



Overview & Scrutiny Committee Tuesday, 31st January, 2023

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

Council Chamber - Civic Offices
on **Tuesday, 31st January, 2023**
at **7.00 pm**.

Georgina Blakemore
Chief Executive

**Democratic Services
Officers:**

Gary Woodhall & V Messenger Tel: (01992) 564243
Email: 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 Corporate Communications Manager on 01992 564542.

1. WEBCASTING INTRODUCTION

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 - 22)

To confirm the minutes of the meetings of the Committee held on 3 and 17 of November 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. QUALIS - OVERVIEW

The Group Managing Director is being invited to give an overview of Qualis mainly on the Housing Repairs service followed by a question and answer session.

10. CORPORATE PLAN KEY ACTION PLAN YEAR 5 2022/23 - QUARTER 3 PERFORMANCE PERFORMANCE REPORTING (Pages 23 - 52)

To review the attached FY 2022/23 quarter 3 Corporate Performance Report.

11. CHAIRMEN TO REPORT ON THEIR SELECT COMMITTEE BUSINESS (Pages 53 - 60)

(Chairmen of the Select Committees) To report to the meeting on progress against achievement of the current work programme, as 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.

12. OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME (Pages 61 - 62)

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.

13. CABINET BUSINESS (Pages 63 - 80)

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 3 January 2023 is attached as an Appendix to this report.

14. 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):

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

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

Background Papers

(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

Committee:	Overview & Scrutiny Committee	Date:	Thursday, 3 November 2022
Place:	Council Chamber - Civic Offices	Time:	7.00 - 8.40 pm
Members Present:	Councillors H Kane (Chairman), D Wixley (Vice-Chairman), R Balcombe, R Baldwin, R Bassett, S Heather, J Lea, J McIvor, S Murray, S Patel and J H Whitehouse		
Members Present (Virtually):	Councillors P Bhanot		
Other Councillors:	Councillors N Bedford, S Kane, A Lion, J Philip and C Whitbread		
Other Councillors (Virtually):	Councillors C McCredie		
Apologies:	I Hadley and R Jennings		
Officers Present:	A Small (Section 151 Officer), M Thompson (Interim Acting Service Director (Technical)), T Carne (Corporate Communications Team Manager), V Messenger (Democratic Services Officer) and P Seager (Chairman's Officer)		
Officers Present (Virtually):	A Hendry (Democratic Services Officer)		
Also in Attendance (Virtually):	S Jevans (Qualis Group Managing Director)		

36. WEBCASTING INTRODUCTION

The Chairman reminded everyone present that the meeting would be broadcast live to the Internet, and that the Council had adopted a protocol for the webcasting of its meetings.

37. SUBSTITUTE MEMBERS

There were no substitutions reported at the meeting.

38. DECLARATIONS OF INTEREST

- a) Pursuant to the Council's Members' Code of Conduct, Councillor R Bassett declared a non-pecuniary interest in the transfer of Grounds Maintenance service to Qualis by virtue of being a Non-Executive Director, Qualis Group Board Member. The Councillor had determined that he would remain in the meeting but would not take part in the consideration of this item.

- b) Pursuant to the Members' Code of Conduct, Councillor S Murray declared a non-pecuniary interest in the transfer of Grounds Maintenance service to Qualis as he was a member of Loughton Town Council, which had a large contract with that service.
- c) Pursuant to the Members' Code of Conduct, Councillor D Wixley declared a non-pecuniary interest in the transfer of Grounds Maintenance service to Qualis as he was a member of Loughton Town Council, which had a large contract with that service.

39. MINUTES

RESOLVED:

That the minutes of the meeting held on 27 September 2022 be taken as read and signed by the Chairman as a correct record.

40. MATTERS ARISING AND OUTSTANDING ACTIONS

It was noted that there were no matters raised or outstanding actions from the minutes of the previous meeting.

41. 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.

42. EXECUTIVE DECISIONS - CALL-IN

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

43. TRANSFER OF SERVICE TO QUALIS

The Committee scrutinised the transfer of Grounds Maintenance to Qualis ahead of the Cabinet's decision on 7 November 2022. A Small introduced the report, which proposed to transfer the service on 1 April 2023. Qualis had established a vision for itself as a property company promoting and undertaking property development, management and maintenance. The report provided a high-level summary of the current costs of delivering the existing in-house service, including an indicative Contract Payment in the event of the transfer of the Grounds Maintenance service. The business case for the transfer represented an efficient way to deliver this service. It enabled the Council to reduce its back-office costs and offset these against the Qualis Management charge. However, members needed to be assured that there was a tangible benefit to the Council before any transfer could take place.

The Committee had many varied questions covering the following concerns.

- What was the TUPE (Transfer of Undertakings (Protection of Employment)) process for the staff involved in this service transfer and what support would be available to them? A Small (Strategic Director and Section 151 Officer) advised the Council would provide reassurance. There would be a statutory consultation phase, group meetings would be arranged and there would be provision for individual conversations, as the Council would follow best practice with support from the People (Human Resources) Team.

- Since the establishment of the current set-up, was it proving costly? The Finance Portfolio Holder, Councillor J Philip, remarked that where two organisations have structures in place, it was more efficient to use one, so back-office staffing would be rationalised and not duplicating made it more efficient. Also, the Council might get more for the same prices.
- In terms of future proofing to reduce unnecessary costs should the Council transfer services quicker because with a shorter interim period there would be less time between the duplication and non-duplication of services? The Finance Portfolio replied that it was proper to look at service transfers in a measured way and not rush this. The Council did not want to transfer too much, too quickly.
- With the net revenue budget increasing to over £1.1 million if the management fee was included, would the Council be paying just the management fee to Qualis at the start of the contract? The Finance Portfolio Holder replied that on the adjusted revenue figures, the additional management fee for Grounds Maintenance would enable Qualis to make a proportionate reduction in its charge for Housing Repairs in the first year, which benefitted the Council. It was recognised there was a movement between the Housing Revenue Account and the General Fund, but this balanced out.
- What data would be looked at to quantify and show in five years' time that it had been the right decision to transfer this service to Qualis, and how would we know? The Finance Portfolio Holder replied that scrutiny of the contract's progress and financial performance would be monitored throughout the five-year contract, much the same as any other external contractor was.
- As some members had been contacted by residents about housing repairs not being done or delayed after this transfer of service, there did not seem to be effective scrutiny in place in terms of housing repairs and Council tenants, but another service transfer was being proposed. The Finance Portfolio Holder advised that more jobs were being done on time with better scheduling of the Housing Repair workforce.
- Not convinced that the housing maintenance transfer had been a good move or that there would be any financial gain, why transfer another service? The Finance Portfolio Holder reiterated that the way Qualis was providing housing maintenance was better because more jobs were being done on time and with a significant improvement in finances, he was convinced this was good value. Qualis could run services differently. It was important to try to make the Council work more efficiently, as long as the service transferred was being delivered.
- There was no evidence of the Council working in consultation with the staff moving to Qualis under TUPE terms or with trade unions. Also, the higher turnover of the workforce in the Ground Maintenance team would lead to the development of a two-tier system as new staff joined, who were likely not to be offered the same benefits as staff transferring under TUPE terms and conditions. The Finance Portfolio holder advised that TUPE did protect those people moving across from one organisation to another.
- What was the financial benefit to the Council? The Finance Portfolio Holder added that being further forward in budget planning helped to grow that service for a better return.
- Would the management fee taper down? The Finance Portfolio Holder replied that this would be reviewed at the end of each year.
- Would Qualis have maintenance costs in running the depots? The Council would review this in a year to see what the equipment and fleet looked like, as there was no sense in selling the fleet to Qualis.
- Did Qualis have its own HR team, and would HR services become a shared service? The Finance Portfolio Holder confirmed this. A Small continued that

service transfers might help reduce the Council's HR service and therefore, capture efficiencies. Although the option for a shared HR service had been investigated when Qualis was set up, it had been agreed it was better to have separate HR services. However, a shared HR service with another local authority might be an option in the future. The Finance Portfolio Holder commented that the Council had a shared service for Internal Audit.

- If it was expected that back-office staff could be reduced, were wider staff cuts probable in the current economic crisis? The Finance Portfolio Holder advised that with a £30 million staff budget and a potential 5% rise in salaries, the Council was looking at redundancies hopefully in posts that were currently vacant and moving staff, as its aim was to protect Council services. Therefore, there would be some difficult decisions ahead as the Council did not want to have forced redundancies.
- The Grounds Maintenance team looked after the Roding Valley Recreation Ground for Loughton Town Council, which had received an award from the Essex Playing Fields Association for doing outstanding work. The Town Council had advised the Grounds Maintenance Team of this and expressed its gratitude, as it was their work that had resulted in the Town Council receiving the award. The Grounds Maintenance office staff were always very helpful. The Finance Portfolio Holder commented that the people working for Qualis did appreciate the opportunity to work for the company and it was important not to reduce the quality of work, which was why monitoring would be undertaken by the Council's retained Ground Maintenance Supervisor to work closely with the equivalent Qualis role. The Finance Portfolio Holder also met with the Qualis Group Managing Director once a week. Key Performance Indicators would measure Qualis' performance to ensure delivery against these KPIs was tracked, which was the same for other contractors; and would allow service delivery to be monitored.
- What effect would the transfer have on clients, would the service be better and what contingencies would the Council have? The Finance Portfolio Holder anticipated the work to be done more efficiently and cheaper with better work co-ordination. Qualis had established itself as a property company promoting and undertaking property development, management and maintenance, which grounds maintenance aligned to.
- Obviously, the Finance Portfolio Holder believed the transfer of Grounds Maintenance was the right decision for the Cabinet to take on 7 November but after the transfer, who would make the decision on the costs and terms of contracts with the parish councils? The Finance Portfolio Holder replied that the current contracts would stay in place and that Qualis would negotiate the contracts with individual clients going forwards.
- Was there a record that previous service transfers had been a success? The Finance Portfolio Holder replied that Housing Maintenance had been a success and Asset Management a resounding success. Therefore, he was convinced Qualis had achieved a positive change. There would be a £4.2 million gap in the budget, so it was important to move forward with this service transfer.

However, the Committee's recommendation to Cabinet following a lively debate was that at this stage the Committee felt unable to support the transfer of Grounds Maintenance to Qualis, as a proposed motion was carried.

RESOLVED:

That the Committee recommended to Cabinet that it felt unable at this stage to support the transfer of Grounds Maintenance to Qualis.

44. OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME**(a) Current work programme**

The Committee noted its current work programme.

Councillor J H Whitehouse commented that at the recent scrutiny training, members were advised that they could look back at a past Task and Finish Panel or scrutiny committee and review the recommendations made by that committee. About five years ago a panel (or scrutiny committee) had reviewed the Older Peoples Services and one of the recommendations had been to hold a Senior Safety Day, which was implemented and had taken place today at the Civic Offices. The Councillor was of the opinion that it would be useful to review the Older Peoples Services recommendations made by that panel/committee and provide information on what services had been updated for older people. The Democratic Services Committee Officer was asked to look into this.

(b) Reserve work programme

There were no reserve work programme items.

RESOLVED:

That the Committee reviewed its current and reserve work programmes

Action:

- (1) That the Democratic Services Committee Officer would contact the Interim Strategic Director (J Gould) and the Community, Culture and Wellbeing Service Manager (G Wallis) for their advice on how to progress this request, in consultation the Chairman.

(Post meeting update: Further research established this to be the Services for Older People and Disabled People Task and Finish Panel (2006-07). For information, the final report of the Panel was agreed by the Overview and Scrutiny Committee on 5 April 2007 and can be viewed on the Council's website at this link:

<https://rds.eppingforestdc.gov.uk/ieListDocuments.aspx?CId=395&MId=4496&Ver=4>

It was subsequently approved by the Cabinet on 11 June 2007 – see weblink below:

<https://rds.eppingforestdc.gov.uk/ieListDocuments.aspx?CId=295&MId=4961&Ver=4>

The Democratic Services Committee Officer had contacted the Interim Strategic Director (J Gould), and the Community, Culture and Wellbeing Service Manager (G Wallis) for their advice on how to progress this request, in consultation with the Chairman).

CHAIRMAN

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EPHING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee:	Overview & Scrutiny Committee	Date:	Thursday, 17 November 2022
Place:	Council Chamber - Civic Offices	Time:	7.00 - 9.02 pm
Members Present:	Councillors H Kane (Chairman), D Wixley (Vice-Chairman), R Balcombe, R Bassett, S Heather, J Lea, J McIvor, S Murray and J H Whitehouse		
Members Present (Virtually):	Councillors P Bhanot and E Gabbett		
Other Councillors:	Councillors S Kane, A Lion, D Stocker, C Whitbread and H Whitbread		
Apologies:	R Baldwin, I Hadley and R Jennings		
Officers Present:	G Blakemore (Chief Executive), A Small (Section 151 Officer), G Woodhall (Team Manager - Democratic & Electoral Services), V Messenger (Democratic Services Officer), T Carne (Corporate Communications Team Manager), P Seager (Chairman's Officer) and C Graham (Project Team Manager (Performance))		
Officers Present (Virtually):	J Gould (Interim Strategic Director), A Hendry (Democratic Services Officer), P Maginnis (Service Director (Corporate Services)), R Pavey (Service Director (Customer Services)), N Richardson (Service Director (Planning Services)), M Thompson (Interim Acting Service Director (Technical)), J Warwick (Interim Acting Service Director (Contracts)) and P Wharfe (Interim Service Director (Housing Revenue Account))		

45. 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.

46. SUBSTITUTE MEMBERS

There were no substitutions reported at the meeting.

47. DECLARATIONS OF INTEREST

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

48. MINUTES

It was noted that the minutes of the meeting held on 3 November 2022 would be confirmed at the meeting on 31 January 2023.

Reflecting on the 3 November meeting, the Chairman had noticed that members had some concerns about the transfer of services to Qualis. Councillor H Kane informed the Committee that after subsequently speaking

with S Jevans (Qualis Group Managing Director) and A Small (Strategic Director and Section 151 Officer), S Jevans would attend a future meeting of this Committee and report on the quality of the service and look at real figures rather than percentages (continued at Min no 52).

The Chairman clarified that following Councillor J H Whitehouse's question at the previous meeting for a review of the recommendations made by a past Task and Finish Panel on Services for Older People and Disabled People in 2007, relevant officers were looking into how this could be progressed. However, it was deemed more appropriate that an update report be made to a future meeting of the Stronger Communities Select Committee.

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

A member of the public, Mr T Blanks, asked the following question on safeguarding at the meeting, "Have any reports been made in accordance with the provisions of paragraph 8.2 of the Shareholders Agreement with Qualis Group Ltd since it was signed in February 2020?" On behalf of the Chairman, the Chief Executive, G Blakemore, replied, "yes".

However, in a follow-up question, Mr T Blanks inquired, "Does the report that you made include the matter that was mentioned in the Council's statement made in May 2022 which said that information had come to our attention involving a senior member of staff, but we are sorry as we are not in a position to provide information at this stage; speculation would be unfair. It is essential to follow HR protocols and procedures while advice is taken on the appropriate steps forward. In the meantime, we are being careful not to prejudice any investigation. In the event we are able to provide further information, we will update you as and when we can". A potentially affected party was defined as vulnerable adults, children and young people and the item on your statement in May would have included a potentially vulnerable person. "Can you tell me what the result of the investigation was?" G Blakemore replied that she was not in a position to discuss the investigation but on whether the report was included, the answer was yes.

50. EXECUTIVE DECISIONS - CALL-IN

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

51. CORPORATE PLAN KEY ACTION PLAN YEAR 5 2022/23 - QUARTER 2 CORPORATE PERFORMANCE REPORTING

The Project Team Manager (Strategy, Delivery and Performance), C Graham, introduced quarter 2. The report detailed project status summaries, key milestones and RAG status for those projects identified as a 'priority project' within the portfolio aligned to the Council's corporate objectives. All KPIs regardless of status were also included.

(a) Priority projects – Quarterly progress updates

The Committee raised the following queries.

CPP009 Housing & Asset Management System

Why had this moved from green in quarter 1 to red in quarter 2? J Gould (Interim Strategic Director) replied that there had been a number of resourcing complications,

but a review of the project would be completed in a fortnight, and she was confident it would be back on track. It was noted that no information of this review had been included in the report.

CPP026 Waste Management Contract

Was the Council satisfied with the proposed changes in the contract and had any lessons been learnt from the existing contract? J Warwick (Service Director (Contracts)) replied that the Council would make improvements to get value for money, reassess how performance was managed, and focus on recycling and innovation. If the Council was successful in getting its own waste depot, it would be able to recycle furniture and have its own re-use workshop, as well as creating the potential for workforce skills development.

How would the pilot for a third bin fit in to the contract? The Interim Service Director (Contracts) advised that a recycling pilot was currently being rolled out in Theydon Bois, as the Council wanted bins to be used instead of plastic bags for recycling waste and was seeking residents to volunteer.

The Interim Service Director (Contracts) acknowledged that missed collections were a big challenge. There did not seem to be any consistent reason why some routes were continually affected while others had few disruptions. The Council had brought in another contractor to collect waste from routes badly affected by missed collections and had asked Biffa to address the problem.

CCP090 North Weald Master Planning/Enterprise Zone

What progress had been made as this was dependent on the Local Plan? The Planning Services Director (N Richardson) replied that the consultation had taken place. Planning Services had commented on the document and was waiting for the final amendment from the Council's consultants. However, the masterplan could not be adopted before the endorsement of the Local Plan. The North Weald Masterplan was not affected by the ongoing consultations on the second stage of the main modifications. It was noted that the latest version had been reviewed by Qualis, who was acting on the Council's behalf.

CPP135 Telephony Solution

The telephony project was under review particularly because of the financial crisis, so work was ongoing to improve customer contact with the public and members. Although the project was on hold, a few ways to deal with some issues had been found and a further update would be reported to members in January 2023. In reply to a query on the Omni channel platform and introduction of new channels such as AI and chat bots, R Pavey (Customer Services Director) explained that AI allowed customers calls to be handled by the website and the customer journey was being explored.

CPP156 – Revenue & Benefits SAAS Project – Cloud One

It was noted that this project had been completed on time and in budget one month ago. Although 59 reports remained, these were waiting for an upgrade from Capita, but this was not stopping officers doing their work, as the transition had happened.

(b) Quarterly KPI reporting

Customer Services: Overall customer satisfaction

It was noted that most customer service dissatisfaction was because of the missed waste collections. The Contracts Service Director advised that a number of defaults had been issued to Biffa and the Council was reclaiming money back regarding

bringing in an external contractor and extra staffing to deal with the situation, but it was an ongoing process.

Could the actual targets in the mid-50s percentages be improved upon if waste complaints were separated, so the 80% target was more achievable? The Customer Services Director advised that customer feedback was captured at the end of a call, but it might be useful if the breakdown was logged into channels and thus, being more informed.

Why was there public dissatisfaction with Ride London? The dissatisfaction had centred on opposition to the event itself as residents had reported being inconvenienced by the riders. J Gould advised that there would be a longer lead in time for the next Ride London. Officers had looked at improving the communications process for the cycling event by linking up with Essex County Council and amplifying this information to residents in addition to signposting people to the event website.

Why had there been dissatisfaction in relation to the 2022 Elections? This had been reported to the Committee at the 25 July meeting and was because of a formal complaint that had been received about lighting in the Conder building car park during the count and the noise of the generators.

The Customer Portfolio Holder, A Lion, acknowledged the difficulties in the first two quarters, mostly from the number of residents complaining about missed waste collections, but he was positive that customer satisfaction would improve, as more staff had been taken on. The average waiting time for people on the phone was four minutes in the queue, so this was improving. Staff working remotely would have all the information they needed wherever they worked, and this did not impact on their performance.

Community Health and Wellbeing: Number of homelessness approaches

What was driving the increase in homelessness approaches, how many did the Council have a duty to house and were there any Ukrainian people becoming homeless? J Gould replied the Council was seeing an increase in homelessness largely from the lifting on the moratorium of evictions during the Covid pandemic for people in private rented accommodation, which was more expensive. Friend and family licence terminations were the biggest cause of homelessness for the Council in addition to the higher cost of living and energy/fuel costs. Full homelessness duty was around 20% – 25%. The bulk of Ukrainians were living in the District under the Government's family scheme not the homelessness scheme. A lot of work to support Ukrainian families was being provided but with no information on homelessness numbers under the family scheme, J Gould would confirm this after the meeting.

Did the Council analyse the reason for increases in homelessness? J Gould confirmed this was tracked on a monthly basis and that there had been a steady increase, as a result of the Domestic Abuse Act that had come into force recently and the Council's duty under this legislation.

Contracts Waste: Reduction in household waste

Although above target, how could this be reduced? The Contracts Service Director reported this was largely due to missed collections, but the Waste Team was using more social media and other communications to encourage residents to reduce waste and recycle, as well as working with Essex Waste Partnership to reduce waste.

Housing Management: Rent arrears

What had been the system issues that had caused delays in posting payments and impacted on Housing benefit income? The Interim Housing Services Director advised that officers were working with Civica, the software service provider, to resolve some issues but more information could be provided after the meeting.

Planning and Development: Percentage of applications determined within agreed timelines: Minor

Why was this at red status? The Planning Services Director explained there had been a backlog in registering applications during the move from Northgate to using the Arcus Global planning software. Quarter 3 should see an improvement as staff had caught up with the delay in registering and getting applications to planning officers.

Does the Council monitor enforcement case records? The Planning Services Director replied that a KPI to monitor enforcement cases could be considered next year but there was also a scrutiny issue of how to record that. This was because some cases took officers a long time to gather information to get an enforcement notice in place and go to Court. Therefore, it was much harder to manage performance. The other Planning and Development KPIs were monitored to meet national targets. Information unrelated to performance on 'live' and 'closed' enforcements case numbers could be provided.

What was the Government's timeline that applications had to be dealt with by the Council? The Planning Services Director replied the 8-week timeline started when an application was registered. It did not allow for delays to the progress of applications that went to planning committees for determination, or a further delay if a site visit was requested.

People: Diversity & Inclusion – Percentage of workforce by ethnicity

Why was this KPI monitored as many employees were unwilling to disclose this information? P Maginnis (Corporate Services Director) replied that the Council liked to have an insight into who it employed in the workforce regardless of ethnicity. The People Team was looking at a suite of indicators for the next municipal year, and members could forward her their comments. The last time staff were asked to update their personal records was in the summer. Also, a new onboarding process being implemented this December, would allow applicants to have access to information on the Council as an employer and let applicants have early conversations with officers.

It was good that employees were given a choice but was this personal information useful and was there any feedback from staff in minority groups who might be concerned about disclosing such information? The Corporate Services Director replied there had not been any negative feedback. It was used on a self-serve basis and employees often forgot to fill out these details. This information was asked for several times through our pre-onboarding, onboarding and within our induction period and then every 6 months as a reminder. This was voluntary information and although this was positioned as high importance, the Council could not instruct employees to complete this information. There was no information to offer in answer to 'why' employees did not complete this information. There was an opportunity as part of our iRecruit review to look at the application form, and it was proposed that the monitoring questions were made compulsory but with a 'prefer not to say' type option. This might/might not improve the amounts a little more.

People: Staff turnover

A feature in a recent issue of the Council Bulletin detailed the results of a staff survey that had shown a breakdown of the length of time staff had been with the Council.

Some 50% had been working here for less than four years. The staff induction programme was important, but how many employees had come from local government compared to the private sector? The Corporate Services Director would provide this information for the minutes. The onboarding part of the induction process complemented the induction by managers when someone joined.

What was the process to decide if a post would be filled following a vacancy? The Corporate Services Director advised that a sign-off process would be completed by the relevant manager followed by the Executive Team checking if it was necessary to fill the vacant post and if there was a budget available.

People: Sickness Absence – average number of days per employee

Why was the KPI target based on 2020 data, and could more recent information be provided? The Corporate Services Director would provide this information for the minutes.

How was sickness absence measured when staff were working from home and was Covid included in this figure? The Corporate Services Director reported that staff would report their absence to their manager, but they might be able to work from home if they did not have to commute into the office and reduced the risk of passing on infections. Covid was a sickness reason and staff were asked not to come into the office over the five-day infectious period.

Was mental health absence factored in? The Corporate Services Director confirmed all forms of absence were reported but, for example, stress could be defined as work related or not. Since Covid there was a range of wellbeing resources including on winter wellness available to staff, which the People Team continually looked at. Perkbox also offered online counselling and was an occupational health provider. A Small, Strategic Director and Section 151 Officer, added that almost a 100 staff had completed Mental Health First Aid training.

RESOLVED:

That the Committee reviewed the FY 2022-23 Corporate Performance reporting for quarter 2.

Actions:

- (1) CCP135 Telephony Solution – that the Customer Services Director provide a further update report to members in January 2023;
- (2) Community Health and Wellbeing: Number of homelessness approaches – that J Gould confirm after the meeting the homelessness numbers for Ukrainians from the Government's family schemes;
- (3) Housing Management: Rent arrears – that the Interim Housing Services Director provide more information on the system issues;
- (4) People: Staff turnover – that the Corporate Services Director provide information for the minutes on the number of employees coming from local government compared to the private sector; and
- (5) People: Sickness Absence – average number of days per employee – that the Corporate Services Director provide more recent information for the minutes as the target was based on 2020 data.

(Post meeting updates:

Action (2): The Interim Strategic Director advised that the numbers were, as below:

21 Ukraine households approached since 1 April 2022 of which:

- *Homelessness prevented: 4*
- *Homelessness relieved: 3*
- *Main Duty accepted: 3*
- *Triage (currently open or now closed): 11*

Action (3): The Interim Housing Director advised that the arrears figures were no longer a problem and this KPI would be back to green status for quarter 3 because the systems issues had only been short term.

Action (4): People: Staff turnover – No, the Council did not collect this data and on research this was not relevant data to capture as it made no difference to transferable skills.

Action (5): People: Sickness Absence – This target was based on work that was carried out in 2020 and had not been reviewed since. Key objectives and KPIs would be reviewed for 2023/24.)

52. CHAIRMEN TO REPORT ON THEIR SELECT COMMITTEE BUSINESS**(a) Stronger Communities Select Committee**

Following the meeting on 15 November, Councillor J Lea reported on the Museum rationalisation project and detailed presentation. Lots of good work was being done on the collections by officers with the help of volunteers. The select committee reviewed the refreshed Epping Forest Health and Wellbeing Strategy 2022 – 2026 and the associated revised partnership delivery structure arrangements. The Annual Lettings report for 2021/22 was also noted. The Housing and Community Portfolio Holder, Councillor H Whitbread, acknowledged the very detailed rationalisation process being followed for items some of which might or might not be of any value but had a link to the Epping Forest District.

Qualis' performance on housing repairs (continued from Min no 48)

Councillor S Murray asked which scrutiny committee work programme should scrutinise housing repairs? Councillor H Kane advised that she had spoken directly with the Qualis Group Managing Director, S Jevans, on the quality of the service and how quantitative scrutiny could be undertaken. The Housing and Community Services Portfolio Holder added that there was a need for the Interim Housing Services Director to report in-depth data on the quantitative KPIs, so the Stronger Communities Select Committee could scrutinise performance. This could also include feedback on tenants' experiences. Councillor H Kane agreed it was more appropriate for this select committee to undertake in-depth scrutiny and decide whether to add it to the work programme. In addition, the Overview and Scrutiny Committee would look at an overview of the service at the meeting on 31 January 2023, as public transparency was important. The Democratic and Electoral Services Manager, G Woodhall, was asked to invite S Jevans to this meeting.

Epping Forest District Museum

It was noted the Museum had been awarded Hidden Gem status in Visit England's 2021-22 Visitor Attraction Accolades. Councillor S Murray remarked that a consultant had briefed the Cabinet on future ideas and models for the museum, but this information had not been shared. Could the select committee have access to the current thought processes? It would also be preferable to undertake early scrutiny before any decision was made by Cabinet on the museum's future plans. Councillor H Kane advised she had attended this meeting. It had not been a decision-making meeting but rather to explore future ideas. It would be for the select committee to decide how to scrutinise this.

(b) Stronger Council Select Committee

The Chairman advised that as the next meeting had been rescheduled to 24 November, there was nothing to report.

Mental health

Councillor J McIvor remarked this was an interesting subject, so a report could go to Stronger Council on the support that was available for members.

(c) Stronger Place Select Committee

Councillor R Balcombe reported the select committee's workload had been reorganised as the September meeting could not go ahead. There had been lots of discussion on the litter strategy, which was a working document and members' previous comments had been taken into consideration. The Committee raised concerns during the Leisure Services update about the effect of rising energy costs on membership fees. Also, as parking was an additional cost, the Committee thought it would be helpful if there were reduced parking charges for leisure centre members. During scrutiny of the Waste Management Contract update mostly concerns centred on the large number of missed collections.

RESOLVED:

That the select committee Chairmen reported on business undertaken at their last meetings.

Actions:

- (6) That the Stronger Communities Select Committee decide whether to add to the work programme scrutiny of the quantitative KPI performance data for housing repairs; and
- (7) That G Woodhall invite the Qualis Group Managing Director to the Overview and Scrutiny Committee on 31 January 2023, to give an overview of quality and quantity for the housing repairs service.

53. OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME**(a) Current work programme**

The Committee work programme would be updated as the Qualis Group Managing Director would be attending the 31 January 2023 meeting. It was noted that Corporate Performance reporting for quarter 3 would also be reviewed.

(b) Reserve work programme

There were no reserve work programme items.

Induction of new staff

Councillor J H Whitehouse queried if this item could be added to the work programme, but Councillor H Kane stated that this service came under the remit of Stronger Council Select Committee's Terms of Reference.

RESOLVED:

That the Committee reviewed its current and reserve work programmes.

54. CABINET BUSINESS

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

(a) Portfolio – Contracts and Commissioning**Charging for additional Waste Containers**

Why should other residents have to suffer if someone, who did not want to pay to replace a damaged bin lid, put their waste in neighbouring bins? The Contracts Service Director advised that, where possible, the Council would look to fit a replacement bin lid. Residents were not charged for repairs, which helped to reduce the number of waste containers replaced. The contractor had to replace bins they damaged or broke.

Was charging for replacement bins a blanket policy or were some types of bin exempt? The Contracts Service Director replied charges were not levied for replacement bins for clinical and medical waste.

(b) Portfolio – Housing and Community**Resident Involvement Strategy**

As the Stronger Communities Select Committee meeting on 17 January 2023 had been cancelled and the next meeting was due in March, it looked like this would go to the Cabinet on 13 March with little time for scrutiny? A Small replied that officers would ensure there would be sufficient time to scrutinise the strategy before the Cabinet's decision. J Gould confirmed that as a broader consultation with resident groups would be undertaken, it would go to the Stronger Communities Select Committee meeting on 21 March and then to a later meeting of the Cabinet.

RESOLVED:

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

CHAIRMAN

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SCRUTINY



Report to Overview and Scrutiny Committee

Date of meeting: 31st January 2023

Portfolio: Leader (Councillor C Whitbread)

Subject: Q3 Corporate Performance Reporting

Officer contact for further information:

Charlotte Graham (cgraham@eppingforestdc.gov.uk)

Democratic Services Officer: V Messenger (01992 564265)

Recommendations/Decisions Required:

- 1. That the committee reviews the FY22-23 Q3 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.

Strategic Projects - Quarterly Progress Updates

Project ID	Project Name	Project Description	Service Area	Project Sponsor	Progress Summary Update	Key Milestones	Status	Q1 RAG	Q2 RAG	Q3 RAG
CPP001	Financial ICT Systems Replacement. (Previous Financials Management System (inc e-Financials upgrade)	The need for EFDC to undertake a review of its options on finance system must be completed so that improving the business processes and wider system integration can bring efficiencies to the team in completing their work. Introducing better forecasting, better budget control, more seamless purchase to pay workflow, central document management as well as cloud-based technology could dramatically improve functionality. Objectives - Engage employees in roll – out to mitigate risk	Finance	Andrew Small	New project manager assigned to the project in December. An offer has been received from both More Insight and One Advanced which are being reviewed. A joint engagement with Colchester Council is also currently under discussion, with a focus on key decisions, delivery timeframes and resource.	Hold Advanced Financials EFDC workshop with key stakeholders - January/ February 23 Corporately agree implementation timeline & strategic direction - March 23	Service Design/Scoping	No data	No data	Green
CPP009	Housing & Asset Management System	Implementation of an integrated housing and asset management solution to replace the legacy system (Northgate OHMS) that has reached end of life, and to replace manual processes and spreadsheets in order to: - enable agile and mobile working. - improve the management information and improve analytics to identify improvements - implement a "fit for purpose" system to enable EFDC to fulfil	Housing & Property Services	Pam Wharfe	HAM Project Board meeting took place on 14 September 2022 – agreed Data Pass 2 Sign-off; also, to engage in commercial discussions with TSG for a SharePoint EDRMS Solution (initial Phase being a Scoping Study) Data Pass 3 has commenced – review / cleansing activities have commenced; scope includes tenant & leaseholder mailing addresses; also court, notices, eviction records Cx Asset Management Asbestos Scoping Workshop completed on 28 September 2022	Data Pass 2- August 2022 Data Pass 3 - October 2022 Complete Testing - February 2023 Complete Training - March 2023 PHASE 1 Go-live - April 2023	In Delivery An external review of progress took place in December 2022. The project will be rebased in January 2023	Green	Red 	Red 

		<p>housing and asset management functions</p>		<p>Stock Condition Surveys (Ridge) – Pilot surveys commenced w/c 19th September 2022; data from the pilot surveys provided to EFDC HAM Project Team on 30th September and is currently being reviewed to understand the approach to loading the data into Cx</p> <p>Census: co-ordinate data extracts from OHMS to support the Census (data from the Census will be loaded into OHMS and will then be migrated to Cx)</p> <p>Integration (Cx to Service Connect – used by Qualis): development of detailed design documentation by Totalmobile due to be submitted to EFDC w/c 3rd October 2022</p> <p>Resources: agreed to engage additional Civica resource to supplement EFDC resources on activities associated with developing workflows</p> <p>Change management – continued development of the Change Impact Assessment (CIA) for Phase 1; draft internal staff comms developed</p> <p>Technical Review commenced 30/11/22 (this will identify outstanding system / set-up tasks that will inform the ongoing dialogue around HAM Project Resources and Project Timescales)</p>					
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					<p>Additional Housing Systems resource commenced 21/11/22 to undertake BAU tasks to enable EFDC Housing ICT resources to allocate more time to the Project. This resource will also contribute to project tasks where possible</p> <p>Other:</p> <p>Data Pass 3 has been completed; data for Data Pass 3 (taken from OHMS on 10/10/22) was subsequently used as the basis for testing the “raising the weekly debit” process in Cx and the Cx output successfully reconciled back to the OHMS data as of 10/10/22</p> <p>Stock Condition Surveys (Ridge) – the HAM Project Team is continuing to review the format of the data from Ridge to develop a solution for loading into Cx; issue with Cx data loader raised with Civica</p> <p>Integration (Cx to Service Connect – used by Qualis): draft detailed design documentation developed by Totalmobile issued and initial comments from EFDC (and Civica) provided. Next review meeting with Totalmobile scheduled for w/c 5th December 2022</p> <p>Document Management / SharePoint EDRMS Scoping Study: Contract with TSG (Microsoft Gold</p>						
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					<p>Partner) finalised in October; a Scoping Study has been commissioned to include Housing and Corporate services; a formal Kick-off meeting between EFDC and TSG will be scheduled in January 2023 (date to be agreed)</p> <p>Change management – continued development of the Change Impact Assessment (CIA) for Phase 1; internal staff comms issued on 11th November 2022</p> <p>HAM Project Board meeting took place on 20 October 2022; Pam Wharfe will be the Project Sponsor</p>					
CPP019	Epping Leisure Centre (Contract Agreement & Implementation)	<p>Contract and agreement between Epping Forest District Council and Places Leisure Management Ltd for the design, build, operation and maintenance of the proposed new Epping Sports Centre. Places for People Leisure Management Ltd. were appointed in April 2020 to lead on the development and construction of the new Epping Leisure Centre. The existing Design, Build, Operate and Maintain arrangement in the existing Contract will form the basis of the project and will be agreed through Deed of Variation.</p> <p>Objectives - Agree contract variation and subsequent management fee. Successfully</p>	Contract & Technical	James Warwick	<p>In January 2021, Cabinet agreed that the new leisure centre in Epping is to be delivered by Places Leisure under the DBOM contract (as the Waltham Abbey Leisure Centre). A formal Deed of Variation has been issued and an external legal adviser has been appointed to prepare and negotiate the DBOM contract variation. The new Epping Leisure Centre project is currently in the second stage of the procurement phase, with the contract award anticipated early 2023. The construction phase of the new Epping Leisure Centre is expected to commence Summer 2023, with a two-year construction period.</p>	<p>The first stage of the procurement process (Pre-Qualification Questionnaire) for the completed and evaluated successfully. Four contractors shortlisted for second stage of the procurement process (Invitation to Tender). - May 22</p> <p>Deed of variation</p>	In Delivery	No data	No data	Green

		build a new leisure centre in Epping, on time and within budget."				<p>marked up by our legal representatives and sent to Places Leisure. - Nov 22</p> <p>The second stage of procurement issued, and tender submissions received in Dec 22 for evaluation.- Dec 22</p> <p>Cabinet Report to award construction contract - Mar 23</p> <p>Construction starts on Leisure Centre- Q3 2023</p>				
CPP026	Waste Management Contract (Extend or Procure)	<p>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.</p> <p>Objectives - Determine whether to extend the Waste Contract or go out to procurement</p>	Contract & Technical	James Warwick	<p>November: Informal cabinet meeting on 17th August where Biffa presented current issues and additional costs for contract extension.</p> <p>Biffa have still not formally presented waste contract extension proposals and costings.</p>	<p>Informal discussions with interested Waste Contractors - Sept 2022</p> <p>Cabinet report and decision to go to</p>	In Delivery	Green	Green	Green



					<p>Ongoing service delivery issues with current contractor.</p> <p>A PIN (Prior Information Notice) was issued on 24 August as a soft market exercise to see if waste contractors would be interested in bidding if the contract were to go to procurement. 6 waste contractors have expressed interest to date, meetings have taken place and all contractors are interested in tendering if contract goes to market.</p> <p>Cabinet Report asking for formal approval to go out to procurement for the waste contract will be determined on 10th October.</p> <p>Portfolio Holder Advisory Group on Waste approved at Cabinet in November.</p>	<p>procurement - 10th Oct 2022</p> <p>Procurement Notice and documentation to be issued to Market - Feb 2023</p> <p>Deadline to agree the extension- 25th May 2023</p>				
CPP054	Transfer Services into Qualis	It is proposed that the transfer of Grounds Maintenance will take place on or about 17th April 2023. The reason for the transfer is with the Council's support, Qualis has established a vision for itself as a property company promoting and undertaking property development, management, and maintenance. The Council has the opportunity to use this vehicle to group together and transfer services which fall under this heading to Qualis Management with the	Technical Services	Mandy Thompson	<p>21/11 – 21/12 Resident, tenant and leaseholder consultation.</p> <p>Initial informal engagement meetings taking place with affected staff.</p> <p>Mobilisation meetings programmed into timetable.</p> <p>22/12 Pre APG circulation of consultation results.</p>	<p>RTL Consultation - Completed</p> <p>Cabinet sign off- 04/02/23</p> <p>TUPE Consultation start- 14/02/23</p> <p>Transfer of Service- 17/04/23</p>	Service Design/Scoping	No data	No data	Green

		intention that they can be run in a more agile way, benefiting from a private sector performance approach, and by using their skills and equipment to attract other new, non-Epping Forest District Council business. This will constitute a relevant transfer under the Regulations.								
CPP090	North Weald Master Planning/Enterprise Zone	To support programme for delivery. A master planning exercise to best inform EFDC as to the options available to make best use of the employment land Objectives - To achieve maximum value from development opportunities in line with council ambition to be set out at the conclusion of the master planning exercise.	Economic Development	Nick Dawe / Darren Goodey	The latest version of the Master plan has been reviewed by Simon Rutter from Qualis and is now with senior EFDC officers for further comment. Project cannot progress as it is dependent on Local Plan. (https://www.qualisgroup.com/about-us/)	Final Master Plan revision made by RPS following comments by Senior Officers.- Dec 22 Master Plan agreed by Senior officers.- Jan 23 Master Plan presented to Cabinet- March 23	Service Design/Scoping	Not Started	Green ↑	Green ↔
CPP096	Local Plan	Adoption of the emerging Local Plan. It sets out the vision, objectives and policies for meeting and shaping the Districts development needs and its distribution up to 2033 - replacing the existing 2006 and 2008 Local Plans.	PP & Implementation	Nigel Richardson	November: The emerging Local Plan is at an advanced stage in its Examination following the Main Modifications (MM's) Consultation in Summer 2021 and the collated representations published online and provided to the Inspector in October 2021, who then went on maternity leave. Despite assurances that her final report would be issued by April 2022, she	Consultation of Further MM's for 6 weeks (end date 9 December 2022). - 28 October 2022 Further MM's reps collated and sent to Planning	In Delivery	Amber	Amber ↔	Amber ↔

					<p>was replaced instead by a new inspector who on 16 June 2022 issued to us a schedule containing necessary changes & reasons for them in order to meet the tests of soundness as set out in the National Planning Policy Framework. With additional resources now brought in we responded to his 50 actions and publicly consulted on a new schedule of further MM's which finished on 9 December 2022. The Inspector has considered these and sent us wording changes requesting the Council to prepare and return the final schedule. His report is due by mid-February after fact checking. Anticipated adoption report to meeting of Council in Q4.</p>	<p>Inspectorate (PINS) - Dec 2022</p> <p>MM word changes sent to Council - 6 Jan 2023</p> <p>Final schedule of MM's sent back - 13 Jan 2023</p> <p>Report sent from PINS to be fact checked by Council and returned. - early Feb 2023</p> <p>Final receipt of report from PINS - Mid Feb 2023</p> <p>Report to meeting of Council for Local Plan adoption - End Feb/ early March 2023</p>				
CPP141	M3 PP Proposal	<p>M3 PP is a case management system used for complaints management, regulatory systems and enforcement.</p> <p>The project is required due to</p>	Commercial & Regulatory	Mandy Thompson	<p>Team level supplier workshops held with Arcus/Salesforce</p> <p>Initial conversations held with both Civica & NEC</p>	<p>Complete workshops & receive indicative quotes from all</p>	Service Design/ Scoping	Green	Green 	Green 

		<p>the current M3 system being decommissioned shortly. Any point imminently, EFDC will get notification of 12 months to closure. From then on it will be unsupported – i.e., no upgrades being done and it will therefore not be secure.</p> <p>Year ago, the idea was to transfer into Azure, but after initial work, Azure worked out too expensive.</p>			<p>Operational process mapping lead by EFDC Business Analysts continues</p> <p>Board agreed the project is to continue with soft market testing into Q3 22/23 to include NEC & Civica, to secure indicative implementation & required annual revenue expenditure & to lease with LA who currently operate all the prospective supplier solutions.</p> <p>M3 user access log revised, updated & confirmed.</p> <p>Data size currently associated with M3 revised & confirmed.</p>	<p>4 main suppliers - February 23</p> <p>Board agrees preferred delivery option in advance of seeking Steering Group approval to proceed- March 23</p>				
CPP153	People Programme	<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 & Retaining Talent (CPP100) - Fully integrated iTrent iRecruitment system to manage the complete candidate journey from attraction, selection, onboarding and retention.</p> <p>Development of new People Strategy 23/27</p>	People	Paula Maginnis	<p>Attracting Onboarding & Retaining Talent (CPP100) Project is on track.</p> <p>Platform is built within Live system and process notes are being created for the admin team who will be activating the users for onboarding.</p> <p>Development of new People Strategy 23/27 First draft of the content of new People Strategy has been created and sent to Andrew Small, Georgina Blakemore and Paula Maginnis on 16th August and a further reminder on 15th November, to date Jen Gould has offered feedback.</p>	<p>Moving into LIVE environment - 31/12/2022</p> <p>Roll out of new system- 31/03/2023</p> <p>Finalising version 1 of the strategy (post Corporate Plan finalising) - 31/01/2023</p> <p>Roll out of new strategy - 31/03/2023</p>	In Delivery	Green	Green	Green

Quarterly KPI Reporting

Key Performance Indicator	Owner	22/23	Target	Actual	Comments
Customer Services: 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%	54.60%	Continued dissatisfaction regarding missed waste collections and some concerning the energy rebate, with customer expectation on when receiving payments.
		Q3	80%	58.18%	Customer Satisfaction is low primarily due to the issues with the waste service and continuous missed collections. This was aggravated further by the spell of bad weather at the beginning of December, and Biffa unable to catch up with missed collections. This has resulted in an increased volume of calls and emails to the contact centre, with increased wait times for residents holding to speak to advisors.
		Q4	80%		

Customer Services: 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%	73.9%	The contact centre continues to work with technical areas to enhance & update the agent scripts, enabling increased first point resolution. The intention is to increase the target next year.
		Q3	45%	66.8%	There has been a slight decrease in the number of calls resolved at first point, this is down to the knock on effect of the waste service issues.
		Q4	45%		
Customer Services: 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%	94%	Q1 128 complaints in total, a significant increase this quarter to 192. 71% of these complaints are regarding the ongoing waste collection issues. 98% of waste complaints were responded to within SLA, hence the 94% result.

		Q3	85%	90%	153 complaints for Q3, a reduction on the previous quarter, however still significantly high volumes driven by missed collections, impacted by adverse weather and missed collections between Christmas & New Year.
		Q4	85%		
Community Health and Wellbeing: No of homelessness approaches	Danielle Blake	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	313	Q2 last year 229 (av. 76 pcm) vs. 301 (av. 100 pcm) This represents a 31% difference on the same period last year.
		Q3	n/a	247	Q3 last year 191(av. 63 pcm) vs. 247 (av. 82 pcm) This represents a 22% increase on the same period last year.
		Q4	n/a		

Community Health and Wellbeing: No of households in Temporary Accommodation	Eleanor Green	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	126	This represents an 24% increase on the same snapshot figure last year and is comparable with the increase in homeless approaches.
		Q3	n/a	120	Slight reduction from last quarter which is normal for this time of year. (In December and over the Christmas period 'good will' from family and friends prevent people needing temporary accommodation)
		Q4	100		
Community Health and Wellbeing: Engagement in community, physical or cultural activity	Gill Wallis	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	5713	Last quarterly we were slightly under this and may also be in Q3 and Q4 as there is an increase in our prevision over the summer months with our holiday programming.
		Q3	3500	3114	Q3 is less than Q2 due to the additional provision in the summer months
		Q4	3500		

Community Health and Wellbeing: No of families in B&B accommodation for 6 weeks+	Eleanor Green	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	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.
		Q3	0	1	Increased demand on our service due to Cost of Living Crisis – more people are now homeless.
		Q4	0		

Contracts: Club Live membership (Fitness Membership)	James Warwick	Q1	n/a	Epping: 1,253 Loughton: 3,779 Ongar: 1,121 Waltham Abbey: 2,449	Epping -26% decrease from previous quarter Loughton -14% decrease from previous quarter Ongar - 15% decrease from previous quarter Waltham Abbey - 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	Epping: 1,243 Loughton: 3,943 Ongar: 1,115 Waltham Abbey: 2,403	Epping - 10 less than previous quarter Loughton - Increase of 164 from previous quarter Ongar - 6 less than previous quarter Waltham Abbey - 46 less than previous quarter The reduction in gym membership at Epping, Ongar and Waltham Abbey could be due to the rising cost of living and may also be due to seasonal changes, the summer months tend to see less gym usage and some memberships may have stopped over the summer months. Loughton ran a gum membership promotion during this quarter which is we will look to run at the other centres.

		Q3	n/a	Epping: 1,237 Loughton: 3,795 Ongar: 1,064 Waltham Abbey: 2,319	Epping – 6 less than previous quarter Loughton – 148 less than previous quarter Ongar – 51 less than previous quarter Waltham Abbey – 84 less than previous quarter Decrease in club live memberships across all leisure centres this quarter. This is primarily due to cost-of-living concerns, as new research shows leisure centre users are cancelling memberships due to cost of living concerns. As a result of this, Places Leisure is offering discounts or promotion codes on monthly membership prices.
		Q4	n/a		
Contracts: Club Live membership (Swimming Membership)	James Warwick	Q1	n/a	Loughton: 517 Ongar: 176 Waltham Abbey: 415	Loughton - 2% decrease from previous quarter Ongar - 35% increase from previous quarter Waltham Abbey - 9% increase from previous quarter Generally, the number of swimming memberships continues an upward trend and increases each quarter
		Q2	n/a	Loughton: 518 Ongar:	Loughton - Increase of 1 from previous quarter Ongar - decrease of 12 from previous quarter Waltham Abbey - Increase of 31 from previous quarter

				164 Waltham Abbey: 446	Small decrease at Ongar and increases at Loughton and Waltham Abbey which saw an increase.
		Q3	n/a	Loughton: 487 Ongar: 155 Waltham Abbey: 445	Loughton – Decrease of 31 from previous quarter Ongar – Decrease of 9 from previous quarter Waltham Abbey – Decrease of 1 from previous quarter Decrease in swimming memberships across the three centres this quarter. New national study reveals this is primarily due to cost-of-living concerns.
		Q4	n/a		
Contracts: No. of people on Learn to Swim Programme (Swimming Lessons)	James Warwick	Q1	n/a	Loughton: 2,776 Ongar: 861 Waltham Abbey: 1,731	Loughton - 4% increase from previous quarter Ongar - 8% decrease from previous quarter Waltham Abbey - 15% increase from previous quarter No. of people attending swimming lessons continues to increase on a monthly basis
		Q2	n/a	Loughton: 2,800	Loughton - Increase of 24 from previous quarter Ongar Decrease of 7 from previous quarter Waltham Abbey - Increase of 77 from previous quarter

				Ongar: 854 Waltham Abbey: 1,808	No. of people attending swimming lessons continues to increase at Waltham Abbey and Loughton but small decrease at Ongar. Shortage of swimming teachers has led to some lessons being cancelled.
		Q3	n/a	Loughton: 2,803 Ongar: 841 Waltham Abbey: 1,725	Loughton – Increase of 3 from previous quarter Ongar – Decrease of 13 from previous quarter Waltham Abbey – Decrease of 83 from previous quarter No. of people attending swimming lessons continue to increase at Loughton Leisure Centre, however, there is a decrease at Ongar and Waltham Abbey. This is due to cost-of-living concerns and shortage of swimming teachers which has led to some lessons being cancelled.
		Q4	n/a		
Contracts Waste: Recycling rate	James Warwick	Q1	60%	57.34%	Slightly below target due to missed collections (figures have not been verified by ECC)
		Q2	60%	58.32	Slightly below target due to missed collections
		Q3	60%		Not available this quarter due to ongoing issues
		Q4	60%		

Contracts Waste: 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	0.182kg	Marginally above our target as we have seen larger waste generated since the pandemic and more people working from home. Missed collections may also have an impact.
		Q3	0.100kg/house hold		Not available this quarter due to ongoing issues
		Q4	0.100kg/house hold		
Housing Management: Rent Arrears	Pam Wharfe	Q1	<1.55%	1.49%	
		Q2	<1.55%	1.89%	There has been an increase in arrears due to system issues. This has resulted in delays in posting payments and also the Housing Benefit income. This is a short-term issues and we expect the arrears figures to reduce agree from the end of Q3.
		Q3	<1.55%	1.83%	The department has been short of staff during Christmas period, annual leave, one long term sickness and one vacant patch. This had impacted performance, which will be better by end of the financial year.

					<p>Breakdown:</p> <p>What % of the rent due from our council home tenants was paid?</p> <p>100.00% Met: 100.2%</p> <p>Rent arrears of current housing tenants as a percentage of rent debit (both social and affordable rent)</p> <p>1.85% Met: 1.83%</p> <p>Former tenant rent arrears collected (cumulative)</p> <p>£60,000.00 Not met: £33099.27</p>
		Q4	<1.55%		
Planning and Development: Percentage of applications determined within agreed timelines: Major	Nigel Richardson	Q1	80%	100%	
		Q2	90%	100%	Eight applications determined in time, including those where the end date has been extended with the agreement of the applicant.
		Q3	80%	87%	More complex applications, generally reported to planning committees. 2 out of 15 applications unfortunately went overtime, but despite this, the target is still being achieved.
		Q4	80%		
Planning and Development: Percentage of applications determined within agreed timelines: Minor	Nigel Richardson	Q1	90%	75%	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%	64%	110 out of 173 determined in time. Performance affected by a combination of the crossover between the old and new planning application cloud-based system causing some registration delays in the summer. Issue has been overcome and registration is quicker as a result.
		Q3	90%	66%	194 out of 293 applications were made in time up to Q3, which improves on Q2, reflecting that the previous backlog of applications due to the air quality impact of new development on the Forest is gradually reducing.
		Q4	90%		
Planning and Development: Percentage of applications determined within agreed timelines: Other	Nigel Richardson	Q1	90%	72%	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%	72%	389 out of 537 determined in time. Performance affected by a combination of the crossover between the old and new planning application cloud-based system causing some registration delays in the summer. Issue has been overcome and registration is quicker as a result
		Q3	90%	75%	666 out of 887 applications were decided in time in this category up to Q3. These are in the main household extensions and the majority are determined under officer delegated powers. Performance has improved for Q3.
		Q4	90%		

Planning and Development: 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			
People: Diversity & Inclusion – % of workforce by Ethnicity	Paula Maginnis	Q1	No targets are set but People Team have developed workforce KPI data insights and dashboards. The district’s Census data relating to ethnicity is not released until 29.11.202	Black and Minority Ethnic 5.75% White – all 70.03% Not Stated 24.22%	This is voluntary information from employees and the actual figures may be higher than what is reported. 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, the last request was in August 2022
		Q2	No targets are set but People Team have developed workforce KPI data insights and	Black and Minority Ethnic 6.13% White – all 70.58%	This is voluntary information from employees and the actual figures may be higher than what is reported. 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, the last request was in August 2022.

			dashboards. The district's Census data relating to ethnicity is not released until 29.11.202	Not Stated 23.29%	
		Q3	No targets set but as a comparison it is useful to know the local context via the Census data. Census data 2011 White 90.5% Ethnic Minorities 9.5% 2021 White 84.1% Ethnic Minorities 15.9%	Black and Minority Ethnic 6.68% White – all 71.18% Not Stated 22.14%	Internally, this is voluntary information from employees and the actual figures may be higher than what is reported. The number of employees unwilling to disclose their ethnicity information is reducing. The People Team are developing the onboarding process which will capture this information at the start of the candidate journey. Also, they will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022.
		Q4			

People: Diversity & Inclusion – % of workforce with Disability	Paula Maginnis	Q1	n/a The district's Census data relating to disability will not be released until January 2023	5.92%	This is voluntary information from staff and the actual figure may be higher than what is reported. The People Team will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022. 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.
		Q2	n/a The district's Census data relating to disability will not be released until January 2023	5.6%	This is voluntary information from staff and the actual figure may be higher than what is reported. The People Team will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022. 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.
		Q3	n/a The district's Census data relating to disability will not be released until January 2023	5.62%	This is voluntary information from staff and the actual figure may be higher than what is reported. The People Team will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022. 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.

		Q4	n/a		
People: 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%	3.85%	Target is based on public sector median turnover rate which is 11% per annum. The turnover rate for EFDC consistently remains below this level.
		Q3	11%	2.81%	Target is based on public sector median turnover rate which is 11% per annum. The turnover rate for EFDC consistently remains below this level.
		Q4	11%		
People: 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	1.9 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.

		Q3	2.15 Days	2.51	It is expected that Q3 figures would be higher than the average as it covers the autumn months. Whilst the figures have increased, they are on target.
		Q4	2.15 Days		

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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?" and the		Update reporting on a 6-month basis	S. Lewis	September	

	Customer Services Strategy			Completed		
7.	Six-month report on the work of the Council-funded Police Officers		Six-month update report		C. Wiggins	
8.	Sheltered Housing rebrand and support model		Introduction and approval to progress to Cabinet.		D. Fenton	
9.	Harveyfields		Report on the impact of the estate improvements at Harveyfields, Waltham Abbey. Creating great places where people want to live	Completed	R. Smith	
15 November 2022						
10.	Annual Lettings Report		To scrutinise allocations and lettings performance for 21/22	Completed	J. Gould	
11.	Domestic Abuse Act	An item to be placed in the members Bulletin	A briefing to members on the Act and the Strategy and impact on EFDC.		J Gould/C Wiggins	
12.	Museum collection rationalisation programme		To scrutinise the rationalisation programme of work that is reducing and consolidating the museum collection		J. Gould / F. Pellegrino	
13.	Epping Forest Health & Wellbeing Strategy 2022-2026		To be refreshed.		G Wallis	
17 January 2023 – Meeting cancelled (All items moved to 21 March 2023)						

2 March 2023						
14.	Community Safety Partnership annual report and review of the district Strategic Intelligence Assessment	2 March 2023	Annual Report		C. Wiggins	March
15.	Presentation from the District Commander for Epping Forest and Brentwood	2 March 2023	Annual report		C. Wiggins	
21 March 2023						
16.	“What are our customers telling us?” and the Customer Services Strategy	21 March 2023	Update reporting on a 6-month basis		S. Lewis	March
17.	HRA Business Plan		Yearly Performance update		P. Wharfe	
18.	Resident Involvement Strategy	Moved due to further consultation /information sessions required.	Introduction and approval to progress to Cabinet.		P. Wharfe	
19.	Tenant Satisfaction Measures Consultation				P. Wharfe	
20.	Review of caretaking in blocks		To review the proposal. (Links to TSM, residents will rate the cleaning in blocks)		P. Wharfe	
21.	Annual Housing performance report		Report on annual housing KPI's including compliance around the Building Safety Act.		P. Wharfe	
Date to be confirmed						
22.	O&S (3.11.22) Older Persons Services – To establish whether this should be an update in the members bulletin or whether this should be referred to the Committee for inclusion and a report to follow 2023/24.				D Pegler	
23.	That the Committee determines whether quantitative KPI performance data for housing repairs should be added to the work programme; (O&S 17.11.22)				P Wharfe	

24.	Customer Services (Overall satisfaction)		To receive a recovery plan on this failing KPI		S Lewis	
25.	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)	completed	J. Gould/ D Fenton	Verbal report at O&S 16.06.22 and written report attached to the minutes

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

No.	Item	Deadline	Progress and Comments	Programme of Meetings	Lead Officers
				21 July 2022	
1.	People Strategy Onboarding induction-24 Jan & Wellbeing Resources – 24 Jan	21 July and 24 Nov. 2022 – 24 January & 18 April 2023 Project reporting, issues focussed.		01 Sept. 2022 26 Sept. 22 – extra meeting 25 Oct. 2022 – cancelled	Paula Maginnis Jo Budden
2.	Digital Enablement	Prioritisation of Council Technology strategy.		24 Nov. 2022 24 January 2023 21 Feb. 2023 18 April 2023	Paula Maginnis Nichola Gambrell
3.	Financial Planning	Scrutiny of MTFP 22/23 onwards Sept. 2022 Nov 2022			Andrew Small Christopher Hartgrove
4.	Budget scrutiny	Qtr. 1 Budget Monitoring Rtp. 2022/23 – 26 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	26 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	November 2022			Pam Wharfe
11	Review of Officers appearing via Zoom at various meetings – especially Planning meetings	TBC			

Stronger Place Select Committee Work Programme 2022/23

Chairman: Cllr R Balcombe

No.	Item	Deadline	Progress and Comments	Lead Officer	Programme of Meetings
1.	Litter Strategy	5 July 2022, and 8 Nov 2022	Recommendations to strengthen the strategy, circulate to members of the committee and reconsider at next meeting 13 Sept 2022 Completed	J Warwick	5 July 2022 13 Sept 2022 - (cancelled) 8 Nov 2022 16 Jan 2023 7 Mar 2023
2.	Local Plan	tbc	Update	N Richardson	
3.	Leisure Services Contract Update	13 Sept 2022 8 Nov 2022	To be considered by Cabinet 17 Oct 2022. Completed	J Warwick	
4.	Waste Management Update	8 Nov 2022	Paper considered - comments provided Completed	J Warwick	
5.	Parking Update	16 Jan 2023	Update on impact of tariff change	J Warwick	
6.	Sustainable Transport	7 Mar 2023	Update on Sustainable Transport	S Llyod Jones	
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	To be considered in next municipal year.	N Richardson	
10.	Epping Forest District Market Policy	13 Sept 2022	To be Considered by Cabinet 19 Sept 2022 Stronger Place Meeting Postponed, - Cabinet Papers Circulated Completed	M Thompson/D King	
11	Off Street Civil Parking Enforcement	16 Jan 2023	Civil Parking Enforcement Policy and processing of Penalty Charge Notices	A. Hoke	

Proposed Items for Scrutiny by Stronger Place 2023/4

Climate Change Action Plan –Stronger Place 16 Jan 2023

Planning /Development Management and Planning Enforcement - O & S APF 12 Jan 2023

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 2023 - 2028	27 September 2022	To pre-scrutinise the new Corporate Plan. (Cabinet decision due 10 October and Council approval due on 13 December 2022)	N Gambrell
11	Qualis 1-Year Business Plan	27 September 2022	Pre-Scrutiny of Qualis 1-Year Business Plan prior to Cabinet.	A Small

#	Item	Meeting date	Progress/comments	Lead Officer
12	Transfer of Service to Qualis	3 November 2022 (extra meeting)	To pre-scrutinise the business case for the transfer of Grounds Maintenance. (Cabinet decision due 7 November 2022).	A Small
7(ii)	Corporate Plan Year 5 2022/23: Q2 Performance	17 November 2022	To review Q2 Corporate performance reporting.	C Graham
13	Qualis – overview	31 January 2023	Group Managing Director to be invited to give an overview of Qualis and the Housing Repairs service followed by a question and answer session.	G Woodhall
7(iii)	Corporate Plan Year 5 2022/23: Q3 Performance	31 January 2023	To review Q3 Corporate performance reporting.	C Graham
9	Epping Forest Youth Council	20 April 2023	Annual Report from the Epping Forest Youth Council on completed and proposed activities.	V Gayton
7(iv)	Corporate Plan Year 5 2022/23: Q4 Performance	20 April 2023	To review Q4 Corporate performance reporting.	C Graham
10	Overview & Scrutiny 2022 – 23 Annual Report	20 April 2023	To review the draft annual report.	V Messenger
	Epping Forest District Museum's operating model	tbc (summer 2023)	To pre-scrutinise the operating model.	J Gould
	Transfer of Services to Qualis	tbc	To pre-scrutinise the business case for the transfer of MOT and Fleet. (Cabinet decision TBC)	A Small



**Epping Forest
District Council**

THE KEY DECISION LIST

INCLUDING PROPOSED PRIVATE DECISIONS

(03 January 2023)

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
Alan Lion	Customer
Nigel Avey	Contracts and Commissioning
Ken Williamson	Technical Services
Sam Kane	Internal Resources
Les Burrows	Review & Efficiency

Contact Officer

Adrian Hendry
Democratic Services Officer

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WORK PROGRAMME - 1 JANUARY 2023 TO 30 APRIL 2023

PORTFOLIO - LEADER

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Risk Management	Review of Current Risk Register.	Yes	6 February 2023	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	Ongoing - 13 December 2021 24 February 2022 20 December 2022	Council Council Council		Georgina Blakemore 01992 56 4233	

WORK PROGRAMME - 1 JANUARY 2023 TO 30 APRIL 2023

PORTFOLIO - PLACE

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Implementation of the Local Plan - Ongoing	Quarterly update report on progress. To become a delivery report once Plan agreed by the Inspector.	Yes	7 November 2022	Cabinet		Nigel Richardson 01992 564110	
HGGT Governance / Joint Committee	Update on and approval of HGGT Joint Committee delegations Framework.	Yes	June 2023	Cabinet		Ione Braddick, Nigel Richardson 01992 56 4110,	See Cabinet report HGGT Stage 1 Governance report - Feb. 2022 - C-042-2021-22
Air Pollution Mitigation Strategy	Approval of an updated strategy to mitigate the impact of air pollution from new developments on the Epping Forest Special Area of conservation.	Yes	TBC – Pending Local Plan Adoption	Deputy Leader & Place Portfolio Holder		Nigel Richardson 01992 564110	Adopted current interim APMS
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	TBC	Cabinet		Nigel Richardson 01992 56 4110	

WORK PROGRAMME - 1 JANUARY 2023 TO 30 APRIL 2023

PORTFOLIO - FINANCE

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Qualis Monitoring - Ongoing Quarterly	Financial reporting plan update.	Yes	Ongoing	Cabinet		Andrew Small 01992 564278	
Final Draft Budget 2023/24, and updated MTFP (2023/24 to 2027/28)	Final draft budget for 2023/24. Updated medium-term financial projections. Approval post scrutiny and prior to full Council adoption sought.	Yes	6 February 2023	Cabinet		Christopher Hartgrove	Financial Planning Framework 2023/24 to 2027/28 (Cabinet 10th October 2022)
Final Draft Capital Programme (GF & HRA) 2023/24 to 2027/28	Final draft Capital Programme for 2023/24 to 2027/28. Approval post scrutiny and prior to full Council adoption sought.	Yes	6 February 2023	Cabinet		Christopher Hartgrove	Financial Planning Framework 2023/24 to 2027/28 (Cabinet 10th October 2022)
Final Fees and Charges 2023/24	Initial draft Fees and Charges for 2023/24. Cabinet approval sought under delegated powers.	Yes	6 February 2023	Cabinet		Christopher Hartgrove	Financial Planning Framework 2023/24 to 2027/28 (Cabinet 10th October 2022)
Budget Report 2023/24	Final budget for 2023/24 recommended by Cabinet. Includes both revenue and capital and an updated MTFP (2023/24 to 2027/28). Report also incorporates updated Capital and Treasury Management Strategies considered by Audit & Governance Committee (13th February 2023). Full Council approval sought for all items.	Yes	28 February 2023	Council		Christopher Hartgrove	Financial Planning Framework 2023/24 to 2027/28 (Cabinet 10th October 2022)
Council Tax Setting Report 2023/24	The report presents the estimated Council Tax base for the district and the approved precepts submitted	Yes	28 February 2023	Council		Christopher Hartgrove	

by constituent authorities (County, Police, Fire, Parish). Approval is sought for the Epping Forest District Council element of the Council Tax.						
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WORK PROGRAMME - 1 JANUARY 2023 TO 30 APRIL 2023

PORTFOLIO - CONTRACT AND COMMISSIONING

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Waste - Feasibility of NWA Depot	To report recommendations of feasibility study and capital costs for a NWA Depot.	Yes	6 February 2023	Cabinet		James Warwick 01992 564350	
Epping Leisure Centre - Award of Contract	Decision to award the contract to build Epping Leisure Centre. Dependent on Qualis programme of works.	Yes	13 March 2023	Cabinet		James Warwick 01992 564350	
EFDC Parking Policy	To approve the new EFDC Parking Policy	Yes	13 March 2023	Cabinet		James Warwick 01992 564350	Stronger Place 16 Jan 2023

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PORTFOLIO - HOUSING AND COMMUNITY

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
St. Johns Development	Approval to progress to build subject to planning.	Yes	TBC	Cabinet		Pam Wharfe 01992 564221	
Review of Caretaking in Blocks	Links to TSM, residents will rate the cleaning in block.	Yes	TBC	Stronger Communities Select Committee		Pam Wharfe 01992 56 4221	
Resident Involvement Strategy	Introduction and approval to progress to Cabinet.	Yes	21 March 2023	Stronger Communities Select Committee		Pam Wharfe 01992 56 4221	
Proposed Change to Service Charges RTB Receipts - New Policy	Policy outlining who we allocate right to buy receipts.	Yes	TBC	Cabinet		Pam Wharfe 01992 56 4221	

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PORTFOLIO - INTERNAL RESOURCE

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
People Strategy	Approval by Cabinet of the People Strategy 2023-25.	Yes	2023	Cabinet		Paula Maginnis 01992 56 4536	
Pay Strategy	Approval by Cabinet of the Council's Pay Strategy.	Yes	2023	Cabinet		Paula Maginnis 01992 56 4536	
Democratic Services - Ways of Working	Implementation of Ways of Working – Programme '25'.	Yes	2023	Cabinet		Paula Maginnis 01992 56 4536	
Financial IT System	To replace the current financial and procurement system with one consolidated Cloud based IT system.	Yes	28 February 2023	Internal Resource		Chris Elliott 07419 214444	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Grant Review of VAEF		No	2023	Cabinet		Jennifer Gould 01992 56 4073	

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PORTFOLIO - CUSTOMER

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Customer/Digital Strategy		Yes	TBC	Cabinet		Rob Pavey 01992 56 4211	

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