.</p>

Key Lines of Enquiry	<p>How has the Transformation process affected delivery of external and internal communications; and how is the team resourced now compared to a year ago?</p> <p>How is social media used to more effectively and cost-efficiently deliver services? Is this being further developed?</p> <p>What is in place to ensure the knowledge and expertise of the Communications team is current and how is this measured and evaluated?</p> <p>Who do External and Internal Communications consider to be their clients?</p> <p>What does the current Communications Business Plan look like?</p> <p>How are communications about media-related issues with Members being improved?</p> <p>Is there any sharing of communications with District/Borough/City Councils; or other partners?</p> <p>How do Communications use customer knowledge to ensure effective communication?</p> <p>What is the current budget for Communications? Was the budget over- or underspent last year?</p> <p>What is the current relationship with broadcast, print and online media like?</p> <p>What is the current staff structure of Communications?</p>
Other Work Being Undertaken	<p>There is currently no other work being undertaken which would impact upon the conduct, timescales and deadlines for this review.</p>
What resources are required for this review?	<p>Given the likely length of this review (indicated above) it is likely there will be additional resource requirements required for this review. In planning the review it is necessary to identify what resources are required to undertake the review, and any costs associated with the committee's activity. Given that the resource available is finite, it will be necessary to consider carefully the timing of the review within the Committee's overall work programme.</p>
Notes	

2013/14 AND 2014/15 SCRUTINY RECOMMENDATIONS TRACKER AND WORK PROGRAMME								
	COMMITTEE: CORPORATE SCRUTINY COMMITTEE							
	PRE-MEETING				POST-MEETING		AGREED ACTION & IMPLEMENTATION	
COMMITTEE	SCRUTINY ITEM & REF.	APPROACH	LEAD OFFICER	COMMITTEE DATE(S)	OUTCOMES, ACTIONS ARISING & UPDATES	RESPONSIBLE MEMBER/ OFFICER	REVIEW DATE	IMPLEMENTATION REVIEW DATE AND OUTCOME
Corporate Scrutiny	The Capital Programme	Full Committee (Cllr John Spence to be invited to the Committee to conduct an initial briefing)	Margaret Lee	Jun-14		Cllr David Finch	Sep-14	
Corporate Scrutiny	Corporate Systems/IT Infrastructure	Full Committee	David Wilde	Oct-14		Cllr David Finch	Nov-14	
Corporate Scrutiny	Shared Services/ Corporate Operations	Full Committee: Briefing	Mark Hobson	Mar-15		Cllr David Finch		
Corporate Scrutiny	The Use of Consultants by Essex County Council	Full Committee: Briefing		Jul-14		Cllr David Finch		

Corporate Scrutiny	Equality and Diversity	Full Committee: Briefing		Mar-15		Cllr David Finch		
Corporate Scrutiny	Property Assets	Full Committee: Briefing	Simon Hughes	Sep-14		Cllr Roger Hirst		
Corporate Scrutiny	Transformation Reserve	Full Committee: Briefing	Margaret Lee	Jul-14		Cllr David Finch		
Corporate Scrutiny	Community Budgets	Full Committee: Briefing		Jul-14		Cllr David Finch		
Corporate Scrutiny	Collection Rates for Council Tax	Full Committee: Briefing		Jan-15				
Corporate Scrutiny	Budget Setting and Planning 2015/16	Full Committee	Margaret Lee	Oct-14		Cllr David Finch	Dec-14	STANDING ITEM.
Corporate Scrutiny	Welfare Reform	Full Committee: Briefing		Sep-14				

Corporate Scrutiny	External and Internal Communications (Executive Scrutiny Committee Minutes 11-Sep-12 (Minutes 4))	Task and Finish Group (Chairman: Cllr Joe Pike)	Richard Puleston	Sep-12	Interim report presented to the Committee, and agreed that the review be extended to include internal communications.	Cllr David Finch	May-14	UPDATE: The Task and Finish Group placed in hiatus due to Transformation II. The Task and Finish Group will reconvene and membership, together with Chairmanship, will be confirmed at the 27 May 2014 meeting of the committee.
Corporate Scrutiny	Health and Safety at Work (ES/07/13)	Full Committee		Feb-13	RESOLVED: To receive a further update in due course.	Cllr David Finch	Following receipt of Fire Authority report	UPDATE: Following the fire at John Ray School, Braintree a report on H&S related to sprinkler systems in schools will be received. This will follow publication of the Fire Authority Inquiry into the cause of the fire.
Corporate Scrutiny	Capita Resourcing (CSC/12/13)	Full Committee (Briefing)	Adam Bowles	Oct-13	Report noted. Annual reports on this contract are received by the	Cllr Roger Hirst	Oct-14	

					Corporate Scrutiny Committee.			
Corporate Scrutiny	Absence Management (CSC/15/13)	Full Committee	Bob Whiting	Nov-14	RESOLVED: To receive an update on Absence Management across ECC in April 2014. This would take account of the Staff Survey results which is being conducted in January 2014.	Cllr David Finch	Apr-14	UPDATE: An update was received by the Committee in April 2014 with further clarification, following questions, attached to the minutes of that meeting. NO FURTHER ACTION.
Corporate Scrutiny	Budget Outturn Reports (CSC/03/14)	Full Committee (Briefing)	Margaret Lee	Jan-14	Quarterly briefings are received by the Committee.	Cllr David Finch	Jun-14	STANDING ITEM. October 2014 report to include initial finance report of the re-modelled Youth Service
Corporate Scrutiny	Corporate Plan Progress Report (CSC/04/14)	Full Committee (Briefing)	Richard Puleston	Jan-14	Quarterly briefings are received by the Committee.	Cllr David Finch	Jun-14	STANDING ITEM.

Corporate Scrutiny	Transformation II (CSC/06/13)	Full Committee (Briefing)	Keir Lynch	May-14	Quarterly briefings are received by the Committee.	Cllr Roger Hirst	Sep-14	STANDING ITEM.
Corporate Scrutiny	Procurement Strategy (CSC/16/13)	Task and Finish Group (Chairman: Cllr Julie Young)	Andrew Spice	Apr-14	Final Report and Recommendations presented to the Committee in February 2014 for ratification. Report and recommendations also presented to the Cabinet Member. A further written response was received from the Cabinet Member in April 2014.	Cllr Roger Hirst	Oct-14	IMPLEMENTATION REVIEW DATE: A further update on the recommendations accepted by the Cabinet Member should be received in October 2014.

Corporate Scrutiny	Local Authority Mortgage Scheme CALL-IN	Full Committee	Margaret Lee	Jun-13	The Call-in was heard by the Committee. The Committee voted 12:1 to ratify the Cabinet decision with the motion: To congratulate the County Council on their forward-thinking initiative to help first-time buyers in the County, that the Committee would not refer the LAMS decision to either the decision taker or the Council, and that the	Cllr David Finch	N/A	NO FURTHER ACTION.
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					LAMS decision should take effect at the conclusion of the meeting of the Committee.			
Corporate Scrutiny	Vision for Essex (CSC/03/13)	Full Committee (Briefing)	Richard Puleston	Jun-13	The report was noted.	Cllr David Finch	N/A	NO FURTHER ACTION.
Corporate Scrutiny	Engaging with Essex (Your Say) (CSC/07/13)	Task and Finish Group (Chairman not appointed)	Richard Puleston	Jul-13	Establish a Task and Finish Group to scrutinise the proposed campaign and make recommendations on public speaking at public Council meetings.	Cllr David Finch		UPDATE: Membership of the T&F Group was difficult to establish. Events at the County Council in relation to public speaking overtook the terms of reference of any T&F Group. NO FURTHER ACTION.

Corporate Scrutiny	Revenue and Capital Budgets 2014/15 and Medium Term Resources Strategy (CSC/02/14)	Full Committee (Briefing)	Nicole Wood	Jan-14	Report noted. A request was made to receive earlier reports to Scrutiny next year; however, it was recognised that central government delays sometimes make this difficult.	Cllr David Finch		NO FURTHER ACTION.
Corporate Scrutiny	ECC Corporate Outcomes Framework (CSC/06/14)	Full Committee (Briefing)	Alastair Gordon	Jan-14	Report noted. Scrutiny Board to determine future scrutiny arrangements	Cllr David Finch		NO FURTHER ACTION.
Corporate Scrutiny	Broadband Coverage in Essex	Full Committee	Connie Kerbst	May-14	Report noted and update requested for November 2014.	Cllr Kevin Bentley	Nov-14	
Corporate Scrutiny	Investment Strategy	Full Committee	Kevin McDonald	TBA		Cllr Rodney Bass		