



## ***Overview & Scrutiny Committee Tuesday, 26th July, 2022***

You are invited to attend the next meeting of **Overview & Scrutiny Committee**, which will be held at:

**Council Chamber - Civic Offices**  
on **Tuesday, 26th July, 2022**  
at **7.00 pm**.

**Georgina Blakemore**  
Chief Executive

**Democratic Services  
Officers:**

Gary Woodhall & V Messenger Tel: (01992) 564243  
Email: [democraticservices@eppingforestdc.gov.uk](mailto:democraticservices@eppingforestdc.gov.uk)

**Members:**

Councillors H Kane (Chairman), D Wixley (Vice-Chairman), R Balcombe, R Baldwin, R Bassett, P Bhanot, E Gabbett, I Hadley, S Heather, R Jennings, J Lea, J McIvor, S Murray, S Patel and J H Whitehouse

**PLEASE NOTE THAT THIS MEETING IS OPEN TO ALL MEMBERS TO ATTEND  
SUBSTITUTE NOMINATION DEADLINE 18:00**

### **WEBCASTING NOTICE**

**Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.**

**You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Council's published policy and copies made available to those who request it.**

**Therefore by entering the Chamber and using the lower public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for web casting and/or training purposes. If members of the public do not wish to have their image captured they should sit in the upper council chamber public gallery area.**

**If you have any queries regarding this, please contact the Public Relations Manager on 01992 564039.**

**1. WEBCASTING INTRODUCTION**

The Chairman will read the following announcement:

This meeting is to be webcast and the Chairman will read the following announcement:

“I would like to remind everyone present that this meeting will be broadcast live to the internet and will be capable of subsequent repeated viewing, with copies of the recording being made available for those that request it.

By being present at this meeting, it is likely that the recording cameras will capture your image and this will result in your image becoming part of the broadcast.

You should be aware that this may infringe your human and data protection rights, and if you have any concerns then please speak to the Webcasting Officer.

Please could I also remind Members and Officers to activate their microphones before speaking.”

**2. APOLOGIES FOR ABSENCE**

To be announced at the meeting.

To report non-attendance before the meeting, please use the Members Portal webpage <https://eppingforestdc-self.achieveservice.com/service/Member>Contact> to ensure your query is properly logged.

Alternatively, you can access the Members portal from the front page of the Council’s website, at the bottom under ‘Contact Us’  
<https://www.eppingforestdc.gov.uk/your-council/members-portal/>

**3. SUBSTITUTE MEMBERS**

To report the appointment of any substitute members for the meeting.

**4. DECLARATIONS OF INTEREST**

To declare interests in any item on the agenda.

In considering whether to declare a pecuniary or a non-pecuniary interest under the Council’s Code of Conduct, Members are requested to pay particular attention to paragraph (11) of the Code in addition to the more familiar requirements.

This requires the declaration of a non-pecuniary interest in any matter before Overview & Scrutiny which relates to a decision of or action by another Committee or Sub-Committee of the Council, a Joint Committee or Joint Sub-Committee in which the Council is involved and of which the Councillor is also a Member.

Paragraph (11) of the Code of Conduct does not refer to Cabinet decisions or attendance at an Overview & Scrutiny meeting purely for the purpose of answering questions or providing information on such a matter.

**5. MINUTES (Pages 7 - 16)**

To confirm the minutes of the meeting of the Committee held on 16 June 2022.

**6. MATTERS ARISING AND OUTSTANDING ACTIONS**

To consider any matters arising and outstanding actions from the minutes of the previous meeting(s) that are not covered elsewhere in this agenda.

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

(Democratic & Electoral Services Team Manager) To receive questions submitted by members of the public and any requests to address the Committee, in accordance with Article 6 (Overview and Scrutiny) of the Council's Constitution.

**(a) Public Questions**

Members of the public may ask questions of the Chairman of Overview and Scrutiny Committee at ordinary meetings of the Committee, in accordance with the procedure set out in the Constitution.

**(b) Requests to address the Overview and Scrutiny Committee**

Any member of the public or a representative of another organisation may address the Overview and Scrutiny Committee on any agenda item (except those dealt with in private session as exempt or confidential business), due to be considered at the meeting.

**8. EXECUTIVE DECISIONS - CALL-IN**

(Democratic & Electoral Services Team Manager) To consider any matter referred to the Committee for decision in relation to a call-in, in accordance with Article 6 (Overview and Scrutiny) of the Council's Constitution.

**9. CORPORATE PLAN KEY ACTION PLAN YEAR 5 2022/23 - QUARTER 1 CORPORATE PERFORMANCE REPORTING (Pages 17 - 36)**

To review the attached FY 2022/23 quarter 1 Performance Report.

**10. CHAIRMAN TO REPORT ON THEIR SELECT COMMITTEE BUSINESS (Pages 37 - 44)**

(Chairmen of the Select Committees) To report to the meeting on progress against the achievement of the current work programme, as is required under Article 6 (Overview and Scrutiny) of the Constitution, and for any recommendations for consideration by the Overview and Scrutiny Committee.

For information: the current work programme for each select committee is attached as an appendix to this agenda.

**11. OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME (Pages 45 - 46)**

Progress towards the achievement of the work programme for the Overview and Scrutiny Committee is reviewed at each meeting.

**(a) Current Work Programme**

The current work programme for the Committee is attached as an appendix to this agenda.

**(b) Reserve Programme**

A reserve list of scrutiny topics is developed as required, to ensure that the work flow of overview and scrutiny is continuous. When necessary, the Committee will allocate items from the list appropriately, once resources become available in the work programme, following the completion of any ongoing scrutiny activity.

Members can put forward suggestions for inclusion in the work programme or reserve list through the adopted PICK process. Existing review items will be dealt with first, after which time will be allocated to the items contained in the reserve work plan.

**12. CABINET BUSINESS (Pages 47 - 66)**

**Recommendation:**

**That the Committee review the Executive's current programme of Key Decisions to enable the identification of appropriate matters for the overview and scrutiny work programme and the overview of specific decisions proposed to be taken over the period of the plan.**

Article 6 (Overview and Scrutiny) of the Constitution requires that the Committee review the Executive's programme of Key Decisions (the Cabinet Forward Plan) at each meeting, to enable the identification of appropriate matters for the overview and scrutiny work programme and to provide an opportunity for the overview of specific decisions proposed to be taken over the period of the plan.

The Constitution (Article 14 (Decision Making)) defines a Key Decision as an executive decision which:

- (a) involves expenditure or savings of £250,000 or above which are currently within budget and policy;
- (b) involves expenditure or savings of £100,000 or above which are NOT currently within budget and policy;
- (c) is likely to be significant in terms of its effect on communities living or working in an area comprising two or more wards;
- (d) raises new issues of policy;
- (e) increases financial commitments (i.e. revenue and/or capital) in future years over and above existing budgetary approval;

- (f) comprises and includes the publication of draft or final schemes which may require, either directly or in relation to objections to, the approval of a Government Minister; or
- (g) involves the promotion of local legislation.

Wherever possible, Portfolio Holders will attend the Committee to present forthcoming key decisions, to answer questions on the forward plan and to indicate where appropriate work could be carried out by overview and scrutiny on behalf of the Cabinet.

The Executive’s current programme of Key Decisions of 1 July 2022 is attached as an Appendix to this report.

**13. EXCLUSION OF PUBLIC AND PRESS**

Exclusion

(Democratic & Electoral Services Team Manager) To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

<b>Agenda Item No</b>	<b>Subject</b>	<b>Exempt Information Paragraph Number</b>
Nil	Nil	Nil

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

Background Papers

(Democratic & Electoral Services Team Manager) Article 17 - Access to Information, Procedure Rules of the Constitution define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential information and in respect of executive reports, the advice of any political advisor.

The Council will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

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## EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

<b>Committee:</b>	Overview & Scrutiny Committee	<b>Date:</b>	Thursday, 16 June 2022
<b>Place:</b>	Council Chamber - Civic Offices	<b>Time:</b>	7.00 - 8.15 pm
<b>Members Present:</b>	Councillors H Kane (Chairman), D Wixley (Vice-Chairman), R Balcombe, R Baldwin, R Bassett, S Heather, R Jennings, J Lea, J McIvor, S Murray, S Patel, S Rackham and J H Whitehouse		
<b>Members Present (Virtually):</b>	Councillors P Bhanot		
<b>Other Councillors:</b>	Councillors N Bedford, S Kane, A Lion, C Whitbread, H Whitbread and K Williamson		
<b>Other Councillors (Virtually):</b>	Councillors N Avey and A Patel		
<b>Apologies:</b>	I Hadley		
<b>Officers Present:</b>	G Blakemore (Chief Executive), D Fenton (Service Director (Housing Revenue Account)), G Woodhall (Team Manager - Democratic & Electoral Services), V Messenger (Democratic Services Officer), T Carne (Corporate Communications Team Manager) and A Buckley (Higher Level Apprentice (Internal Communications))		
<b>Officers Present (Virtually):</b>	J Leither (Democratic Services Officer)		

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### 1. WEBCASTING INTRODUCTION

The Democratic and Electoral Services Team Manager 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.

### 2. SUBSTITUTE MEMBERS

The Committee noted that Councillor S Rackham had been appointed as substitute for Councillor I Hadley.

### 3. DECLARATIONS OF INTEREST

There were no declarations of interest reported pursuant to the Council's Members' Code of Conduct.

#### 4. MINUTES

##### RESOLVED:

That the minutes of the meeting held on 31 March 2022 be taken as read and signed by the Chairman as a correct record, subject to the following amendments:

- (1) Correction of 'part' to 'parts', 'border' to 'borders' and the addition of Buckhurst Hill Parish Council (Minute no 92), to read: "Councillor D Wixley commented that parts of borders on the RVRG came under Buckhurst Hill and Chigwell Parish Councils but this was not referred to in the report".
- (2) Correction of '37' to '36' (Minute no 94), to read: "Sale of the Pyrles Lane site, Loughton, to Qualis – the number of houses within the scheme had been increased to 36 following the Committee's meeting in June 2021".

Councillor J H Whitehouse and S Murray raised the issue of officers not reporting back and replying to members' questions raised at a previous meeting. There should be a better mechanism in place, so that perhaps responses of a substantial nature could be reported in the Bulletin, which might provide a faster response than the minutes. The Chairman, Councillor H Kane, agreed, and was of the opinion that reporting back by officers should be improved but this matter would be discussed at the Joint Meeting of the Chairmen and Vice-Chairmen on 28 June 2022.

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

The Committee noted that no public questions or requests to address the meeting had been received.

#### 6. EXECUTIVE DECISIONS - CALL-IN

The Committee noted that no executive decisions had been called-in for consideration since the previous meeting.

#### 7. CORPORATE PRIORITIES 2022/23

The Leader, Councillor C Whitbread, presented an overview of the Council's corporate priorities for 2022/23 at the Committee's first meeting in the new municipal year.

**Priorities** – to maintain our sound finances, as the Council was facing challenging times with the rising cost of living and interest rates, in addition to maintaining low council tax and essential services for residents. The Council was working with its partners across a range of services, such as Biffa who had experienced staffing issues. The Council supported three contracted Essex Police constables. It welcomed Qualis, which was running council house repairs and developing sites in Epping etc. Fundamental to the Council was how these services were delivered and how it had transformed to deliver services and look forwards.

**Local Plan** – adoption of this was key to investment in the District and about creating jobs. The North Weald masterplan would be a major employment area, but the Council was waiting on the Local Plan Inspector to finalise matters.



**Recovery** – following the Covid pandemic, staff were working from home with hybrid working and it had changed local democracy, but communications needed to be in place. Councillor A Lion would lead on this as the Customer Services portfolio holder, and Councillor K Williamson's portfolio would be focussing on services in planning processes and how to shape the Council's plans for the future. Council tax had only been raised when necessary. The community hub in the refurbished Civic Offices had moved through some initial teething problems but was now being welcomed by our community partners.

**Devolution** – it was very important that the Council liaised with its partners in the health services and in local government (East Herts, Harlow and Broxbourne local authorities) across all areas to search out those of common interest, but the Council's ambitions would change as the year progressed.

Councillor S Murray agreed with the Leader's focus on sound finances. In respect of Councillor L Burrows' portfolio covering reviews and efficiency, it would be useful to look at any work proposals where money could be saved as long as the Council was not cutting costs unnecessarily. Qualis must be one of the areas this Committee scrutinised. With the Leader's portfolio incorporating Council partnerships, there should be more support for the Epping Forest Foodbank in this current climate where things could deteriorate. Furthermore, in view of the Council's constant transformation and looking at new ideas, the staff did need stability. Members needed to be able to analyse what had worked, so the steps should be – change, evaluation and analysis. The Leader replied that the Council had changed over the years. Leisure services was a transformation at its best with a new sports centre at Waltham Abbey and one to come in Epping to provide services residents cared about and at prices they could afford. The Council had returned and revisited policies. Progress on Council housebuilding was one such area, which was transformational across Essex and the development of the wellbeing hub's partnership working should be applauded. Transformation was only good if the Council learnt from it and changed positively. On sound finances, he was proud council tax was only raised when it was necessary, but Councillor L Burrows would look at services carefully.

It was felt the Council could make improvements in communicating better with residents, as some had to phone several times to speak to a staff member. The Leader replied it was not the fault of the staff, but the Council did need to ensure it had the ability and flexibility to continue to help residents and the Council was prepared for change and had made improvements.

Was working from home the best option when people were not receiving replies to their queries, which was not helping? The Leader clarified that the Council had planned for a decade for the transformation of the Civic Offices, and it had happened during the Covid pandemic when it had moved to hybrid working. This had improved the quality of life for staff especially those with families. The Government had told its staff to return to offices in London and Council staff were returning to the office. The Council needed to ensure customers were getting the services they wanted, so it was important telephone communications and digital services were right in order to facilitate this. High streets though were benefitting from people working from home. It was a new era that had required change.

Councillor J McIvor had experienced first-hand earlier today, the good processes the Council had in place. In relation to the economic strategy of the District's high streets, how important would our high streets be in future? The Leader replied they were vital and the life blood of communities. While some larger towns had struggled, the Council had a waiting list for premises in the District's smaller towns. Coffee shops and bakeries were opening up in our vibrant high streets, which were all different with

lots of independent retailers as well as larger stores. Councillor N Bedford thought our high streets would be a key focus over the next nine months because of the high fuel/petrol prices, as this would boost the local economy with consumers shopping locally and was key to helping residents.

**RESOLVED:**

That the Committee reviewed the Leader's corporate priorities for 2022/23.

**8. SELECT COMMITTEE MEMBERSHIPS 2022/23**

Article 6 of the Council's Constitution required that the memberships of the select committees were appointed by the Overview and Scrutiny Committee at the first meeting each year, as such appointments were reserved to the Committee and not made by the Council.

Councillor S Murray remarked that he was pleased that three of the new select committee vice-chairmen were new members.

**RESOLVED:**

- (1) That, in order to reflect pro rata requirements and the lowest number of members necessary to achieve cross-party representation in the rules of the Constitution, each select committee would comprise 11, except Stronger Communities, which it was agreed would comprise 12 to accommodate an independent member for 2022/23;
- (2) That appointments to the select committees for 2022/23 be adopted, as set out in the appendix to these minutes; and
- (3) That appointments to the positions of Chairman and Vice-Chairman of each select committee for 2022/23 be made, as set out in the appendix to these minutes.

**9. OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME**

The Chairman advised members that the committee's work programme would be discussed at the forthcoming Overview and Scrutiny Agenda Planning Group on 20 June for the first cycle of scrutiny committees. Furthermore, Councillor H Kane had a lot of ideas and changes she wished to discuss at the Joint Meeting of Overview and Scrutiny Chairmen and Vice-Chairmen on 28 June 2022.

Councillor S Rackham asked if external scrutiny of Essex County Council (Children's Services) and Essex Highways could be undertaken. The Chairman advised this would be an item for discussion at the upcoming joint meeting. However, she thought it more appropriate that the Committee concentrated on scrutinising the way the Council was working, rather than on external scrutiny of outside organisations, as members could not influence that organisation but only ask questions.

**RESOLVED:**

That the Committee reviewed its current work programme and reserve Programme.

**10. UPDATE OF RENT TYPES**

D Fenton (Service Director (Housing Revenue Account)) provided an update on the types of rents charged on the Council's tenanted properties. This was in response to a member's question from a previous meeting. There were two types of rent, social rent and affordable rent and these were governed by the Rent Standard, which was set by the Social Housing Regulator. The Government had set affordable rent several years ago to allow housing providers to charge a higher, but discounted rent at 80% of market value. This was so that the extra income above the social rent could be ringfenced to use for further housing developments. All the rents on the Council's new houses were charged as affordable rents. If they were not it would be difficult, because as a housing provider the Council carried out financial feasibility studies on all the proposed housing projects, so that whatever was built, did not contribute to breaking the HRA Business Plan. If the Council charged social rents on new builds, without substantial grants from Homes England, it would break the HRA Business Plan. Affordable rents were also charged on any buybacks of street properties owing to the financial viability just stated. Social rents were much simpler as they were set using a formula provided by the Social Housing Regulator. Social rents were usually increased every year.

The Committee asked the following questions of the HRA Service Director.

What was the difference between affordable rent and social rent on properties, for example in Loughton? D Fenton replied that she would provide some comparisons, for publicising in the Bulletin.

When people bid, did it affect their bidding as people might be able to afford social rent, but not affordable rent, so was there any evidence that it influenced how people bid and was that information available in the bidding process? D Fenton replied this information was always provided in choice-based lettings literature. The type of rent being charged would influence how people bid but the majority of Council properties were charged at social rents. The Council had not entered into a contract with Homes England to instigate 'conversions', where all empty properties or voids were converted into affordable rents, and had no plans to do this, so there would be both affordable and social housing in the future.

Did the Council only charge affordable rents on new builds or buybacks? D Fenton explained yes, but the Council did not always charge 80% of market value, which was the upper level, to ensure all rents were compatible with the Housing Allowance.

Why had a written report not been provided because it was more difficult to scrutinise a verbal report? D Fenton offered to provide a retrospective written report for the minutes if this helped.

**RESOLVED:**

That the verbal report be noted.

**Actions:**

- (1) That the HRA Service Director would provide some comparisons between affordable rent and social rent on properties, for publicising in the Bulletin; and
- (2) That the HRA Service Director would provide a retrospective written report for the minutes, if this helped.

*(Post meeting update: In response to action (2) above, please see attached Briefing Note for information entitled – Rent types changed for social housing within HRA)).*

## 11. OVERVIEW AND SCRUTINY 2021 - 22 ANNUAL REPORT

The Chairman advised that the final draft would go before Council in July, for approval.

The following amendments were noted at the meeting:

- Sale of the Pyrles Lane site, Loughton, to Qualis – the number of houses within the scheme had been increased to 36 following the Committee's meeting in June 2021; and
- Councillor D Wixley would email some corrections he had noted to the Democratic Services Committee Officer for inclusion in the final draft including an amendment to the call-in of the Jessel Green tree planting;

Councillor H Whitbread (Housing and Community Portfolio Holder) was please at the outcome of this decision and the tree planting that had taken place in Chigwell and Loughton.

### **RESOLVED:**

That the final draft of the Overview and Scrutiny 2021–22 Annual Report, including the amendments above, be submitted to Council on 28 July 2022 for approval.

## 12. CABINET BUSINESS

Cabinet's Key Decision List (KDL) updated to the 1 June 2022 was scrutinised by the Committee and the following points were raised.

It was thought that some of the reports going to a scrutiny committee for pre-scrutiny, were too close to a Cabinet meeting, as the Cabinet report could already been written for that decision. The Leader replied that improvements had been made but the Council did need to be agile and was always looking for opportunities and the way we could transform and move business forward. Comments made by scrutiny committees were helpful, but scrutiny members were welcome to attend Cabinet meetings.

### **(a) Environmental and Technical Services Portfolio**

Transfer of services to Qualis regarding Grounds Maintenance and MOT and Fleet – Councillor C Whitbread replied that consideration of the business cases should go to Overview and Scrutiny Committee. Councillor H Kane remarked she was looking to make changes so that proper scrutiny was undertaken.

### **RESOLVED:**

That the Committee reviewed the Executive's current programme of Key Decisions of 1 June 2022.

**CHAIRMAN**

## OVERVIEW & SCRUTINY SELECT COMMITTEES

### APPOINTMENTS 2022/23

<b>Stronger Communities Select Committee (12)</b>
<p><b>Chairman:</b> J Lea</p> <p><b>Vice-Chairman:</b> J Lucas</p>
<p><b>Conservative Group (7):</b> J Lea, J Lucas, R Balcombe, I Hadley, R Pugsley, D Stocker, S Yerrill,</p> <p><b>Green Party Group (1):</b> D Plummer</p> <p><b>Liberal Democrat Group (1):</b> C Amos</p> <p><b>Loughton Residents Association Group (2):</b> D Wixley, C Nweke</p> <p><b>Independent Members (1):</b> S Murray</p>
<b>Stronger Council Select Committee (11) *</b>
<p><b>Chairman:</b> J McIvor</p> <p><b>Vice-Chairman:</b> S Patel</p>
<p><b>Conservative Group (7):</b> J McIvor, S Patel, R Bassett, I Hadley, S Heather, R Morgan, S Rackham.</p> <p><b>Green Party Group (1):</b> E Gabbett</p> <p><b>Liberal Democrat Group (1):</b> J M Whitehouse</p> <p><b>Loughton Residents Association Group (2):</b> R Brookes, J Jogia</p> <p><b>Independent Members (-):</b></p>
<b>Stronger Place Select Committee (11)</b>
<p><b>Chairman:</b> R Balcombe</p> <p><b>Vice-Chairman:</b> R Pugsley</p>
<p><b>Conservative Group (7):</b> R Balcombe, R Pugsley, R Bassett, P Bolton, H Brady, S Heather, R Morgan,</p> <p><b>Green Party Group (1):</b> S Heap</p> <p><b>Liberal Democrat Group (1):</b> C McCredie</p> <p><b>Loughton Residents Association Group (2):</b> I Allgood, J Jennings</p> <p><b>Independent Members (-):</b></p>

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## **Briefing Note for Overview and Scrutiny Committee**



**Epping Forest  
District Council**

**Portfolio: Housing and Property (Cllr Holly Whitbread)**

**Subject: Rent types changed for social housing within HRA**

**Officer contact for further information: Deborah Fenton (07988860412)**

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### **Briefing note for members**

#### **Executive Summary:**

Members requested an overview of the types of rent charged in our social housing stock. This was presented verbally, however members felt a paper would be helpful.

#### **Report**

At EFDC 2 types of rent – Social rent and Affordable rent are used. The way in which we set our rents is governed by the Rent Standard which is set by the regulator of social housing.

#### **Affordable Rent**

"Affordable" rents were introduced by the government a while ago as a way of allowing housing providers to charge a higher but still discounted rent on some of our homes. An "Affordable Rent" is defined as a rent of up to 80% of the local market rent for the homes we let. The extra income we get from letting a small percentage of our homes (new builds and buy backs) on an "Affordable Rent" is used to help develop new homes for those in housing need.

In addition, we have to consider the financial viability of our housing stock. All our new builds are set at an affordable rent, it would be difficult to build any further council housing which is not set at an affordable rent, unless we receive significant grant from Homes England. This is because the financial feasibility on anything, but affordable rent will lead us to breaching the HRA business plan over time.

For the same reason we also charge affordable rent on buybacks.

#### **Social Rent**

Social rent is set by the Regulator for Social Housing and is increased each year according to what the Regulator has set in the rent standard. The initial rent was based on a 1999 value and has increased or decreased ever since, based on the latest rent standard.

Members can find a copy of the latest rent standard at the link below:

[Rent Standard and guidance - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

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## SCRUTINY



## **Report to Overview and Scrutiny Committee**

**Date of meeting: 26<sup>th</sup> July 2022**

**Portfolio:** Leader (Councillor C Whitbread)

**Subject: Q1 Corporate Performance Reporting**

**Officer contact for further information:**

Charlotte Graham (cgraham@eppingforestdc.gov.uk)

Maryvonne Hassall (mhassall@eppingforestdc.gov.uk/ 01992 642311)

**Democratic Services Officer:** V Messenger (01992 564265)

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**Recommendations/Decisions Required:**

1. **That the committee reviews the FY22-23 Q1 Performance report and raises any areas for scrutiny.**

**Report:**

As agreed with Overview and Scrutiny, the report will detail a project status summary, key milestones and RAG status for those projects identified as a 'Priority Project' within the portfolio and for which align to EFDCs Corporate Objectives. All KPIs regardless of status are included in this report.

**Reason for decision:** To enable Overview and Scrutiny Committee to review exceptions for quarterly performance measurement delivery.

**Options considered and rejected:** Not applicable.

**Resource implications:** Relevant resource implications as part of the delivery of the project and will be addressed accordingly by the service Director/and or project leads.

**Legal and Governance Implications:** There are no legal or governance implications arising from the recommendations of this report. However, any implications arising from actions to achieve specific objectives or benefits will be identified by the responsible Service Director and/or project leads.

**Safer, Cleaner, Greener Implications:** There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the Safer, Cleaner and Greener initiative, or any crime and disorder issues with the district. Relevant implications arising from actions to achieve specific objectives or benefits will be identified by the responsible Service Director and/or project leads.

**Consultation Undertaken:**

Leadership Team

Service Directors

**Background Papers:** Strategy and Corporate plan




**Impact Assessments:** Impact of status has been assessed and relevant mitigation or response is in place for projects.

**Risk Management:** Any major risks from programme will be reported via the Corporate Risk Management group which is reported at Audit and Governance Committee.

**Equality:** Relevant equality implications arising from actions to achieve specific objects or benefits will be identified by the responsible service director and/or project leads.

## 2. Status and Progress Report: Key Corporate Projects



### Reporting Guide



Green	Project on track to achieve milestones.
Amber	Project at risk of missing milestones.
Red	Project has missed milestones / project has serious issues.
Blue	Project complete/on-hold.
	Project status is unchanged since previous report.
	Project status has improved since previous report.
	Project status has declined since previous report.

Progress updates will be presented as agreed to Overview and Scrutiny on a quarterly basis and reflect the previous reporting quarter.

The Corporate Performance Report reflects key progress updates for identified Priority Projects within the EFDC Portfolio and KPI targets and actuals.



**Priority Projects - Quarterly Progress Updates**


Project ID	Project Name	Project Description	Service Area	Project Sponsor	Progress Summary Update	Key Milestones	Status	Q4 RAG	Q1 RAG
CPP141	M3 PP Proposal	Product will be unsupported by supplier in 2022 so reviewing options/ understand options and agree and deliver new replacement solution <b>Objectives</b> - in line with ICT Strategy	Commercial & Regulatory	Mandy Thompson	Informal market test was agreed to by procurement. Market test to be conducted by BA. Project has also been handed over to Calum Baker to Project Manage and a workshop is being arranged to review progress and complete some key activity tasks.  An Outline Business Case is proposed for the September Steering Group.	Outline Business Case - September Steering Group	Service Design/Scoping	Green	Green 
CPP029	Community and Cultural Trust	To set up a Community and Cultural Trust with charitable status that enables increased opportunity to secure external funding for work/projects in the community and cultural space that benefit communities across the District. <b>Objectives</b> - Support work programmes by fundraising to sources EFDC can not apply to; undertake advocacy for service development; access gift aid , legacy giving and sponsorship as charitable objects for appropriate workstreams.	Community & Wellbeing	Jennifer Gould	This project is now complete and has moved into BAU. A Project Closure Report is being drafted before project can be officially closed.	N/A	Awaiting Closure	Green	Blue 

CPP026	Waste Management Contract (Extend or Procure)	To review options in respect of the waste management contract with Biffa at the end of the first ten year term on 4 Nov 2024 and decide whether to extend for another ten years or go out to procurement. <b>Objectives</b> - Determine whether to extend the Waste Contract or go out to procurement	Contract & Technical	James Warwick	Meeting with Biffa on 7th July and still needs approval from Biffa Board. EFDC needs to extend the contract with Biffa. An offer has been given and Biffa has approved in principle. Biffa now needs to approve the value that EFDC has offered, but they want assurances on a few points first. Meeting scheduled (07.07.22) with Biffa, they will then go away to approve formally.  The project is experiencing some slow movement which is being impacted by an EFDC constraint on options available and internal issues with the supplier. However there is an expectation to take the approved figures to Cabinet in September and the report done by mid Aug.	Biffa Project Board - 7th July 2022  Approved Figures Submitted to Cabinet - September	In Delivery	Green	Green 
CPP135	Telephony Solution	Omni channel platform enabling streamlined multi channel customer contact Development of a new corporate telephony platform which is cloud based, adhering to a set of ICT/business guiding principles, integrating with Microsoft Teams and not requiring replacement of existing user hardware. For the customer contact centre, it will provide improved analytics and reporting as well as support call reduction via introduction of new channels such as AI and chat bots.	Customer Services	Rob Pavey	Project has been re-assigned to Calum Baker as the PM. Work is underway to revisit the requirements for the project. CB has engaged with all key stakeholders and plans are underway for an onsite workshop to complete some outstanding key activity. The project will be asked to present a full update in the August Steering Group and an Outline Business Case will be submitted in September for review and sign off.	Outline Business Case - September Steering Group	Service Design/Scoping	Green	Green 
CPP131	Back Office System (Digital)	New back-office system, document management system, remote working	Digital Planning	Nigel Richardson	This project is now complete and has moved into BAU. A Project Closure Report is being drafted before project can be officially closed.	N/A	Awaiting Closure	Amber	Blue


	Planning System)	solution, customer portal.	Improvement						
CPP155	COVID Measures	<p>COVID Measures is a multi layered programme consisting of a number of workstreams:</p> <p>Direct Financial Aid to Businesses (CPP041) - <b>CLOSED</b></p> <p><b>District Prospectus for Inward Investment (CPP042) - CLOSED</b></p> <p><b>New Business Support Packages (CPP044) - CLOSED</b></p> <p><b>Town Centre Regeneration/Action Plans (CPP045) - To provide a platform and action plan to support high street sustainability.</b></p>	Economic Development	John Houston	Key elements of the action plan have been put forward as part of the draft Prosperity Fund investment plan for the District. This will be submitted at the end of July and resources confirmed by October.	<p>Draft Prosperity Fund Investment Plan - July 2022</p> <p>Resources Confirmed - October 2022</p>	In Delivery		<p>Green</p> <p>Green</p>




<p>CPP009</p>	<p>Housing &amp; Asset Management System</p>	<p>Implementation of an integrated housing and asset management solution to replace the legacy system (Northgate OHMS) that has reached end of life, and also to replace manual processes and spreadsheets in order to:</p> <ul style="list-style-type: none"> <li>- enable agile and mobile working.</li> <li>- improve the management information and improve analytics to identify improvements</li> <li>- implement a "fit for purpose" system to enable EFDC to fulfil housing and asset management functions</li> </ul>	<p>Housing &amp; Property Services</p>	<p>Deborah Fenton</p>	<p>Review of business processes remains ongoing.</p> <p>Civica-led System Configuration Workshops have continued and remaining Workshops for Asset Management have been rescheduled for September, November and December 2022.</p> <p>Data Pass 2 scheduled for August 2022. The dialogue with Ridge is continuing to ensure data collected via the Stock Condition Surveys is aligned with the ongoing configuration of Cx; similarly, steps are being taken to ensure data from the planned Census will be loaded into Cx. Dialogue also continuing around requirements for exchanging repairs data between the systems used by EFDC (Cx) and Qualis (Service Connect).</p> <p>Option for using SharePoint as a document management solution continues to be progressed with input from the EFDC ICT Team, and a draft specification has been developed.</p> <p>The next HAM Project Board is scheduled for 20th July 2022.</p>	<p>Data Pass 2 - August 2022</p> <p>Configuration Workshops - September, November and December 2022</p>	<p>In Delivery</p>	<p>Green</p>	<p>Green</p> 
<p>CPP153</p>	<p>People Strategy Programme</p>	<p>The People Strategy Programme is a multi layered programme consisting of a number of workstreams, the current People Strategy will conclude April 2022 with a newly designed People Strategy commencing April 2023 to April 2027:</p> <p>Attracting Onboarding &amp; Retaining Talent (CPP100) - Fully integrated iTrent iRecruitment system to manage the complete candidate journey from</p>	<p>People</p>	<p>Paula Maginnis</p>	<p>Presentation of a digital performance management platform will be arranged for the Council's Senior Leadership Team, which was agreed following detailed discussions with them.</p> <p>Consideration and mapping of the impact of the national pay negotiations have been done, including the increases to the Living Wage.</p> <p>The project to implement an automated learning management system – Litmos has been completed. Officers continue to develop the functionally and to work with content experts to develop courses</p> <p>The People Team continue to review and update our policies and toolkits</p>		<p>In Delivery</p>	<p>Green</p>	<p>Green</p> 

		attraction, selection, onboarding and retention.							
CPP096	Local Plan	Adoption of the emerging Local Plan. It sets out the vision, objectives and policies for meeting and shaping the District's development needs and its distribution up to 2033 - replacing the existing 2006 and 2008 Local Plans.	PP & Implementation	Nigel Richardson	<p>The emerging Local Plan is at an advanced stage in its Examination following the Main Modifications Consultation in Summer 2021 and the collated representations published online and provided to the Inspectors in October 2021.</p> <p>Inspector went on maternity leave in Nov 2021 but despite assurance that the final report for fact checking would be received in Q4, this did not occur and further announcement received in May 2022 that she has been replaced by a new Inspector. The replacement inspector has prepared a schedule containing necessary changes &amp; reasons for them, which is under consideration. Any new and amended main modifications would need to be published for consultation.</p>	<p>Main modifications to be published and consulted upon. Minimum 6 week - July/August 2022</p> <p>Receive report from PINS, fact checked by Officers before returning to PINS for final release - Q2</p> <p>If Inspector finds The Local Plan Main Modifications to be sound, then final reported to Council Cttee for adoption - Q2/Q3</p>	In Delivery	Amber	Amber 



<p>CPP154</p>	<p>Green Agenda Programme</p>	<p>The Green Agenda Programme is a multi layered programme consisting of a number of workstreams:</p> <p>Climate Action Plan (CPP092) - To be an enabler for achieving climate change ambitions of the Council of being carbon neutral by 2030 and to ensure impacts of growth in the District are mitigated.</p> <p>Green Infrastructure Strategy (CPP093) - Establish strategy and policies relating to Green and Blue infrastructure, the protection of ecological assets and high-quality design.</p> <p>Interim Air Pollution Mitigation Strategy (CPP094) - To improve air quality by reducing vehicle emissions through roads within Epping Forest, without the need to introduce a chargeable Clean Air Zone.</p> <p><b>Reducing Carbon Footprint ( CPP143)</b> - To capture sub projects that contribute towards EFDC's pledge to be carbon neutral by 2030 through the reduction of carbon emissions.</p>	<p>PP &amp; Implementation</p>	<p>TBA</p>	<p>Programme currently remains unassigned.</p> <p>Discussion and decision required on where this sits within the portfolio both in terms of management and also area of responsibility. It is suggested that there is consideration on if this sits under the umbrella of Climate Action plan.</p> <p>Project will likely need a project group at service director level. Due to maternity leave within the team and as ECC has not been forthcoming with the resource they alluded to providing - the programme has not moved on.</p>		<p>Service Design/Scoping</p>	<p>Amber</p>	<p>Amber</p> 
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<p>CPP156</p>	<p>Revs &amp; Bens SAAS Project - Cloud One</p>	<p>The move of the Capita One Revenues and Benefits system to the Cloud complies with the direction determined within the Council's ICT strategy and reduction of the Council's on-site server estate. The timing of a move to the Cloud is critical. The move to the Cloud needs to happen in 2022/23 to avoid significant additional work for both the ICT and Revenues and Benefits teams due to essential upgrade work required this year to the Capita One system.</p>	<p>Revenue &amp; Benefits</p>	<p>Rob Pavey</p>	<p>Kick off meeting with all key stakeholders and Project Plan in place, Resources lined up for wider UAT, UAT Plans in place. VPN set up currently in progress by EFDC Security &amp; Capita.</p>		<p>Service Design/Scoping</p>	<p>N/A</p>	<p>Green</p> 
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Quarterly KPI Reporting

Key Performance Indicator	Owner	22/23	Target	Actual	Comments
<b>Customer Services:</b> Overall Customer Satisfaction	Rob Pavey	Q1	80%	55.85%	Most dissatisfaction came around the Waste services, Ride London, the Energy Rebate for Council Tax, and elections
		Q2	80%		
		Q3	80%		
		Q4	80%		
<b>Customer Services:</b> First Point Resolution	Rob Pavey	Q1	45%	70.90%	Team performs well and changing the target is under consideration. The earliest suggestion is for next year due to amount of pressure that the team is going through right now.
		Q2	45%		
		Q3	45%		
		Q4	45%		

<b>Customer Services:</b> Complaints resolved within SLA	Rob Pavey	Q1	85%	89%	Last Qtr 88 complaints in total, significant increase this Q1 to 128 due to the Biffa Crisis with a total of 51 formal complaints for Waste. 40% of all complaints are waste/missed collection related.
		Q2	85%		
		Q3	85%		
		Q4	85%		
<b>Community Health and Wellbeing:</b> No of homelessness approaches	Jennifer Gould	Q1	n/a	277	This represents a 7% increase on the same period last year.  Q1 last year 258 (av. 86 per calendar month) vs. 277 this year (av. 92 per calendar month)
		Q2	n/a		
		Q3	n/a		
		Q4	n/a		
<b>Community Health and Wellbeing:</b> No of households in Temporary Accommodation	Jennifer Gould	Q1	n/a	116	This represents an 8% increase on the same snapshot figure last year and is comparable with the increase in homeless approaches.

		Q2	n/a		
		Q3	n/a		
		Q4	100		
<b>Community Health and Wellbeing:</b> Engagement in community, physical or cultural activity	Jennifer Gould	Q1	3500	3207	The target is even per quarter, but there is higher engagement in the summer quarter due to holiday activities. The actual numerical value matches one that EFDC achieved last year.
		Q2	3500		
		Q3	3500		
		Q4	3500		
<b>Community Health and Wellbeing:</b> No of families in B&B accommodation for 6 weeks+	Jennifer Gould	Q1	0	0	This is a national target – no families in B&B for more than 6 weeks. We try not to use B&B for families in any event and have so far been able to avoid it.
		Q2	0		
		Q3	0		
		Q4	0		
<b>Contracts:</b> % change of leisure centre attendees from previous years quarter: Casual swimming	James Warwick	Q1	n/a	Awaiting Data	KPI Data was not available at the time this report was produced. Any KPI Data subsequently received in time for Overview and Scrutiny will be presented within the meeting itself
		Q2	n/a		
		Q3	n/a		

		Q4	n/a		
<b>Contracts:</b> Club Live membership (Fitness Membership)	James Warwick	Q1	n/a	Epping: 1,253 (26% decrease from previous quarter)  Loughton:3,779 (14% decrease from previous quarter) Ongar: 1,121 (15% decrease from previous quarter) Waltham Abbey: 2,449 (6% decrease from previous quarter)	The decrease in gym memberships is due to the rising costs of living and people are looking to make savings and cancelling gym memberships.
		Q2	n/a		
		Q3	n/a		
		Q4	n/a		

<b>Contracts:</b> Club Live membership (Swimming Membership)	James Warwick	Q1	n/a	Loughton: 517 (2% decrease from previous quarter) Ongar: 176 (35% increase from previous quarter) Waltham Abbey: 415 (9% increase from previous quarter)	Generally, the number of swimming memberships continues an upward trend and increases each quarter
		Q2	n/a		
		Q3	n/a		
		Q4	n/a		

<b>Contracts:</b> No. of people on Learn to Swim Programme (Swimming Lessons)	James Warwick	Q1	n/a	Loughton: 2,776 (4% increase from previous quarter) Ongar: 861 (8% decrease from previous quarter) Waltham Abbey: 1,731 (15% increase from previous quarter)	No. of people attending swimming lessons continues to increase on a monthly basis
		Q2	n/a		
		Q3	n/a		
		Q4	n/a		
<b>Contracts Waste:</b> Recycling rate	James Warwick	Q1	60%	57.34%	Slightly below target due to missed collections (figures have not been verified by ECC)
		Q2	60%		
		Q3	60%		
		Q4	60%		



<b>Contracts Waste:</b> Reduction in household waste	James Warwick	Q1	0.100kg/house hold	0.103kg	Marginally above our target as we have seen larger waste generated since the pandemic and more people working from home. There were also street parties this quarter due to the Jubilee that generate additional waste.
		Q2	0.100kg/house hold		
		Q3	0.100kg/house hold		
		Q4	0.100kg/house hold		
<b>Housing Management:</b> Rent Arrears	Deborah Fenton	Q1	<1.55%	1.49%	
		Q2	<1.55%		
		Q3	<1.55%		
		Q4	<1.55%		
<b>Planning and Development:</b> Percentage of applications determined within agreed timelines: Major	Nigel Richardson	Q1	80%	Awaiting Data	New system in place, it is not possible to access data yet.
		Q2	90%		
		Q3	80%		

		Q4	80%		
<b>Planning and Development:</b> Percentage of applications determined within agreed timelines: Minor	Nigel Richardson	Q1	90%	Awaiting Data	A new system is currently in place which has resulted in KPI data not yet being available. Should the KPI data be received prior to O&S then this will be updated within the meeting itself. Should it not then this will be updated when Q2 data is collected.
		Q2	90%		
		Q3	90%		
		Q4	90%		
<b>Planning and Development:</b> Percentage of applications determined within agreed timelines: Other	Nigel Richardson	Q1	90%	Awaiting Data	A new system is currently in place which has resulted in KPI data not yet being available. Should the KPI data be received prior to O&S then this will be updated within the meeting itself. Should it not then this will be updated when Q2 data is collected.
		Q2	90%		
		Q3	90%		
		Q4	90%		
<b>Planning and Development:</b> Housing Delivery Test progress	Nigel Richardson	Q1	n/a	Data will be provided following completion of Q4	This is KPI is measured annually. KPI data will be provided for the whole year following Q4.
		Q2			
		Q3			
		Q4			

<p><b>People:</b> Diversity &amp; Inclusion – % of workforce by Ethnicity</p>	<p>Paula Maginnis</p>	Q1	No targets are set but People Team have developed workforce KPI data insights and dashboards.	<p>Black and Minority Ethnic – 5.74%</p> <p>White – all – 69.57%</p> <p>Unknown – 4.61%</p> <p>Withheld – 19.30%</p>	<p>This is voluntary information from employees and the actual figures may be higher than what is reported.</p> <p>A large number of employees remain unwilling to disclose their ethnicity information however the People team will continue to run publicity campaigns to encourage disclosure of this information.</p>
		Q2			
		Q3			
		Q4			
<p><b>People:</b> Diversity &amp; Inclusion – % of workforce with Disability</p>	<p>Paula Maginnis</p>	Q1	n/a	5.83%	<p>This is voluntary information from staff and the actual figure may be higher than what is reported.</p> <p>We are working towards Disability Confident Level 2 and working with external charities, e.g. Shaw Trust, Change 100, and the Living with Disability publication to increase our engagement and hiring of people with disabilities.</p>
		Q2	n/a		

		Q3	n/a		
		Q4	n/a		
<b>People:</b> Staff Turnover %	Paula Maginnis	Q1	11%	2.78%	Target is based on public sector median turnover rate which is 11% per annum. The turnover rate for EFDC consistently remains below this level.
		Q2	11%		
		Q3	11%		
		Q4	11%		
<b>People:</b> Sickness Absence – average number of days per employee	Paula Maginnis	Q1	2.15 Days	1.63 Days	Target is based on the mean average number of days lost per employee per quarter in 2020. We expect lower numbers than the 2.15 average throughout spring / summer and higher numbers than the average in autumn / winter.
		Q2	2.15 Days		
		Q3	2.15 Days		
		Q4	2.15 Days		

## Stronger Communities Select Committee

### Work Programme 2022/23

**Chairman: Cllr J Lea**

**Stronger Communities Corporate Programme Alignment focuses on People living longer, healthier and independent lives; Adult and Children were supported in times of need; and People and Communities achieve their potential.**

No.	Item	Meeting	Progress and Comments		Owner (Officer)	Programme of Meetings
12 July 2022						
1.	Overarching Housing Strategy	EFDC's current Housing Strategy reaches end of life in March 2022. A revised strategy will need to be taken through governance structure ahead of formal adoption in August 2022.		Completed	J. Gould	July
		July 22	Considering the draft Strategy and make recommendations to Cabinet.			
2.	Sheltered Housing Refurbishment Programme	July 2022	Review of Frank Bretton Court and further recommendations.		D Fenton	
3.	Changing Landscape of Housing Paper 1 – Building Safety Bill & Fire Safety Bill & H&S Analysis	July 2022	To review the report on the new social housing regulation		D. Fenton	
4.	Cash paying customers at Debden Broadway	July 2022	To consider the report		S. Lewis	
5.	Transfer of services from the Broadway Housing Office	July 2022	To consider the proposed closure and re-provision of the service	D. Fenton		
20 September 2022						
6.	"What are our customers telling us?"		Update reporting on a 6-month basis		S. Lewis	September

	and the Customer Services Strategy					
7.	Six-month report on the work of the Council-funded Police Officers		Six-month update report		C. Wiggins	
8.	Domestic Abuse Act		A briefing to members on the Act and the Strategy and impact on EFDC.		J. Gould/ C. Wiggins	
9.	Resident Involvement Strategy		Introduction and approval to progress to Cabinet.			
10.	Sheltered Housing rebrand and support model		Introduction and approval to progress to Cabinet.			
11.	Changing Landscape of Housing Paper 2 – Social Housing Regulation		To review the report on the new social housing regulation		D.Fenton	
12.	Changing Landscape of Housing Paper 3 – Social Housing Regulation		To review the report on the social housing white paper		D. Fenton	
13.	HRA – Proposed regeneration plans for housing estates		To review the proposal. (Cabinet decision due 7 October 2022 for approval on 5-year regeneration plans)		D. Fenton	
14.	Tenant Satisfaction Measures Consultation				D. Fenton	
15.	Review of caretaking in blocks		To review the proposal. (Links to TSM, residents will rate the cleaning in blocks)		D. Fenton	
15 November 2022						
16.	Sheltered housing rebrand and support model		To consider this proposal (Cabinet decision due 5 December 2022.)		D. Fenton	
17 January 2023						

17.	HRA Business Plan		Yearly Performance update		D. Fenton	January
18.	Annual Housing performance report		Report on annual housing KPI's including compliance around the Building Safety Act.		D. Fenton	
2 March 2023						
19.	Community Safety Partnership annual report and review of the district Strategic Intelligence Assessment	2 March 2023	Annual Report		C. Wiggins	March
20.	Presentation from the District Commander for Epping Forest and Brentwood	2 March 2023	Annual report		C. Wiggins	
21 March 2023						
21.	"What are our customers telling us?" and the Customer Services Strategy	21 March 2023	Update reporting on a 6-month basis		S. Lewis	March
Date to be confirmed						
22.	Unaffordable rents	Completed	To report on the numbers of social rents and affordable rents for properties being built under the Council Housebuilding programme and those being bought under right to buy receipts. (O&S 12.10.21)		J. Gould/ D Fenton	Verbal report at O&S 16.06.22 and written report attached to the minutes
23.	Customer Services (Overall satisfaction)		To receive a recovery plan on this failing KPI		S Lewis	

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**Stronger Council Select Committee  
Work Programme 2022/23  
Chairman: Councillor J McIvor**

No.	Item	Deadline	Progress and Comments	Programme of Meetings	Lead Officers
1.	People Strategy	21 July and 24 Nov. 2022 – 24 January & 18 April 2023 Project reporting, issues focussed.		21 July 2022 01 Sept. 2022 25 Oct. 2022 24 Nov. 2022 24 January 2023	Paula Maginnis  Jo Budden
2.	Digital Enablement	Prioritisation of Council Technology strategy.		21 Feb. 2023 18 April 2023	Paula Maginnis Maryvonne Hassall
3.	Financial Planning	Scrutiny of MTFP 22/23 onwards Nov 2022			Andrew Small Christopher Hartgrove
4.	Budget scrutiny	Qtr. 1 Budget Monitoring Rtp. 2022/23 – 01 September 2022; Qtr. 2 Budget Monitoring Rtp. 2022/23 – 24 November 2022; Qtr. 3 Budget Monitoring Rtp. 2022/23 – 18 April 2023  2023/24 budget setting 24 January 2023	Budget Monitoring Reports (Revenue and Capital Outturn for 2022/23)		Andrew Small

5.	Asset Management Strategy	Council asset strategy (new)	Approved by the Cabinet 13/06/19 and referred to Council 30/07/19 for adoption.		Andrew Small
6.	Quarterly Budget Monitoring Report	Q4 2021/22 – 21 July 2022			Andrew Small/ Chris Hartgrove
7.	Quarterly Qualis Monitoring	01 Sept 2022			Andrew Small
8.	Report on new election legislation on Voter ID and any financial implications for the Council. when information was available.	TBC			Gary Woodhall
9	Customer Services (Overall satisfaction)	TBC	To receive a recovery plan on this failing KPI		
10	Housing and Asset Management System	01 September 2022			Deborah Fenton

**Stronger Place Select Committee  
Work Programme 2022/23**

**Chairman:**

<b>No.</b>	<b>Item</b>	<b>Deadline</b>	<b>Progress and Comments</b>	<b>Lead Officer</b>	<b>Programme of Meetings</b>
1.	Litter Strategy	5 July 2022, and 13 Sept 2022	Recommendations to strengthen the strategy, circulate to members of the committee and reconsider at next meeting 13 Sept 2022	J Warwick	<b>5 July 2022</b> <b>13 Sept 2022</b> <b>8 Nov 2022</b> <b>16 Jan 2023</b> <b>7 Mar 2023</b>
2.	Local Plan	tbc	Update	N Richardson	
3.	Leisure Services Contract Update	13 Sept 2022	To be considered by Cabinet 17 Oct 2022.	J Warwick	
4.	Waste Management Update	8 Nov 2022		J Warwick	
5.	Parking Update	16 Jan 2023	Update on impact of tariff change and attendance by NEPP	J Warwick	
6.	Sustainable Transport	tbc			
7.	Essex Highways	n/a	Remove: External update from ECC Portfolio Holder – wider interest part of members briefing Removed from work programme		
8.	Air Quality Action Plan	16 Jan 2023	To be considered by Cabinet 13 March 2023	M Thompson	
9.	Climate Change Action Plan	7 March 2023	Update	N Richardson	
10.	Epping Forest District Market Policy	13 Sept 2022	To be Considered by Cabinet 19 Sept 2022	M Thompson/D King	

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## Overview and Scrutiny Committee Work Programme 2022/23

**Chairman: Councillor H Kane**

#	Item	Meeting date	Progress/comments	Lead Officer
1	Cabinet Business	Ongoing	To review the Executive's programme of Key Decisions at each meeting, to identify appropriate matters for the work programme and provide an opportunity for the overview of specific decisions. To consider any call-ins, as and when they arise.	
2	Corporate Priorities 2022/23	16 June 2022	The Leader of Council presented the Council's corporate priorities. (First meeting of each municipal year)	
3	Select Committees – Memberships 2022/23	16 June 2022	Nominations for membership of and appointment of the Chairman and Vice-Chairman for each Select Committee. (First meeting of each municipal year)	G Woodhall
4	Scrutiny committees – Work Programme 2022/23	16 June 2022	Work programmes agreed for Overview and Scrutiny Committee and each of the select committees for 2022/23. (First meeting of each municipal year)	A Small
5	Update of rent types	16 June 2022	Written report provided in minutes following verbal reply.	D Fenton
6	Overview and Scrutiny 2021 – 22 Annual Report	16 June 2022	Final draft reviewed prior to approval by Council on 28 July 2022.	V Messenger
7(i)	Corporate Plan Year 5 2022/23 Q1 Performance	26 July 2022	To review Q1 Corporate performance reporting	C Graham
8	Corporate Plan (new)	27 September 2022	To pre-scrutinise the new Corporate Plan. (Cabinet decision due 17 October and Council approval due on 13 December 2022)	M Hassall / N Gambrill

V Messenger (updated 12.07.22)

#	Item	Meeting date	Progress/comments	Lead Officer
7(ii)	Corporate Plan Year 5 2022/23: Q2 Performance	29 November 2022	To review Q2 Corporate performance reporting	C Graham
7(iii)	Corporate Plan Year 4 2021/22: Q3 Performance	31 January 2023	To review Q3 Corporate performance reporting	C Graham
9	Epping Forest Youth Council	28 March 2023	Annual Report from the Epping Forest Youth Council on completed and proposed activities.	V Gayton
10	Overview & Scrutiny 2022 – 23 Annual Report	28 March 2023	To review the draft annual report.	V Messenger
	Qualis 4 Year Business Plan	tbc	Pre-Scrutiny of Qualis Business Plan prior to Cabinet.	A Small
	Transfer of Services to Qualis	tbc	To pre-scrutinise the business case for the transfer of MOT and Fleet. (Cabinet decision TBC)	A Small
	Transfer of Services to Qualis	tbc	To pre-scrutinise the business case for the transfer of Grounds Maintenance. (Cabinet decision TBC)	A Small



**Epping Forest  
District Council**

**THE KEY DECISION LIST**

**INCLUDING PROPOSED PRIVATE DECISIONS**

**(01 July 2022)**

## **The Key Decision List including Proposed Private Decisions**

There is a legal requirement for local authorities to publish a notice in respect of each Key Decision that it proposes to make, at least 28 days before that decision is made. There is also a similar requirement to advertise those decisions, whether they are Key Decisions or not, which it is proposed to be made in private with the public and press excluded from the meeting. This Key Decision List, including those decisions proposed to be made in private, constitute that notice. Copies of the Key Decision List are available for inspection at the Council's Civic Offices, as well as on the Council's website in the 'Your Council' section.

Any background paper listed can be obtained by contacting the relevant Officer in the first instance, or failing that the Democratic Services Officer listed below.

### **Key Decisions**

The Council's Constitution defines key decisions as:

- (i) Any decision within budget and policy that involves expenditure/savings of £250,000 or more in the current municipal year;
- (ii) Any decision not within budget and policy that involves expenditure/savings of £100,000 or more in the current municipal year;
- (iii) Any decision that raises new issues of policy;
- (iv) Any decision that increases the Council's financial commitments in future years, over and above existing budgetary approval;
- (v) Any decision that involves the publication of draft or final schemes, which may require either directly, or in relation to objections to, the approval of a Government minister;
- (vi) Any decision that involves the passage of local legislation; and
- (vii) Any decision that affects two or more wards, and has a discernible effect on the quality or quantity of services provided to people living or working in that area.

Borrowing or lending decisions undertaken under delegated authority by the Chief Financial Officer are not defined as a key decision.

The Council has also agreed the following additional requirements in relation to key decisions:

- (a) Key decisions cannot be made by officers;
- (b) Key decisions not within budget and policy can only be made by the Council;



- (c) Key decisions within budget and policy but involving expenditure/savings in excess of £1million can only be made by the Cabinet and/or Council;
- (d) Key decisions within budget and policy but involving expenditure/savings between £250,000 and £1million can be made by the relevant Portfolio Holder;
- (e) Portfolio Holders can only make key decisions affecting their wards if the decision is based upon a recommendation by a Service Director or as one of a range of options recommended by a Service Director.

### **Private Decisions**

Any decisions that are proposed to be taken in private will be reported as such. The paragraph number quoted relates to Part 1 of Schedule 12A of the Local Government Act 1972, and their definitions are as follows:

- (1) Information relating to any individual.
- (2) Information which is likely to reveal the identity of an individual.
- (3) Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- (4) Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
- (5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- (6) Information which reveals that the authority proposes:
  - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - (b) to make an order or direction under any enactment.
- (7) Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

## **Corporate Aims & Key Objectives 2022/23**

### **Stronger Communities**

- (1) People live longer, healthier and independent lives:
  - (a) supporting healthy lifestyles; and
  - (b) promoting independence for older people and people with disabilities;
- (2) Adults and Children are supported in times of need:
  - (a) safeguarding and supporting people in vulnerable situations; and
- (3) People and Communities achieve their potential:
  - (a) enabling Communities to support themselves;
  - (b) Providing culture and leisure opportunities; and
  - (c) Keeping the District safe.

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### **Stronger Place**

- (1) Delivering effective core services that people want:
  - (a) Keeping the District clean and green; and
  - (b) Improving the District housing offer;
- (2) A District with planned development:
  - (a) Planning development opportunities; and
  - (b) Ensuring infrastructure supports growth; and
- (3) An environment where new and existing businesses thrive:

- (a) Supporting business enterprise and attracting investment;
- (b) People develop skills to maximise their employment potential; and
- (c) Promoting retail, tourism and the visitor economy.

#### Stronger Council

- (1) Customer satisfaction:
  - (a) Engaging with the changing needs of our customers;
- (2) Democratic engagement:
  - (a) Robust local democracy and governance;
- (3) A culture of innovation:
  - (a) Enhancing skills and flexibility of our workforce; and
  - (b) Improving performance through innovation and new technology; and
- (4) Financial independence with low Council Tax:
  - (a) Efficient use of our financial resources, buildings and assets; and
  - (b) Working with commercial partners to add value for our customers.

**Cabinet Membership 2022/23**

Chris Whitbread	Leader of the Council
Nigel Bedford	Place
John Philip	Finance
Holly Whitbread	Housing & Community
Aniket Patel	Wellbeing & Community Partnership
A Lion	Customer
Nigel Avey	Contracts and Commissioning
K Williamson	Technical Services
Sam Kane	Internal Resources
Les Burrows	Review & Efficiency

**Contact Officer**

Pa  
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52  
Adrian Hendry  
Democratic Services Officer

Tel: 01992 564246  
Email: [ahendry@eppingforestdc.gov.uk](mailto:ahendry@eppingforestdc.gov.uk)

**WORK PROGRAMME - 1 JULY 2022 TO 31 OCTOBER 2022**

**PORTFOLIO - LEADER**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Peoples Strategy - Ongoing	To establish the Council's new Common Operating Model as part of the People Strategy.  To consider further details for the next stage of the Common Operating Model.	Yes		Cabinet		Georgina Blakemore 01992 564233	PID P170 - Peoples Strategy Common Operating Model - Management Structure
Risk Management	Review of Current Risk Register.	Yes	TBC	Cabinet		Andrew Small 01992 564278	
Local Government Council Size and Boundary Review	To review the number of Councillors.  Council Submission to LGBCE.  To review the Warding Pattern.	Yes	16 Dec. 2021 <del>24 February 2022</del>  Ongoing	Council  Council  Council		Georgina Blakemore 01992 56 4233	

**WORK PROGRAMME - 1 JULY 2022 TO 31 OCTOBER 2022**

**PORTFOLIO - PLACE**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Implementation of the Local Plan - Ongoing	Quarterly update report on progress. To become a delivery report once Plan agreed by the Inspector.	Yes	Ongoing	Cabinet		Nigel Richardson 01992 564110	
Ongar Neighbourhood Plan	To consider recommendations in the Examiners Report and to approve to progress to Referendum.	No	18 July 2022	Cabinet		Loredana Ciavucco, Nigel Richardson 01992 564110,	Examiner's Report & Draft Ongar Neighbourhood Plan
Implementation of the Local Plan: Update on Progress	To note progress on Masterplan Concept Framework Plans, PPAs and Local Plan Examination.	No	18 July 2022	Cabinet		Nigel Richardson 01992 564110	
Air Quality Action Plan	Approval of AQAP to mitigate air pollution in the Air Quality Action Area.	Yes	13 March 2023	Cabinet		Mandy Thompson 01992 564076	

**WORK PROGRAMME - 1 JULY 2022 TO 31 OCTOBER 2022****PORTFOLIO - FINANCE**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Qualis Monitoring - Ongoing Quarterly	Financial reporting plan update.	Yes	Ongoing	Cabinet		Andrew Small 01992 564278	

**WORK PROGRAMME - 1 JULY 2022 TO 31 OCTOBER 2022**

**PORTFOLIO - CONTRACT AND COMMISSIONING**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
EFDC Litter Strategy	To approve the EFDC Litter Strategy.	Yes	18 July 2022	Cabinet		James Warwick 01992 56 4350	
North Weald Airfield Masterplan	To report back on the interest to develop the identified Masterplanning area on North Weald Airfield. Item to be taken to a Cabinet workshop for discussion.	Yes	19 September 2022	Cabinet		Nick Dawe 01992 56 4000 (2541)	
Charging for additional Waste Containers	Approval for charging residents for additional and replacement Waste Containers.	Yes	19 September 2022	Cabinet		James Warwick 01992 564350	
Epping Leisure Centre - Award of Contract	Decision to award the contract to build Epping Leisure Centre.	Yes	17 October 2022	Cabinet		James Warwick 01992 564350	



**WORK PROGRAMME - 1 JULY 2022 TO 31 OCTOBER 2022**

**PORTFOLIO - HOUSING AND COMMUNITY**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Social Housing White paper	Review of the Tenant Satisfaction Measures and Impact on EFDC.	No	16 June 2022	Overview & Scrutiny Committee		Deborah Fenton 07988860412	
Review of CDM policy and Building Safety Bill	Impact of changes and legislation on EFDC.	No	16 June 2022	Overview & Scrutiny Committee		Deborah Fenton 07988860412	CDM Policy
Update of Rent Types	Report of the types of rents changed by EFDC.	No	16 June 2022	Overview & Scrutiny Committee		Deborah Fenton 07988860412	
Changing Landscape of housing - Paper 1, Building Safety Bill & Fire Safety Bill	Report on the new legislation and impact on EFDC.	No	16 June 2022	Overview & Scrutiny Committee		Deborah Fenton 07988860412	
Changing Landscape of Housing Paper 2, Special Housing Regulations	New Social Housing Regulations.	No	12 July 2022	Stronger Communities Select Committee		Deborah Fenton 07988860412	
Changing Landscape of Housing - Paper 3, Social Housing Regulations	The Social Housing White Paper.	No	12 July 2022	Stronger Communities Select Committee		Deborah Fenton 07988860412	
Sheltered Housing Refurbishment Programme	Review of Frank Bretton Court and further recommendations.	No	12 July 2022	Stronger Communities Select Committee		Deborah Fenton 07988860412	
Impact and ROI report Harvey Fields	Report on the impact of the improvements at Harvey Fields – creating great places where people want to	No	12 July 2022	Stronger Communities Select Committee		Deborah Fenton 07988860412	

	live.						
Regeneration Update - Lime Estate	Update on the plans and processes to regenerate Limes and Copperfield estate.	No	12 July 2022	Stronger Communities Select Committee		Deborah Fenton 07988860412	HRA Business Plan
Changing Landscape of Housing - Paper 1, Building Safety Bill & Fire Safety Bill & H&S analysis	Report on the new legislation and impact on EFDC.	Yes	12 July 2022	Stronger Communities Select Committee		Deborah Fenton 01992 56 4221	
Tender - Limes	Approval to award a contract in respect of the Limes and Copperfield Regen.	Yes	18 July 2022	Cabinet		Deborah Fenton 07988860412	HRA Business Plan
St. Johns Development	Approval to progress to build subject to planning.	Yes	18 July 2022	Cabinet		Deborah Fenton 07988860412	
Review of CDM policy and Building Safety Bill	Impact of changes and legislation on EFDC.	No	18 July 2022	Cabinet		Deborah Fenton 07988860412	CDM Policy - Penningtons Report
Sheltered Housing Review	Approval on actions created by the updated Ark review.	No	18 July 2022	Cabinet		Deborah Fenton 07988860412	Ark Report
Charter for Social Housing	Report on the proposed TSM and impact on EFDC.	No	18 July 2022	Cabinet		Deborah Fenton 07988860412	
Housing and Asset Management System	Progress Report on the implementation of the new Housing and Asset Management System.	No	1 September 2022	Stronger Council Select Committee		Deborah Fenton 07988860412	
Impact report Harvey Fields	Report on the impact of the improvements at Harvey Fields – its more than bricks and mortar.	No	19 September 2022	Cabinet		Deborah Fenton 07988860412	
Housing Management System	Data pass report.	No	19 September 2022	Cabinet		Deborah Fenton 07988860412	
Housing Strategy	EFDC's current Housing Strategy reaches end of life in March 2022. A draft strategy is being consulted on and taken through	Yes	19 September 2022	Cabinet		Jennifer Gould 01992 564073	

	governance structure ahead of formal adoption in October 2022 subject to Cabinet approval in September 2022.						
Changing Landscape of Housing - Paper 2, Social Housing Regulation	New Social Housing Regulations.	No	19 September 2022	Cabinet		Deborah Fenton 01992 56 4221	
Changing Landscape of Housing - Paper 3, Social Housing Regulations	The Social Housing White Paper.	No	19 September 2022	Cabinet		Deborah Fenton 01992 56 4221	
Resident Involvement Strategy	Introduction and approval to progress to Cabinet.	Yes	20 September 2022	Stronger Communities Select Committee		Deborah Fenton 07988860412	
Sheltered Housing Rebrand and support model	Introduction and approval to progress to Cabinet.	No	27 September 2022	Overview & Scrutiny Committee		Deborah Fenton 07988860412	
HRA Proposed Regeneration Plans for Housing Estates	Recommendation to go to Cabinet for approval on 5-year regeneration plans.	No	27 September 2022	Overview & Scrutiny Committee		Deborah Fenton 07988860412	HRA Business Plan
Annual Housing Performance Report	Report on annual housing KPI's including compliance around the Building Safety Act.	No	27 September 2022	Overview & Scrutiny Committee		Deborah Fenton 07988860412	
Review of Caretaking in Blocks	Links to TSM, residents will rate the cleaning in block.	Yes	27 September 2022	Overview & Scrutiny Committee		Deborah Fenton 01992 56 4221	
HRA - Proposed regeneration plans for housing estates	Approval for 5-year regeneration plans for housing estates.	No	17 October 2022	Cabinet		Deborah Fenton 07988860412	Paper to O&S on 16 June
Resident	Approval of the proposed	Yes	5 December 2022	Cabinet		Deborah Fenton	Report to SC on 20

involvement Strategy	resident involvement strategy.					07988860412	September
Annual Housing Performance Report	Report on annual housing KPI's including compliance around the Building Safety Act and the big 6.	No	5 December 2022	Cabinet		Deborah Fenton 07988860412	
Sheltered Housing rebrand and support model	Approval to adopt the proposed Resident Involvement Strategy.	Yes	5 December 2022	Cabinet		Deborah Fenton 07988860412	
Review of Tenancy Strategy - update on Changes	Ongoing Updates.	No		Cabinet		Deborah Fenton 01992 56 4221	
New Fees and Charges	Report requiring a decision regarding charging for non-statutory services.	Yes		Cabinet		Deborah Fenton 01992 56 4221	
Proposed Change to Service Charges RTB Receipts - New Policy	Policy outlining who we allocate right to buy receipts.	Yes		Cabinet		Deborah Fenton 01992 56 4221	

**WORK PROGRAMME - 1 JULY 2022 TO 31 OCTOBER 2022**

**PORTFOLIO - INTERNAL RESOURCE**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Direct Award of the Print Contract	To award a 3 year contract for Council Printing.	Yes	18 July 2022	Cabinet		Dawn Baird, Christine Ferrigi 01992 564000 (ext. 2557),	

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
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**WORK PROGRAMME - 1 JULY 2022 TO 31 OCTOBER 2022****PORTFOLIO - CUSTOMER**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Cash Paying Customers	Cash paying customers at Debden Broadway.	Yes	12 July 2022	Stronger Communities Select Committee		Susan Lewis 07928 42223	

**WORK PROGRAMME - 1 JULY 2022 TO 31 OCTOBER 2022**

**PORTFOLIO - TECHNICAL SERVICES**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Transfer of Services to Qualis	To consider the business case for the transfer of MOT and Fleet.	Yes	1 <sup>st</sup> to TBC	O&S Committee Cabinet		Andrew Small 01992 56 4055	
Transfer of Services to Qualis	To consider the business case for the transfer of Grounds Maintenance.	Yes	1 <sup>st</sup> to TBC	O&S Committee Cabinet		Andrew Small 01992 56 4055	
Markets Policy	To establish a new Markets Policy for the District.	Yes	19 September 2022	Cabinet		Mandy Thompson 01992 564076	



ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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