



Overview & Scrutiny Committee Thursday, 16th July, 2020

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

Virtual Meeting on Zoom
on **Thursday, 16th July, 2020**
at **7.00 pm** .

Georgina Blakemore
Chief Executive

**Democratic Services
Officer:**

Gary Woodhall Tel: (01992) 564243
Email: democraticservices@eppingforestdc.gov.uk

Members:

Councillors M Sartin (Chairman), R Jennings (Vice-Chairman), R Baldwin, P Bolton, L Burrows, D Dorrell, I Hadley, S Heather, J Lea, S Murray, D Plummer, S Rackham, P Stalker, D Stocker, D Sunger, J H Whitehouse and D Wixley

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

1. WEBCASTING INTRODUCTION

(Corporate Communications Manager) This meeting is to be webcast and the Chairman will read the following announcement:

“I would like to remind everyone present that this virtual 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.

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.

Therefore, by participating in this virtual meeting, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If members of the public do not wish to have their image captured then they should ensure that their video setting throughout the virtual meeting is turned off and set to audio only.

In the event that technical difficulties interrupt the virtual meeting that cannot be overcome, I may need to adjourn the meeting.

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

If you have any queries regarding this then please contact the Corporate Communications Manager on 01992 564039."

2. APOLOGIES FOR ABSENCE

(Democratic & Electoral Services Manager) To be announced at the meeting.

3. SUBSTITUTE MEMBERS

(Democratic & Electoral Services Manager) To report the appointment of any substitute members for the meeting.

4. MINUTES

(Democratic Services Manager) To confirm the minutes of the meeting of the Committee held on 22 June 2020 (to follow).

5. DECLARATIONS OF INTEREST

(Monitoring Officer) 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.

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

(Democratic & Electoral Services 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.

7. EXECUTIVE DECISIONS - CALL-IN

(Democratic & Electoral Services 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.

8. ANNUAL REVIEW OF THE WORK UNDERTAKEN BY THE EPPING FOREST YOUTH COUNCIL (Pages 7 - 18)

(Community & Culture Team Manager) To receive a presentation by the Epping Forest Youth Council on activities completed during the previous year and activities proposed for the forthcoming year.

The Youth Councillors would also like to show a short three-minute public engagement film about their experience of Covid-19 and the pandemic lockdown; the link is:

<https://www.youtube.com/watch?v=tDCA2w4UmXY>

9. PEOPLE STRATEGY

(Business Services Director) To receive a short presentation giving an overview on the new People Strategy for 2020/21.

10. CUSTOMER SERVICES ANNUAL REPORT 2020/21 (Pages 19 - 28)

(Customer Services Director) To consider the attached report on Customer Service initiatives and performance, including compliments, complaints and call handling.

11. CORPORATE PLAN KEY ACTION PLAN 2019/20 - QUARTER 4 PERFORMANCE (Pages 29 - 54)

(People & Performance Service Manager) To consider the attached report.

12. WASTE MANAGEMENT TASK & FINISH PANEL REVIEW (Pages 55 - 68)

(Chairman of the Waste Management Task & Finish Panel) To consider the attached final report of the Task & Finish Panel's review.

13. CABINET BUSINESS (Pages 69 - 82)

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.

(Democratic & Electoral Services Manager) 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 is attached as an Appendix to this report.

14. OVERVIEW & SCRUTINY COMMITTEE - WORK PROGRAMME (Pages 83 - 88)

(Democratic & Electoral Services Manager) 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.

15. SELECT COMMITTEES - WORK PROGRAMME (Pages 89 - 94)

(Chairman of the Select Committee) Article 6 (Overview and Scrutiny) of the Constitution requires that the chairmen of the select committees report to the meeting in regard to progress with the achievement of the current work programme for each select committee and on any recommendations for consideration by the Overview and Scrutiny Committee.

The current work programme for each select committee is attached as an appendix to this agenda.

16. EXCLUSION OF PUBLIC AND PRESS

Exclusion

(Democratic & Electoral Services 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 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.



SCRUTINY



Report to Overview & Scrutiny Select Committee

Date of meeting: 16 July 2020

Portfolio: Housing & Communities

Subject: Annual review of the work undertaken by Epping Forest Youth Council

Responsible Officer: Vnessa Gayton (01992 564559)

Democratic Services: Gary Woodhall (01992 564470)

Recommendations/Decisions Required:

(1) That the Overview & Scrutiny Committee receives an annual progress presentation covering the work undertaken by the Epping Forest Youth Council, supported by the Council's Community, Culture and Wellbeing service.

Report:

Member support has enabled the Epping Forest Youth Council to go from strength to strength since its formation in 2008. Since its inception, the Youth Council has been involved in the design and implementation of a plethora of projects to support the needs and aspiration of local young people. The Epping Forest Youth Council is a high-profile, national award-winning Youth Council. It currently comprises of 27 young people, representing 9 Epping Forest secondary schools with 3 independent members. These young people represent the views of their peers and wider school communities.

The election process was halted in secondary schools due to school closures as part of Covid-19 lockdown, however, the current cohort of Youth Councillors was still successfully elected in April for a two-year term of office.

On Thursday 16th July Youth Councillors will deliver a presentation to Overview and Scrutiny Select Committee highlighting their excellent work over the past 12-month period. Five of the 2018-20 Youth Councillors re-stood for election and, with the 22 new members, commenced their term of office in April 2020. Youth Councillors have been meeting weekly via Zoom with the Council's Young Persons Officer and are currently still undertaking an intensive online induction training programme.

The Youth Council will refer to the completion of a number of projects over the past 12-month period, their training to date and their plans for the future.

Reason for decision:

It was agreed that the Overview & Scrutiny Committee would receive an annual update on the work undertaken by the Community, Culture and Wellbeing Team with Epping Forest Youth Council.

Options considered and rejected: N/A

Consultation undertaken:

A range of consultations are taken with the Youth Councillors about current issues which inform future projects that will benefit young people in our communities, engaging, educating

and signposting them to ensure the environment they live in is a healthier, happier place. These will be included in the presentation.

Resource implications: There have been no increases in budget required from the council to date. The Youth Council receives core funding £12,000 per annum for day to day support and running costs including training, travel expenses and uniforms. In December 2018 the Cabinet agreed a DDF sum of £15,000 to be allocated to Epping Forest Youth Council, to enable them to deliver a range of targeted projects for young people in 2019/20, 2020/21 and 2021/22.

Legal and Governance Implications: N/A

Safer, Cleaner, Greener Implications: N/A

Background Papers: N/A

Impact Assessments: Equality Impact Assessment completed

Risk Management: N/A

Equality: Equality Impact Assessment completed

Equality Impact Assessment

Section 1: Identifying details

Your function, service area and team: Community & Partnerships – Community, Culture & Wellbeing service

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: N/A

Title of policy or decision: Epping Forest Youth Council annual report and expenditure of DDF and core funds.

Officer completing the EqIA: Vanessa Gayton: Ext:4559
Email: vgayton@eppingforestdc.gov.uk

Date of completing the assessment: 14th February 2020

Section 2: Policy to be analysed

2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? No, the EFYC has been in existence for 11 years.
2.2	Describe the main aims, objectives and purpose of the policy (or decision): EFDC represents the voice of young people in the EF district. Info item only. What outcome(s) are you hoping to achieve (i.e. decommissioning or commissioning a service)? Info presentation by Youth Councillors on work over the last 12 months
2.3	Does or will the policy or decision affect: <ul style="list-style-type: none">• service users• employees• the wider community or groups of people, particularly where there are areas of known inequalities? The Youth Council is a conduit for the voice of young people in the district. Will the policy or decision influence how organisations operate? No

2.4	Will the policy or decision involve substantial changes in resources? No
2.5	Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes? EF Health & Wellbeing Strategy 2018-28, Corporate Plan and Community, Culture & Wellbeing Service Plan – Engaging with, and empowering, young people to live healthy, happy and fulfilled lives.

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>What does the information tell you about those groups identified? Evidence is gathered from application forms and supporting information. Consultation takes place with partnering organisations. The information identifies that young people wish to have a voice and influence decisions that affect their lives.</p>
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision? Young people are consulted with at the annual Epping Forest Youth Conference and the concerns highlighted inform future Youth Council projects. Youth Councillors consult with their peers within their schools. Consultation is undertaken with other youth providers to ensure synergy and shared information.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary: N/A</p>

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	Positive Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people all groups can benefit from the outcomes.	L
Disability	Positive Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people all groups can benefit from the outcomes no matter what their ability or disability may be.	L
Gender	Positive Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people of any gender; all groups can benefit from the outcomes.	L
Gender reassignment	Positive Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people of any gender; all groups can benefit from the outcomes.	L
Marriage/civil partnership	Positive Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people all groups can benefit from the	L

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Portfolio Holder

	outcomes including those who are married or within civic partnerships.	
Pregnancy/maternity	Positive Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people all groups can benefit from the outcomes.	L
Race	Positive Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people all groups can benefit from the outcomes irrespective of race.	L

Religion/belief	Positive Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people all groups can benefit from the outcomes irrespective of religion/belief.	L
Sexual orientation	Positive Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people all groups can benefit from the outcomes, irrespective of sexual orientation.	L

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqlA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: J Chandler/Gill Wallis

Date: 14.2.20

Signature of person completing the EqIA: *V Gayton*

Date: 14.02.20

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, e.g. after a consultation has been undertaken.

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Report to the Overview and Scrutiny Committee

Date of meeting: 16 July 2020

Portfolio:	Customer
Subject:	Customer Service Programme Annual Report
Responsible Officer:	Susan Lewis (01992 564508)
Democratic Services:	Gary Woodhall (01992 564470)

Recommendations/Decisions Required:

(1) That the Committee note the report detailing the work of the Customer Programme in 2019/20 and its future direction from 2020/21.

Report:

This report updates on progress with the following:

- (1) Customer service strategy
- (2) Customer satisfaction
- (3) Corporate Contact Centre
- (4) Digital Inclusion programme
- (5) Members
- (6) Partnership working
- (7) Digital Payments
- (8) Communications & PR

(1) Customer service strategy

The initial strategy has been designed to focus on three key themes which were identified as areas of priority after review of customer feedback and consultation with all service areas;

- Fix the basics;
- Customer shoes culture – this is a central tenet of the strategy in that officers need to put themselves in the ‘customer shoes’ to understand the customer experience when receiving the service concerned;
- Embracing new technology.

Note.

Unfortunately, our customer strategy did not launch externally to customers due to Covid-19. The intention is to launch it once we reach a stabilised period of normality, however internally we have carried on with delivering the objectives as far as possible.

Customer Strategy Phase One: Fix the Basics

Designed to ensure all service areas across the Council are operating from a solid platform by reviewing internal processes and culture to ensure that customers are at the heart of all decisions.

Delivered so far:

Phone/Service Guide

To support our Value of Collaboration we must ensure all employees are able to identify 'who does what'. This was a key irritant which has been addressed with the launch of a telephone/service guide easily accessible for all staff

Internal Customer Service Health check

Supporting our values of Customer and Performance, service areas have been provided with a health check tool outlining what good looks like for customer service standards. Team Managers are using this to conduct a review with their teams and agree action plans for improvements. Positive feedback has been received on the value this health check is adding in ensuring customers are at the heart of all decisions.

Streamlined Customer Complaints Process

Condensing two separate processes in use and replacing with one streamlined process. Managers have received full training and now have access to new complaints reporting, identifying them to track trends and ensure improvements in place for root cause of customer complaints.

Streamlining & Channel Switching Processes

Ongoing work is taking place in collaboration with all service areas to automate their processes, making them available for customers to access online 24/7. Throughout 2019 we have steadily increased the levels of channel shift to customers self-serving from 9.52% at the beginning of the year to 10.75% at the end of the year. There have been some natural fluctuations in the figures as customers make more use of available forms during certain times of the year. Quarter 1 2020/21 saw a marked increase in customers moving to online services due to Covid19 with 14.17% in April 2020 up to 24% in May 2020.

What's Next

Review of Complaints Training and Reporting Enhancements (Q2)

Service Managers will be able to drill down into further detail of complaints via a CRM dashboard, supporting complaints investigation and root cause analysis. Further customer complaints training will be delivered to new Team Managers plus a review of the training delivered to identify any further support required. Research is being gathered from other Councils to identify any learnings on their process.

Customer Feedback Channels Review (Q2)

We capture customer feedback via Gov Metric, this is currently limited to website, telephone and email, this will be extended to include social media channels, customer self-serve online forms plus an improved way of capturing feedback after telephone calls with email link sent to customers. Longer term we will rollout Gov Metric to all service areas so that we capture customer feedback right across the Council. Timelines for this are to be agreed but conversations will start in Q2 with other service areas.

Customer Satisfaction Reporting (Q2)

Further customer service reporting requirements will be identified via stakeholder engagement and feedback.

Contact Centre Operator Metrics (Q4)

Once the remaining customer functions have transitioned to the service area operator metrics will be reviewed and refined to ensure a consistent high level of Call Centre Operative service.

Customer Journey Mapping (Q2-Q3)

Work is commencing on mapping the customer journey for the contact centre for all types of interactions and channels to ensure that our customer has the best possible experience when dealing with us.

Contact Centre Operating Hours Review (Q4)

The call centre operating hours will be reviewed to ensure we are meeting the needs of our customers.

Customer Strategy Phase Two: Customer Shoes Culture

To drive the culture change needed we are securing a training provider who can deliver customer service behavioural training with an exciting innovative different approach, using the latest technology to support delivery in our current virtual world

The objective is for employees to understand it is not WHAT they do but HOW they do it; the impact their behaviour, style and tone can impact the outcomes of customer interactions regardless of the method of interaction ie verbal, face to face or written

This training programme will enable employees to put themselves in the customer shoes and understand what it means to; actively listen, take ownership, be credible & reliable in customers eyes, do what we say we are going to do and turn situations around when they go wrong, when dealing with difficult situations. The pilot is to be scheduled for August, starting with front line staff, the training will be adaptable for internal customer facing staff such as the ICT helpdesk. Following a review of the pilot training a rollout plan will be agreed.

New Customer Reception based on customer needs

As part of the Accommodation Review the Civic Reception has been designed to meet the needs of customers providing a smooth, seamless, stress free customer experience from arrival through to exit including a self-service check in and opportunity to leave customer feedback via touch screen.

ICS Customer Benchmark Survey

As members of the Institute of Customer Service (ICS), in February 2020 we conducted a customer satisfaction benchmark survey. The key messages told us that customers saw our employees as helpful and knowledgeable but that on occasion there were concerns with some employee's attitude as well as the ability to actively listen, take ownership, keep customers updated and manage any level of dissatisfaction or complaint. These concerns will be addressed through the customer service behavioural training.

In October 2020 we will be conducting a staff engagement survey as part of our membership of ICS. This survey will tell us how well our employees are engaged with our customer service strategy and believe we put customers at the heart of everything.

Customer Strategy Phase Three: Embracing New Technology

Future development

- Online booking service for residents to book appointments with Officers, and this will also be used for booking venues, pool car bookings – details still to be scoped and agreed
- Designing a Councillor Portal to provide Members with up to date information on their ward, case tracking, access to Mod.Gov, roadworks and crime related information – timelines and funding to be agreed
- Investigation is already under to design a solution for a single view of our Customer – timelines to be agreed, potentially quarter 3 launch

The focus of the website remains a transactional one to encourage customers to self-serve and enable us to achieve back-office efficiencies. Customers told us that they found the website hard to navigate and so we have launched four buttons on the landing page enabling customers to Pay, Book, Report or Request a service.

What's going on in 'my neighbourhood'

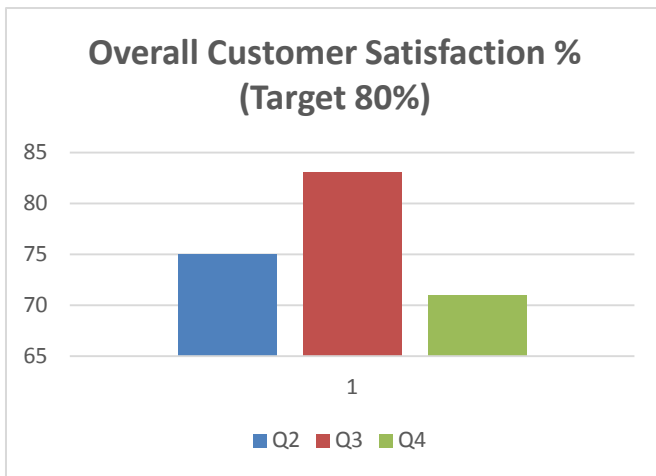
In quarter 2 we will be looking to develop a section for residents to look at what is going on in their neighbourhood in a single area:

- What has been reported?
- When is their next refuse and recycling collection?
- Who their Councilor/MP is?
- What facilities are in their area i.e. schools, car parks, libraries
- What events are going on in their area.

(2) Customer Satisfaction

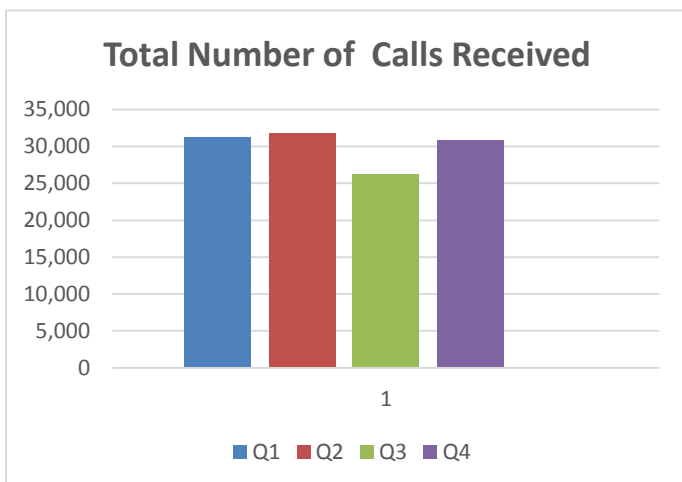
Overall Customer Satisfaction

Q4 customer satisfaction was severely impacted by resourcing issues in the contact centre. February saw a high level of sickness within the team. In addition, the setting up of a Covid line and preparation for the support required took resource away from the day job of answering customer calls and emails

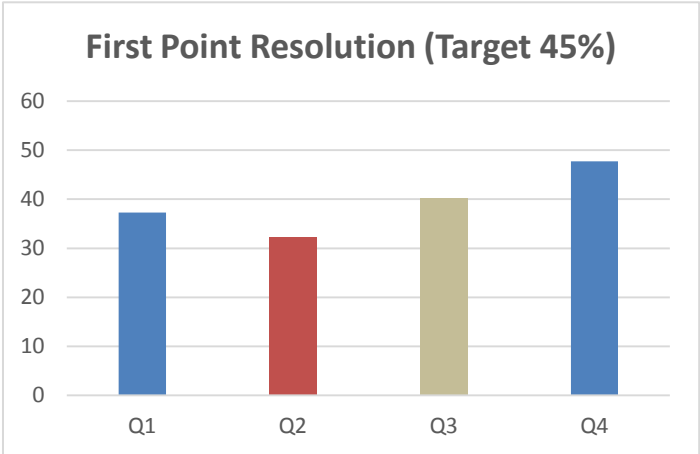


Total Number of Calls received to Customer Contact Centre

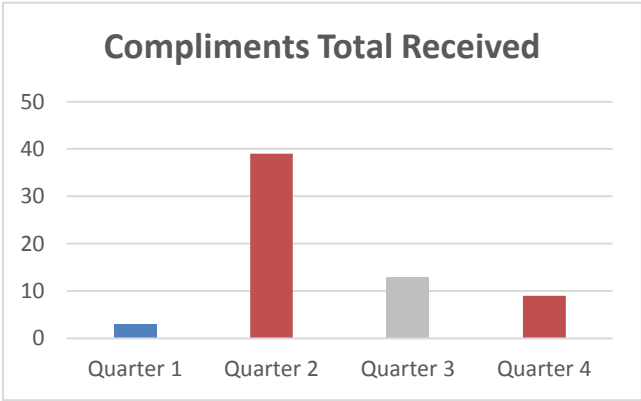
Increase of 4.5k calls from Q3 to Q4 on reduced resource in contact centre however the team managed to resolve 47.71% at first point resolution in Q4



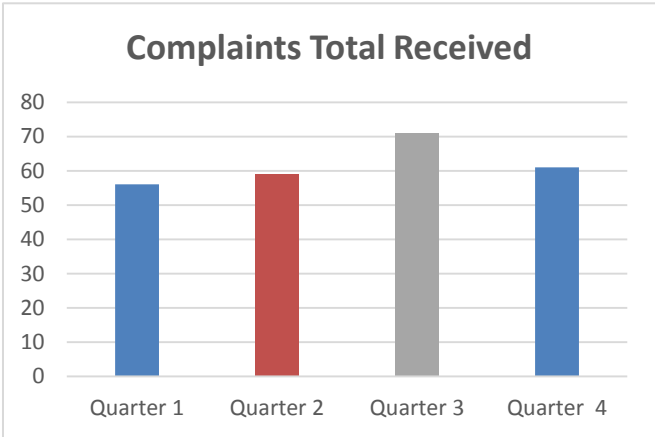
First Point Resolution (customer query resolved at initial call to Contact Centre)



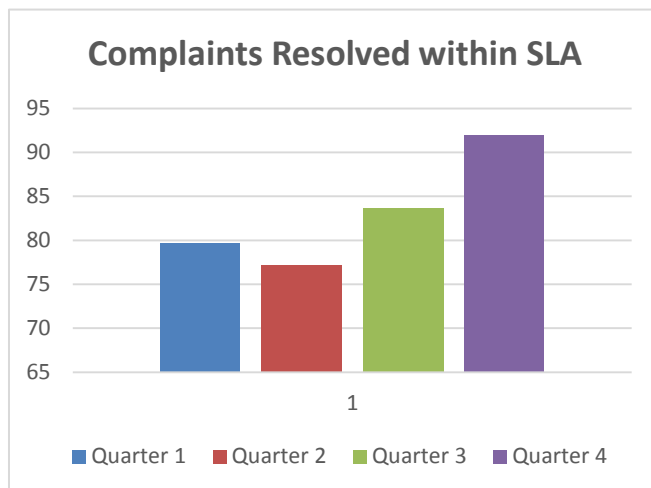
Compliments Received



Complaints Received



Complaints Resolved within SLA



(3) Customer Contact Centre

In line with our aim of ensuring all first point of contact is directed to our Customer Contact Centre the Planning 'customer' contact has now transitioned across. The Contact Centre have been supporting Community Health & Wellbeing (CHW) with identifying process improvements in preparation for their transition. Once the procurement of a new booking system is in place the CHW customer function will transition over. The aim is for transition during quarter 3.

Revenues and Benefits are making progress with their 'to be' process mapping, identifying simpler more effective process improvements. The impact of Covid has delayed this work, once capacity is available, work will continue and the customer element will transition to the contact centre. The last area to transition will be Housing. Once Housing have completed their service improvement process mapping as per above work will begin to transition them across by quarter 4.

Note.

The Contact Centre has been severely impacted by a number of resourcing issues over the past year with leavers, plus a number of long-term sick and the delay of new starters joining due to Covid-19 which has left the team short staffed and extremely challenged.

Covid-19

During Covid-19 lockdown the Customer Contact Centre has:

- Launched and resourced a 7 day a week dedicated Coronavirus helpline, supported by employees from other service areas who received virtual training
- Provided up to the minute information on the Coronavirus situation via frequently asked questions and a dedicated section on our website
- Actively assisted residents to access internet solutions to self-serve
- Gone live with more online form to help both our residents and our Officers
- Arranged delivery of recycling sacks to self-isolating customers via BIFFA and for High Street locations such as supermarkets to act as outlets for customers to collect sacks

- Strong partnership working with VAEF and Essex Welfare Services plus referrals using Frontline to befriending services and Age Concern.

Out of Hours Provider

Our current contract with Mears ends on 28th September. Whilst we did go to tender to seek alternative providers there were no bids, feedback received was that the contract was not commercially viable. Mears have agreed to continue the provision of our out of hours service, in addition, new measures will be introduced for performance management of this contract.

(4) Digital Inclusion Programme

Last year we launch our internal Digital Buddy programme encouraging employees to share their technology skills with colleagues and customers to support them in accessing social media.

The programme was established alongside Citizens Online who provided a platform for employee training on how to coach our 21,000 residents across the district who do not currently use social media. By quarter 3, 81 digital buddies had been trained and they have provided coaching to 416 residents. Via engagement with digital partners the intention was to hold digital drop in sessions for customers to receive support and coaching. This was planned for Epping Library and Salvation Army's over 50s group in Waltham Abbey, unfortunately due to Covid these sessions have currently been put on hold.

(5) Members

In Q4 we engaged with Members to install Bring Your Own Device on any personal device they had to allow them to access EFDC email account with ease and convenience.

Members have been upskilled on Zoom & Teams which has allowed them to attend virtual meetings. As previously mentioned, we are in the final stages of designing a Councillor portal which will allow the Members to access all information they need in one platform rather than having to use multiple applications. Going forward we will be able to provide group and individual training on new initiatives launched such as the Councillor Portal and email accounts on Members desktops.

(6) Partnership Working

We created a Hub in Waltham Abbey at the Epping Forest District Museum for residents to drop in and talk to multiple agencies in one space. This was launched on Thursday 13th February and over 20 residents attended but the Hub was put on hold due to Covid impact.

The partners attending were Peabody, MIND, Changing Pathways, VAEF, DWP, Food Bank, Epping Re Use, Citizens Advice. We are currently exploring how we could run a digital version of the Hub.

(7) Digital Payments

Earlier this year we launched the refresh of the web payment pages to 'fix the basics' that sit behind the new 'Pay' button. Fixing the basics meant removing broken links,

ensuring the pages were mobile friendly as well as desk-top friendly and that they were complimentary to the look and feel of the new website.

We will be launching, following an intensive period of testing and internal customer feedback through familiarisation sessions, wallet & recurring payment options. These enhancements will allow customers to securely store their debit or credit card and to set up regular payments from their debit or credit card. This will make it quicker and easier for customers to make repeat payments and is especially important with the changing face demographically of DD uptake.

Self-service payment kiosks offering P2PE secure Chip & PIN and contactless payments have been installed ready to be moved into the new Civic Offices Reception when it opens in 2021. Work will be continuing throughout this year to ensure that EFDC are fully PCI-DSS compliant and to upgrade our onsite Income Management system. Once this is live there will be further opportunity to improve the customer contact centre experience.

We continue to support business areas in their scoping, procurement and introduction of secure and compliant payment solutions. A recent example of this was the Airfield online solution and PIN entry device for Landing Fees which will be on hold until the Covid 19 restrictions allow this to be introduced.

(8) Communications & PR

The new website is designed as a transactional platform where our customers access and obtain council services 24/7. It recognises the changing consumer environment as customers move from desktop to tablet and smartphone. Backend automation and channel shift, pushing users to the website reduces costs as well as improving customer experience. The Four Buttons 'Pay' 'Report' 'Apply' and 'Book' launched earlier this year was implemented in response to feedback emphasising the importance of easy navigation to customer satisfaction.

The technical development of three associated microsites focused on North Weald Airfield, Epping Forest District Museum and Epping Forest Country care has been completed. Content upload has been delayed but is expected to be completed by September. Completion of redesign of the Bookings Live App is also expected by September, providing further customer experience improvement as well as greater opportunities for back office automation.

All public sector websites are expected to reach new accessibility standards in September. A website accessibility audit by the Shaw Trust identified a number of further improvements which should improve the customer experience as well as meeting the Council's online obligations to people with disabilities.

Webcasting is an integral part of our online democratic engagement and accountability process. The current contract term was due to expire this year. Anticipating the need to maintain webcasting from remote locations during the Civic Offices refurbishment, we negotiated a temporary one-year extension at current cost to 2021. However, Covid-19 superseded these concerns as we innovated to integrate Zoom into our webcaster for virtual meetings.

Covid-19 has shown the importance of our online platforms. The flexibility of the new website has allowed us to enhance and adapt our services in response to changing demands.

This is supported by a range of social media. Corporate Facebook, Twitter and Instagram accounts engage with our customers and signpost people to where online

services are available on the website. At the same time, we have breathed a new lease of life into the old intranet (due to be replaced) during the Covid-19 crisis, helping staff to access a range of new information and support geared towards both staff wellbeing and customer support. As our focus on customer develops, we will further engage customers and continue to improve the website as well as focus on development of our Communications Strategy

Conclusions:

Whilst the customer strategy and work to transition the remaining customer areas into the contact centre have been severely impacted by Covid-19, the priority has been to support our residents and positive feedback has been received on the support put in place. The existing strategy is just the start of our journey to put customers at the heart of everything we do. At a later stage we will reach out to customer groups to consult and capture further feedback ensuring we continue to evolve and meet the changing needs of our customers

Resource Implications:

None

Legal and Governance Implications:

None

Safer, Cleaner and Greener Implications:

None

Consultation Undertaken:

None

Background Papers:

None

Risk Management:

None



Report to Overview & Scrutiny

Date of meeting: 16 July 2020

Portfolio: Leader

Subject: Corporate Plan Action Plan Year Q4-20 Performance Report

Responsible Officer: Louise Wade (01992 562311)

Democratic Services Officer: Gary Woodhall (01992 564470)

Recommendations/Decisions Required:

(1) That the Committee reviews Q4 performance in relation to the Key Performance Indicators & Work Programmes within the Corporate Plan.

Report:

1. The Corporate Plan Action Plan provides a mechanism for reporting to Members on the Council's Key Performance Indicators (KPIs) and key Programmes of work and highlights the Council's overall performance against agreed Corporate Objectives.
2. The Year 2 Action Plan (covering 2019/20) represents the 2nd reporting cycle for EFDC's Corporate Plan (2018-23). Performance Measures for Year 2 have been streamlined to enable improved focus on how Corporate Objectives are being met.
3. The Q1 Action Plan Performance information is attached at Appendix 1.

(2) That the committee acknowledge the impact of Covid-19 on corporate objectives.

1. **Corporate Objective 6 – Provide Culture and Leisure** – KPI: Increase new leisure centre attendees year on year and Increase cultural activity attendance
2. **Corporate Objective - 09. Improving the district housing offer** - Programme: Council Housebuilding
3. **Corporate Objective - 15. Enhancing skills & flexibility of our workforce** - Programme: People Strategy Programme
4. **Corporate Objective - 16. Improving performance through innovation & new technology** – Programme: Digital Enablement Programme

(3) That the committee acknowledge exception-based reporting for the following objectives have not been met in Q4 20, with the reasons being set out in the report.

1. **Corporate Objective - 1. Engaging with the changing needs of our customers** –

KPI: Increased Customer Satisfaction & Programme: Insight & Behaviours

2. **Corporate Objective - 2. Supporting healthy lifestyles** – Programme: Delivery of the Epping Forest Health & Wellbeing Strategy
3. **Corporate Objective - 10. Planning development priorities & 11. Ensuring infrastructure supports growth** - Programme: Local Plan
4. **Corporate Objective - 13. People develop skills to maximise their potential & 14. Promoting retail, tourism & the visitor economy** – Programme: Growth/Skills/Employment
5. **Corporate Objective - 17. Efficient use of our financial resources, buildings & assets** – Programme: Accommodation

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.

Safer, Cleaner and 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.

Consultation Undertaken:

Leadership Team
Overview & Scrutiny Committee
Finance & Performance Management Cabinet Committee

Background Papers:

Corporate Plan 2019-20 Quarter 4 Performance Final V3













Risk Management:


There are no risk management issues arising from the recommendations of this report. Relevant issues arising from replanning or actions to achieve specific objectives or benefits will be identified by the responsible service director during business planning and communicated to the Corporate Risk Management Group.

Stronger Communities - People live longer, healthier and independent lives, Adults and children are supported in times of need, People and communities achieve their full potential


Corporate Objective - 1. Engaging with the changing needs of our customers

Key Performance Indicator	Progress (baseline and target data)				Comments	Lead Directorate & Responsible Officer	
Increased Customer Satisfaction <i>Aligning to the Council's focus to put the customer at the heart of everything we do</i>	Target = 80.00%				<u>Corrective Action</u> Target not achieved due to severe staff shortages in contact centre.	<u>Quarter 4 Performance</u> Recruitment completed; new starters will join after Covid-19 pandemic. <u>Quarter 3 Performance</u> Percentages will increase gradually as we bring more services into the Contact Centre. <u>Quarter 2 Performance</u> The overall number of feedback responses is 3,532. Of those 2,648 were satisfied.	Customer Services Director
	2019/20	Actual	Target	Status			
	Q1		80.00%				
	Q2	75.00%	80.00%	✓			
	Q3	83.00%	80.00%	✓			
Q4	71%	80.00%	✗				


Key Performance Indicator	Progress (baseline and target data)				Comments	Lead Directorate & Responsible Officer																					
<p>Improved Customer first contact resolution</p> <p><i>The fundamental purpose of the corporate contact centre is to resolve customer enquires at the first point of contact, not including follow up calls</i></p>	<p>Target = 45.00%</p>	<p><u>Corrective Action</u></p>		<p><u>Quarter 4 Performance</u> First point resolution target achieved, team are upskilled each time new areas transition to the contact centre. Team fully informed to resolve Covid-19 queries at first point of contact as equipped with FAQ's updated daily.</p> <p><u>Quarter 3 Performance</u> This figure will increase as we bring more services into the contact centre, and has been increased during Nov and Dec to nearer the 45% forecast for this figure</p> <p><u>Quarter 2 Performance</u> The 45% target is an annual target which is hoped to be achieved by the end of the financial year as more services move into the team. Since the end of the second quarter Planning calls have moved into the contact team and over 50% of these calls are being resolved at first point of contact.</p> <p><u>Quarter 1 Performance</u> The 1st quarter outturn was below target due to staff resignation of both team leaders, staff sickness, system difficulties (telephony and ICT equipment) and due to services not yet being fully integrated with the Contact Centre.</p>	<p>Customer Services Director</p>																						
<table border="1"> <thead> <tr> <th data-bbox="629 421 734 456">2019/20</th> <th data-bbox="734 421 840 456">Actual</th> <th data-bbox="840 421 922 456">Target</th> <th data-bbox="922 421 1016 456">Status</th> </tr> </thead> <tbody> <tr> <td data-bbox="629 461 734 496">Q1</td> <td data-bbox="734 461 840 496">37.31%</td> <td data-bbox="840 461 922 496">45.00%</td> <td data-bbox="922 461 1016 496"></td> </tr> <tr> <td data-bbox="629 501 734 536">Q2</td> <td data-bbox="734 501 840 536">34.71%</td> <td data-bbox="840 501 922 536">45.00%</td> <td data-bbox="922 501 1016 536"></td> </tr> <tr> <td data-bbox="629 541 734 576">Q3</td> <td data-bbox="734 541 840 576">40.17%</td> <td data-bbox="840 541 922 576">45.00%</td> <td data-bbox="922 541 1016 576"></td> </tr> <tr> <td data-bbox="629 580 734 616">Q4</td> <td data-bbox="734 580 840 616">47.71%</td> <td data-bbox="840 580 922 616">45.00%</td> <td data-bbox="922 580 1016 616"></td> </tr> </tbody> </table>		2019/20	Actual	Target	Status	Q1	37.31%	45.00%		Q2	34.71%	45.00%		Q3	40.17%	45.00%		Q4	47.71%	45.00%							
2019/20	Actual	Target	Status																								
Q1	37.31%	45.00%																									
Q2	34.71%	45.00%																									
Q3	40.17%	45.00%																									
Q4	47.71%	45.00%																									

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>Customer Excellence: Programme <i>A range of customer related projects to meet the changing needs of our customers</i></p> <p>Programme milestones: Q1 Establishment of Universal Credit Impact Working Group Q2 Establishment of Customer Experience Strategy Working Group. Review of current customer engagement Q3 Development of Customer Experience Strategy Q4 Completion of baseline of impacts of Universal credit on Council services and production of mitigating actions for 2020/21. Implementation of first phase of Customer Experience Strategy. Launch of Waltham Abbey multi agency centre</p>	<p>RAG <u>Corrective Action</u></p> 	<p><u>Quarter 4 Performance</u> Customer strategy launched internally via all staff briefings, District Lines and staff comms. Phase 1 'fix the basics' is underway with a number of activities launched such as new customer complaints reports and training for Managers, phone/service guide for all staff, service superstar initiative launched. Due to Covid-19 the external launch to customers is currently on hold. The Institute of Customer Service benchmark customer satisfaction survey has been completed, 211 responses received, we are currently awaiting the insight and key messages. This insight will help inform customer engagement sessions in the coming months. The review of impact of UC services took an approach of a community hub which was established in WA as a pilot for future rollout. Further sessions will take place in 20/21 with a plan for rolling out wider in the district.</p> <p><u>Quarter 3 Performance</u> The Customer Service Strategy was presented to Cabinet on 18th November 2019. The final design work is underway prior to the external launch in Q4 Customer Service Champion working group continues to meet in accordance with initial aims of the Customer Service Strategy to 'fix the basics' internally.</p> <p><u>Quarter 2 Performance</u> Working group established, initial meeting held, Customer Champions across service areas in place, review of current customer engagement completed & results feeding into strategy. Customer Experience Strategy is developed, presented to Leadership & Stronger Communities select committee, also via customer focus groups for feedback. Milestones for objectives are currently being worked, strategy to be launched in New Year.</p> <p><u>Quarter 1 Performance</u> Work is underway on a number of projects including the Universal Credit Impact Working Group which will inform future actions when</p>	<p>Customer Services Director</p>

complete. The appointment of a new Customer Services Manager on 8th July 2019 will accelerate the work around a new Customer Service Strategy for delivery in October.

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>Insight & Behaviour: Programme <i>A range of customer related projects to understand the wants & needs of our customers & the data evidence to support future decisions</i></p> <p>Programme milestones: Q1 Launch of Digital Inclusion Programme Q2 Production of Digital Inclusion outcomes and recommendations report Q3 Production of Strategic Action Plan for Digital Inclusion Q4 Data led review of customer service outlets for future options</p>	<p>RAG  <u>Corrective Action</u> Refocus of Covid-19 will see us review the timelines for this action</p>	<p><u>Quarter 4 Performance</u> Quarter 4 saw the launch of the Waltham Abbey Service Hub. This was based on data findings coming out of the Digital Inclusion project provided by Citizens Online and supporting vulnerable residents, although this has been suspended due to the Covid 19 outbreak. With the acquisition of the Experian Mosaic software in Q4 this will provide the data for future neighborhood-based service reviews.</p> <p><u>Quarter 3 Performance</u> Key priorities for action were presented to Stronger Communities Select Committee in October 2019.</p> <p><u>Quarter 2 Performance</u> The Insight project with Citizens Online on digital inclusion has been completed. Key priorities for action have been identified and work against these is already underway including the establishment of a Digital Inclusion Network with partners and a Digital Buddy programme to provide support to end-users.</p> <p><u>Quarter 1 Performance</u> There are on-going projects that will lead to future actions under this work programme. The Switch project in conjunction with Citizens Online is continuing and will shortly produce a deep-dive into the Council area and provide data and insight into future digital inclusion work which will be presented in October to the Stronger Communities select Committee.</p>	<p>Customer Services Director</p>

Corporate Objective - 2. Supporting healthy lifestyles

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>Delivery of the Epping Forest Health & Wellbeing Strategy Programme <i>To facilitate & directly deliver a range of health-related projects</i></p> <p>Programme milestones: Quarter 3 & Quarter 4: Continuation of delivery of the partnership action plan</p>	<p>RAG <u>Corrective Action</u></p> <p> Outstanding actions to be completed in first 3 months</p>	<p><u>Quarter 4 performance:</u> Epping Forest Health & Wellbeing Action Plan has been adopted by partners and is monitored by the multi-agency H&WB Board. The RAG rating indicates that 82% of the actions have been completed or are rated green and on track to be completed by the end of the financial year. 11% of the actions are rated as red and are anticipated to be completed within the first months of the new financial year.</p> <p><u>Quarter 3 performance:</u> Epping Forest Health & Wellbeing Action Plan has been adopted by partners and is monitored by the multi-agency H&WB Board. The RAG rating indicates that 40% of the actions have been completed, 35% are rated green indicating they are on course to be completed in the timeframe identified in the action plan, and 17% amber indicating that they have been initiated but will not meet the timeframe indicated in the action plan.</p> <p><u>Quarter 2 Performance:</u> Epping Forest Health & Wellbeing Action Plan has been adopted by partners and is monitored by the multi-agency H&WB Board. RAG rating indicates 60% of 45 targets rated Green at Q2. 100% of projects within action plan to be RAG rated amber to green.</p> <p><u>Quarter 1 Performance</u> The Epping Forest Health and Wellbeing Strategy Action Plan is being implemented and all targets have been met to date.</p>	<p>Community and Partnership Services Director</p>

Corporate Objective - 3. Promoting independence for older people & people with disabilities

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer																				
<p>Promote and raise awareness of Careline to increase the number of new Telecare alarm installations by 10% each year</p> <p><i>Careline enables older and disabled residents to remain independent and living in their own homes for longer</i></p>	<p>Target = 137</p> <p><u>Corrective Action</u></p> <table border="1" data-bbox="689 437 1039 687"> <thead> <tr> <th>2019/20</th> <th>Actual</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>47</td> <td>34</td> <td>✓</td> </tr> <tr> <td>Q2</td> <td>71</td> <td>68</td> <td>✓</td> </tr> <tr> <td>Q3</td> <td>115</td> <td>102</td> <td>✓</td> </tr> <tr> <td>Q4</td> <td>161</td> <td>137</td> <td>✓</td> </tr> </tbody> </table>	2019/20	Actual	Target	Status	Q1	47	34	✓	Q2	71	68	✓	Q3	115	102	✓	Q4	161	137	✓	<p><u>Quarter 4 performance</u> Target met – 161_alarms installed</p> <p><u>Quarter 3 Performance:</u> 44 alarms installed</p> <p><u>Quarter 2 Performance:</u> Target achieved July =10 installs Aug - 11 installs Sept - 13 installs</p> <p><u>Quarter 1 Performance</u> Target achieved</p>	<p>Housing and Property Service Director</p>
2019/20	Actual	Target	Status																				
Q1	47	34	✓																				
Q2	71	68	✓																				
Q3	115	102	✓																				
Q4	161	137	✓																				

Corporate Objective - 4. Safeguarding & supporting people in vulnerable situations













Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer																				
Households accepted as being unintentionally homeless and in priority need <i>The Council takes all reasonable steps to prevent homelessness; the recent Homelessness Reduction Bill has increased statutory duties upon housing providers to prevent homelessness. The aim for this KPI is to keep the 'actual' numbers of homeless households below the target set.</i>	Target = 95 <table border="1"> <thead> <tr> <th>2019/20</th> <th>Actual</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>19</td> <td>24</td> <td>✓</td> </tr> <tr> <td>Q2</td> <td>36</td> <td>48</td> <td>✓</td> </tr> <tr> <td>Q3</td> <td>67</td> <td>71</td> <td>✓</td> </tr> <tr> <td>Q4</td> <td>24</td> <td>95</td> <td>✓</td> </tr> </tbody> </table>	2019/20	Actual	Target	Status	Q1	19	24	✓	Q2	36	48	✓	Q3	67	71	✓	Q4	24	95	✓	<u>Corrective Action</u> <u>Quarter 4 performance</u> Target met <u>Quarter 3 Performance:</u> Estimate for 19/20 <u>Quarter 2 Performance:</u> Target met <u>Quarter 1 Performance</u> Target met.	Housing and Property Service Director
2019/20	Actual	Target	Status																				
Q1	19	24	✓																				
Q2	36	48	✓																				
Q3	67	71	✓																				
Q4	24	95	✓																				

Corporate Objective - 5. Enabling communities to support themselves













Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer																				
To maintain the number of Community champions and volunteers in the district Champions and volunteers <i>To increase and maintain the volunteer Community Champion capacity across the District.</i>	Target = 18 <table border="1"> <thead> <tr> <th>2019/20</th> <th>Actual</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>13</td> <td>12</td> <td>✓</td> </tr> <tr> <td>Q2</td> <td>15</td> <td>15</td> <td>✓</td> </tr> <tr> <td>Q3</td> <td>17</td> <td>17</td> <td>✓</td> </tr> <tr> <td>Q4</td> <td>18</td> <td>18</td> <td>✓</td> </tr> </tbody> </table>	2019/20	Actual	Target	Status	Q1	13	12	✓	Q2	15	15	✓	Q3	17	17	✓	Q4	18	18	✓	<u>Corrective Action</u> <u>Quarter 4 Performance</u> We have 18 Community Champions representing our communities in the district <u>Quarter 3 Performance</u> 2 new community champions recruited: one from Loughton and one from Chigwell <u>Quarter 2 Performance</u> Q2 - target met <u>Quarter 1 Performance</u> Target met. This target relates to Community Champions recruited by the Council.	Community and Partnership Services Director
2019/20	Actual	Target	Status																				
Q1	13	12	✓																				
Q2	15	15	✓																				
Q3	17	17	✓																				
Q4	18	18	✓																				

Corporate Objective - 6. Provide culture & leisure

Key Performance Indicator	Progress (baseline and target data)				Comments	Lead Directorate & Responsible Officer
Increase new leisure centre attendees year on year	Target = 260,028				<u>Corrective Action</u> This KPI has been revised in order to provide two clearer measures.	Contracts and Technical Services Director
<i>Number of leisure centre attendances across the District</i>	2019/20	Actual	Target	Status		
	Q1	283,622	65,007		<u>Quarter 4 Performance:</u> The performance data for the current reporting period is estimated only due to March not yet being completed. • Epping – 29,618 • Loughton – 84,505 • Ongar – 31,378 • Waltham Abbey – 67,147 <u>Quarter 3 Performance</u> The performance data for the current reporting period is estimated only due to December not yet being completed. Figures will be available at the end of Jan 2020. <u>Quarter 2 Performance</u> The attendance numbers for at each centre was as follows: • Epping – 27,414 • Loughton – 78,848 • Ongar – 29,244 • Waltham Abbey – 68,751 <u>Quarter 1 Performance:</u> The attendance numbers for at each centre was as follows: • Epping - 28,743 • Loughton - 77,690 • Ongar - 27,018 • Waltham Abbey - 66,635	
	Q2	287,382	130,014			
	Q3	269,373	195,021			
	Q4	207,227	260,028			
<i>Monitor and review trends for Club Live Direct Debit Membership across each of the Leisure Centres</i>	2019/20	Actual	Target	Status		
Club Life Waltham Abbey	Q2	2551	2593			
	Q3	2534	2593			
	Q4	2593	2593			
Club Life Loughton	Q2	4057	3873			
	Q3	4135	3873			
	Q4	3873	3873			
Club Life Epping	Q2	1589	1526			
	Q3	1659	1526			
	Q4	1607	1526			
Club Life Ongar	Q2	1190	1227			
	Q3	1226	1227			
	Q4	1227	1227			
<i>Monitor casual Swimming attendances at each of the Council's swimming pools</i>	2019/20	Actual	Target	Status		
Waltham Abbey	Q2	20,976	10,225			
	Q3	11,252	10,225			
	Q4	16,170	10,225			
Ongar	Q2	5075	4710			
	Q3	4119	4710			
	Q4	3730	4710			
Loughton	Q2	19,102	17,497			
	Q3	11,769	17,497			
	Q4	16,639	17,497			

Key Performance Indicator	Progress (baseline and target data)				Comments	Lead Directorate & Responsible Officer																										
Increase cultural activity attendance <i>Cultural activity users of; Epping Forest District Museum, Lowewood Museum, Outreach activities, & Remote users</i>	<table border="1"> <tr> <td colspan="4" data-bbox="689 375 1077 416">Target = 206,000</td> <td data-bbox="1077 375 1294 416"><u>Corrective Action</u></td> </tr> <tr> <td data-bbox="689 416 797 458">2019/20</td> <td data-bbox="797 416 904 458">Actual</td> <td data-bbox="904 416 1012 458">Target</td> <td data-bbox="1012 416 1077 458">Status</td> <td data-bbox="1077 416 1294 667" rowspan="5"> Please note due to Coronavirus pandemic the museum buildings are now closed so the in person figures will not increase. </td> </tr> <tr> <td data-bbox="689 458 797 499">Q1</td> <td data-bbox="797 458 904 499">203,023</td> <td data-bbox="904 458 1012 499">51,500</td> <td data-bbox="1012 458 1077 499"></td> </tr> <tr> <td data-bbox="689 499 797 541">Q2</td> <td data-bbox="797 499 904 541">130,095</td> <td data-bbox="904 499 1012 541">103,000</td> <td data-bbox="1012 499 1077 541"></td> </tr> <tr> <td data-bbox="689 541 797 582">Q3</td> <td data-bbox="797 541 904 582">156,624</td> <td data-bbox="904 541 1012 582">154,000</td> <td data-bbox="1012 541 1077 582"></td> </tr> <tr> <td data-bbox="689 582 797 624">Q4</td> <td data-bbox="797 582 904 624">161,232</td> <td data-bbox="904 582 1012 624">206,000</td> <td data-bbox="1012 582 1077 624"></td> </tr> </table>				Target = 206,000				<u>Corrective Action</u>	2019/20	Actual	Target	Status	Please note due to Coronavirus pandemic the museum buildings are now closed so the in person figures will not increase.	Q1	203,023	51,500		Q2	130,095	103,000		Q3	156,624	154,000		Q4	161,232	206,000		<p><u>Q4 Performance:</u> Target as of 26/03/20 Users in Person: 10,185 Total usage: 161,232</p> <p><u>Q3 performance:</u> Target met as of (12/12/19) Users in Person: 9940 Total usage: 156624</p> <p><u>Quarter 2 Performance</u> Target met (as of 24/9/19) Users in Person – 12,597 Total Usage – 130,095</p> <p><u>Quarter 1 Performance</u> Target met (as of 24/6/19) Users in Person – 11,015 Total Usage – 173,787</p>	Community and Partnership Services Director
Target = 206,000				<u>Corrective Action</u>																												
2019/20	Actual	Target	Status	Please note due to Coronavirus pandemic the museum buildings are now closed so the in person figures will not increase.																												
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Q4	161,232	206,000																														

Corporate Objective - 7. Keeping the district safe


Key Performance Indicator	Progress (baseline and target data)				Comments	Lead Directorate & Responsible Officer																		
<p>Community Safety Hub added value <i>Measuring the positive disposables concluded by the Community Safety Hub (as set by the Police Activity & Tasking Log and by self-generation from officers).</i> <i>'Positive disposables' - indicates all positive outcomes including support for victims and actions carried out by the team</i></p>	<p>Target = 95%</p>	<p><u>Corrective Action</u></p>		<p><u>Quarter 4 Performance:</u> 17 tasking requests received, 12 of which were in support of EFDC functionality. All requests accepted and actioned. 14 self-generated/intelligence-led actions executed with positive outcomes. This includes 3 stolen vehicles recovered and arrests for serious acquisitive crime and violence offences. The team were also deployed to the multi-force operation in the district to target high-value vehicle thefts. This resulted in 15 arrests, 25 stolen vehicles being recovered and £150k cash seized.</p>	<p>Community and Partnership Services Director</p>																			
	<table border="1"> <thead> <tr> <th>2019/20</th> <th>Actual</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>73%</td> <td>95%</td> <td></td> </tr> <tr> <td>Q2</td> <td>97.4%</td> <td>95%</td> <td></td> </tr> <tr> <td>Q3</td> <td>100%</td> <td>95%</td> <td></td> </tr> <tr> <td>Q4</td> <td>100%</td> <td>95%</td> <td></td> </tr> </tbody> </table>	2019/20	Actual	Target	Status	Q1	73%	95%		Q2	97.4%	95%		Q3	100%	95%		Q4	100%	95%			<p><u>Quarter 3 Performance:</u> 13 tasking requests received 7 of these were in support of EFDC core functions where threats to safety of staff received– all accepted and actioned. 22 self-generated or intelligence led actions carried out all with positive outcomes includes arrests for serious acquisitive crime, weapons, assault and drugs offences 14 stolen vehicles recovered, Class A and B drugs seized. 100% achievement of target</p> <p><u>Quarter 2 Performance</u> 38 operations/tasks completed one incomplete. The caveat on that it was due to lack of EFDC availability of CCTV staff which is why we have 1 failure. Added value completion rate is 97.4% which is on target.</p> <p><u>Quarter 1 Performance</u> 22 activity/tasks undertaken. 16 completed: <ul style="list-style-type: none"> • 2 self generated actions - completed • 2 tasks outstanding with EP *The above is in addition to the patrols performed by the EFDC Community Safety Team officers.</p>	
2019/20	Actual	Target	Status																					
Q1	73%	95%																						
Q2	97.4%	95%																						
Q3	100%	95%																						
Q4	100%	95%																						

Corporate Objective - 08. Keeping the district clean & green

Key Performance Indicator	Progress (baseline and target data)				Comments	Lead Directorate & Responsible Officer
Increase in Recycling An increase in the amount of recycling produced by the District	Target = 57%				<u>Corrective Action</u> Quarter 4 Performance New ECC recording system is now up and running - figures been updated to show correct level of recycling Quarter 3 Performance The increase in recycling is mainly due to reductions in household residual weights Quarter 2 Performance Exceeded target for quarter Quarter 1 Performance This high recycling level is due to the green waste levels during this growing season and will now fall each quarter until the end of the year.	Contracts and Technical Services Director
	2019/20	Actual	Target	Status		
	Q1	64.81%	57%	✔		
	Q2	62.58%	57%	✔		
	Q3	61.04%	57%	✔		
Q4	54.16%	57%	⚠			

Key Performance Indicator	Progress (baseline and target data)				Comments	Lead Directorate & Responsible Officer
Reduction of household waste A reduction in the amount of household waste produced on average per household in the District	Target = 410				<u>Corrective Action</u> Quarter 4 Performance General fall in kg per household due to manufacturing changes Quarter 3 Performance Weights are steady but lower than in previous years Quarter 2 Performance Q1 – Improved on target set Quarter 1 Performance Expected level of waste for this quarter	Contracts and Technical Services Director
	2019/20	Actual	Target	Status		
	Q1	89	95	✔		
	Q2	183	196	✔		
	Q3	269	300	✔		
Q4	386	410	✔			

Corporate Objective - 09. Improving the district housing offer

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>To deliver the Council housebuilding programme <i>Building or acquiring new affordable properties in the District</i></p> <p>Phase 1 – Complete</p> <p>Phase 2 - Due to the gas connection issue at Churchill Court the contract completion of the final 6 units has been delayed to January 2020.</p> <p>Phase 3 - Works at Queens Road are progressing and completion is anticipated August 2020 - all other sites are completed</p> <p>Phase 4 – Tenders for the first 5 sites have been approved at the December CHB Cabinet meeting and a start on site is anticipated in February following signing of the contracts with completion anticipated 52 weeks thereafter.</p>	<p>RAG <u>Corrective Action</u></p> <p> <i>Phase 3 – Awaiting change to the current COVID 19 government guidelines.</i></p> <p><i>Phase 4 – Awaiting change to the current COVID 19 government guidelines.</i></p>	<p><u>Quarter 4 Performance:</u> Phase 2 – Burton Road, Loughton. All now complete and handed over</p> <p>Phase 3 - the final development making up Phase 3 at Queens Road, North Weald will be delayed due to a delay with Water Service Connection provider and the current CORVID 19 government guidelines. It is therefore currently anticipated Practical Completion will be c November 2020.</p> <p>Phase 4 – 4.1 sites - Chequers Road (A), Bushfields, Chester Road, Queensway and Millfield - Contracts have been signed and the Principal Contractor TSG has taken possession of the sites. However due to recent the current CORVID 19 government guidelines a start of site date has been delayed and provisionally agreed as the 1st July 2020 however this may be subject to change. Site completion anticipated 52 weeks from commencement on site.</p> <p>Phase 4 – 4.2 sites Hornbeam Close (B), Hornbeam House, Bourne House, Etheridge Road, Denny Avenue, Beechfield Walk, Kirby Close – tenders have been received and are currently being analysed for reporting purposes to CHBCC in July 2020</p> <p><u>Quarter 3 Performance:</u> Phase 2 – Burton Road, Loughton. All complete and handed over with the exception of 6 remaining units in Churchill Court due to a gas connection issue. Awaiting confirmation but completion is currently anticipated January 2020.</p> <p>Phase 3 - the final development making up Phase 3 at Queens Road, North Weald remains on target to be completed by August 2020.</p> <p>Phase 4 - Tenders for the first 5 sites have been received and are</p>	<p>Housing and Property Service Director</p>

awaiting approval by the CHBCC 19TH December 2019. Chequers Road (A), Bushfields, Chester Road, Queensway and Millfield.

Quarter 2 Performance:

Phase 2 – Burton Road, Loughton. Davies court was handed over on 4th September and Churchill Court is on target to be handed over by the end of September 2019.

Phase 3 - the final development making up Phase 3 at Queens Road, North Weald remains on target to be completed by September 2020. Phases 4,5 & 6 - Tenders for Package 4 (4 x sites in Loughton and Buckhurst Hill) were sent out to all contractors on the Framework Alliance at the end of August. These are due back later in early October. Once evaluated, tenders will be reported to the next Council House-building Cabinet Committee. In the meantime, works have started on each of the sites to make them secure, remove roofs and doors, and in some cases demolish the garage structures, so that the planning approval is secured and enable the Development Team to gather ground contamination information as part of the pre-construction phase.


Quarter 1 Performance

Phase 2 - due to the fire at Churchill Court contract completion has been delayed to September 2019. An extension of time claim from the contractor has been applied for but is yet to be determined.

Phase 3 - works at Queens Road are progressing as per programme and it is hoped that some time can be shaved off the works programme.

Phase 4,5 and 6 - Delays in receiving the results of the soil investigation have led to the design programme being a little behind schedule (particularly in relation to foundation and underground services). This has meant that the tender issue has been delayed until the end of July 2019

Corporate Objective - 10. Planning development priorities & 11. Ensuring infrastructure supports growth

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>Local plan programme: Programme</p> <p>Programme milestones:</p> <p>Quarter 1 Examination hearings taken place and concluded in June 2019</p> <p>Quarter 2</p> <ul style="list-style-type: none"> The Inspector's advice was issued on 2 August 2019 and requires further work to be undertaken in order to agree the Main Modifications to the Plan. This is currently being scoped and agreed but will delay the consultation on main modifications. The timetable for the work has still to be agreed with the Inspector. Depending on above, go out to main modifications consultation in September. Once the timetable for the further work is agreed it will be possible to agree a new timescale and revise the current Local Development Scheme <p>Likely need to revise the current Local Development Scheme</p> <p>Quarter 3 Final report from the Inspector Final report from the Inspector is likely to be in 2020/21</p> <p>Quarter 4 Minor modifications likely to be in 2020/21 Local Plan Adoption likely to be in 2020/21</p>	<p>RAG <u>Corrective Action</u></p> <p> Timetable for the completion of the updated Habitat Regulation Assessment (HRA) and Sustainability Appraisal of the proposed Main Modifications to the Plan as been agreed with the Planning Inspector. The revised timetable for the main modifications, consultations and final adoption of the Local Plan is set out in a high-level programme (ED104A) which is on the Local Plan Examination pages of the Council's Website.</p>	<p><u>Quarter 4 Performance:</u> Following receipt of the Inspector's advice on 2 August 2019, the Council wrote back to the Inspector on 11 October 2019 setting out the further work to be undertaken to support an updated Habitats Regulation Assessment. This set out a timetable for the completion of the updated Habitat Regulation Assessment (HRA) and Sustainability Appraisal of the proposed Main Modifications to the Plan. The methodology for this work has now been finalised and is available on the Council's website as ED105. An update to the Inspector was provided on 21 January 2020 (ED104) together with a high level programme (ED104A) which programmed Main Modifications consultation from mid July 2020. In the light of Covid 19 and some issues in relation to sites which have still to be resolved, the Council is undertaking a further review of the timeline and will be providing a further update to the Inspector shortly. The final report from the Inspector and Adoption is still likely to be in late 2020 early 2021.</p> <p><u>Quarter 3 Performance</u> Following receipt of the Inspector's advice on 2 August 2019, the Council wrote back to the Inspector on 11 October 2019 setting out the further work to be undertaken to support an updated Habitats Regulation Assessment. This sets out a timetable for the completion of the updated Habitat Regulation Assessment (HRA) and Sustainability Appraisal of the proposed Main Modifications to the Plan which is scheduled to be completed by Mid May 2020 with consultation on the Main Modifications from mid June 2020. The Council has recently provided an update on progress to the Inspector and a final methodology for the HRA is expected to be established in early 2020 to enable the Council to undertake the transport modelling and then air quality modelling of various alternative scenarios in accordance with the methodology discussed with Natural England.</p>	<p>Planning Services Director</p>


Quarter 2 Performance:

The Local Plan examination hearings took longer than expected. As a result of the Inspector's advice further work is required to support an updated Habitats Regulation Assessment. This means that the Inspectors report will not be received by July 2019 (as set out in the Local Development November 2018) which will have a knock on impact on the timescale for adoption of the Plan. No new timetable has yet been agreed – this is the subject of discussion with consultants and will need to be agreed with the Inspector


Quarter 1 Performance:

The Local Plan examination hearings took longer than expected. It is unlikely that we will receive the Inspector's Report by July 2019 (as set out in the Local Development November 2018) which will have a knock on impact on the timescale for adoption of the Plan. We will, however, receive interim findings from the Inspector by mid-July


Corporate Objective - 12. Supporting business enterprise & attracting investment

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>St Johns Road Programme <i>A new development to provide a range of leisure & housing to residents & visitors to the District</i></p>	<p>RAG <u>Corrective Action</u></p> 	<p><u>Quarter 4 Performance</u></p> <ul style="list-style-type: none"> • Epping Sites Strategy agreed with Qualis Commercial Ltd and EFDC Planning Authority • Planning Performance Agreement signed. • First Quality Review Panel Meeting held. • Full development appraisals for St Johns and all Epping sites completed. <p><u>Quarter 3 Performance:</u> The development brief as prepared by WYG has been completed and the conclusions will be presented to Cabinet on 6th January.</p> <p><u>Quarter 2 Performance</u> At a recent Cabinet workshop Members were presented with a number of options. Their recommendations will be presented to a Quality Review Panel on 4th October. We are still on track for the December deadline.</p> <p><u>Quarter 1 Performance</u> Project management consultant appointed & working towards completion of Work Stage 1 resulting in a presentation to Cabinet on 5th December. Programme Board established and meeting monthly</p>	<p>Commercial and Regulatory Services Director</p>

Corporate Objective - 13. People develop skills to maximise their potential & 14. Promoting retail, tourism & the visitor economy

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>Growth/Skills/Employment Programme <i>A range of projects to provide a strategic approach to develop the economic & social well-being of the District</i></p> <p>Quarter 3</p> <ul style="list-style-type: none"> • Consultation on Nurturing growth Economic Strategy Document • Resources Report to Cabinet Dec 5th <p>Quarter 4</p> <ul style="list-style-type: none"> • Production of Economic Development Delivery Plan 	<p>RAG <u>Corrective Action</u></p> <p> To be presented at rescheduled Cabinet and delivery plan to be created with prioritisation of Covid-19 response plan actions.</p>	<p><u>Quarter 4 Performance:</u> Final revised strategy was to be presented for approval to March Cabinet which was postponed. It will be presented to the next meeting.</p> <p><u>Quarter 3 Performance:</u> The consultation on the strategy completed on the 16th and included presentations to the Chairman’s annual business networking event, the annual tourism conference and economic stakeholder conference attended by 60 local partners. Revisions to the strategy are underway with report to Cabinet being prepared for early in the new year.</p> <p><u>Quarter 2 Performance</u> An initial Economic Strategy Document, along with initial public feedback, was reviewed by Leadership Team, the Economic Board and Cabinet and a decision made to extend the consultation period until 16th December 2019. A revised Strategy Document has been produced incorporating changes requested by members and reflecting the initial comments from the public. This document is just completing the sign-off phase. 250 hard copies of the new Economic Strategy Document will be produced with an online version made available via the Council website. An awareness and distribution campaign will include mail-outs and a social media campaign via the Council’s PR department. A Stakeholder Conference is being organised at Theydon Bois Village Hall on 13th November which will include speakers on the key themes of the strategy followed by workshops generating further feedback.</p> <p><u>Quarter 1 Performance</u> The key elements of the growth skills and employment programme are contained within the draft economic strategy 'Nurturing Growth', which is currently being reviewed by Members</p>	<p>Community and Partnership Services Director</p>

Corporate Objective - 15. Enhancing skills & flexibility of our workforce

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>People Strategy Programme <i>A range of projects to improve the design & development of the Councils workforce to meet future needs & support the corporate direction of the Council</i></p> <p>Quarter 2</p> <ul style="list-style-type: none"> • Common Operating Model (COM) Finalise structure costings • Development Programmes agreed by Leadership Team • iTrent -Develop and build the Recruitment module • Recruitment Strategy-Project implementation plan completed • Wellbeing Strategy – Finalise Action Plan, review progress and identify actions • Apprentices Appoint cohort 4 and start Higher Level Apprentices (5) • Job families – Consult with TU's • Pay & benefits project – complete closure report <p>Quarter 3</p> <ul style="list-style-type: none"> • COM - Finish Service & Team Manager recruitment and Start implementing structures • Start Management Programmes • Pilot recruitment module • Amend recruitment policy • Mental health first aiders recruited in house and trained 	<p>RAG <u>Corrective Action</u></p> <p> To review Q4 milestones and People strategy in line with Covid-19 prioritisation</p>	<p><u>Quarter 4 Performance</u> <u>Milestones update:</u></p> <ul style="list-style-type: none"> • Finish implementing structures – this has been put on hold due to Coronavirus • Start Staff Programmes and evaluation of stage 1 – not started • Launch the recruitment module - stopped • Implement new Recruitment Policy and new process and review end March 2020 - stopped • Review wellbeing progress and achievements - stopped • Review Apprentice Levy usage - stopped <p><u>Quarter 3 Performance:</u></p> <ul style="list-style-type: none"> • Service Manager recruitment finished. Team Manager recruitment has not finalised - Amber • Development Programmes – Service and Team Manager training continues to be delivered - Green • Pilot recruitment module deferred to Q1 2020/21 – Amber • Recruitment Policy – new Project Plan developed to start in Q1 2020/21 – Amber • Mental Health First Aiders – Health and Safety Officer trained. Recruit and train staff deferred to Q1. Amber • Workplace Health Champions – completed Green • Job Families agreed with the Trade Unions. Training deferred to Q1 2020/21 - Amber • Apprentices have passed probation - Green • Wellbeing action plan completed – Green <p><u>Quarter 2 Performance:</u></p> <ul style="list-style-type: none"> • COM – costings completed • L1 TM Training identified (HR/Finance/ Budgets/Emp 	<p>Business Services Service Director</p>

- Workplace health champions up and running
- Implement job families

Quarter 4

- Finish implementing structures
- Start TNA Training Needs Analysis
- Launch the recruitment module
- Implement new Recruitment Policy and new process and review end March 2020
- Review wellbeing progress and achievements
- Review Apprentice Levy usage


Law/Performance Management & Coaching/Procurement & Contract Management) Booked for Q3.

- iTrent recruitment module is progressing with work on the web pages skinning to be completed with consultant help on HTML.
- Wellbeing Action Plan to be finalised
- Apprentice Prog on target; 10 new apprentices and 5 HL apprentices appointed 2/9/19.
- Job Families – Consultation started and formal period closed. Further discussions may take place
- Pay and benefits employee consultation concluded, with implementation due 1st October 2019


Quarter 1 Performance:


- COM - Team Managers roles are being recruited
- Pay, Benefits & JE review - Collective Agreement agreed with Trade Unions, implementation date 1 Oct 19. To consult on job families
- Staff development to run in parallel with COM timetable.
- Recruitment Strategy complete, finalising the action plan
- Development of iTrent - the programme of module implementation is ongoing

Corporate Objective - 16. Improving performance through innovation & new technology

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>Digital Enablement Programme <i>A range of projects to improve the design & development of the Councils technology to meet future needs & support the corporate direction of the Council</i></p> <p>Quarter 4 milestones: ICT Team restructure consultation ICT Strategy revised</p>	<p>RAG  <u>Corrective Action</u></p> <p>IT strategy going to delayed cabinet and IT consultation to be reviewed as part of priority review and plan in response to Covid-19 priorities</p>	<p><u>Quarter 4 Performance</u> The proposed, revised ICT Strategy for 2020-2022 was due to go to March Cabinet, which was postponed slightly. The ICT Team Restructure has been through formal Consultation and the next stage of the process is to recruit to the Team Manager roles. The Executive Team have taken the decision to pause all restructures for a minimum of three months, to focus resources on the work required to take us through this period of Covid-19.</p> <p><u>Quarter 3 Performance</u> The ICT Programme has been under review and the draft content of the revised ICT Strategy is being presented to the Executive Management Team on 13th January 2020, with the intention to present to Cabinet in March. The revised ICT Strategy will include how ICT will support each programme within the Corporate Plan and will also incorporate the items within the MHCLG Local Digital Declaration that EFDC recently signed up to. The ICT Team restructure consultation is due to start towards the end of January 2020, with a new structure that will support the delivery of the ICT Strategy and the Corporate Plan.</p> <p><u>Quarter 2 Performance</u> The ICT Programme is currently under review, following on from Consultants (Itica) being commissioned on various ICT assignments. Itica have met with all Directors and Service Managers to understand what the business and customer needs are, whilst reviewing the capability of ICT to deliver on those requirements. Whilst the review is ongoing, the team are focusing on supporting the Accommodation Review and the role out of Office 365. Q3/Q4 milestones will also be updated following the outcome of the review</p> <p><u>Quarter 1 Performance:</u> The overall Project Manager for the ICT Programme is leaving. All tasks have been assigned to a member of staff to continue work tasks. ICT Strategy Action Plan has been reviewed and redundant projects will be removed from Pentana and the overall Strategy reviewed. All remaining actions are on track.</p>	<p>Business Services Service Director</p>

Corporate Objective - 17. Efficient use of our financial resources, buildings & assets

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer
Meet the saving target identified in Medium Term Financial Strategy <i>Ensuring the financial stability of the Council</i>	Target =£870,000.00 Value= £1,100,000.00 	<u>Corrective Action</u> <u>Quarter 4 Performance:</u> Staff savings following establishment review	Business Services Service Director

Programme	Progress	Comments	Lead Directorate & Responsible Officer
Accommodation Strategy: programme A range of projects to improve the design & development of the Councils buildings & assets to meet future needs & support the corporate direction of the Council Accommodation Strategy Programme - Milestones Quarter 4: <ul style="list-style-type: none"> • Ensure protocols around remote working and guiding principals for working agile are rolled out. • Ensure, remote working IT protocols are rolled out • Ensure IT infrastructure can support remote working • Achieve relevant planning and listed approvals • Appoint Consultants • Decant programme to commence as above 	RAG Corrective Action  Progress Q4 milestones in Q1 2020	<u>Quarter 4 Performance</u> <ul style="list-style-type: none"> • Ways of working guidance toolkit including remote working and IT protocols rolled out to all staff. • IT infrastructure has been tested during enforced remote working led by COVID-19. More than 470 users have been working from their homes effectively while ICT continues to monitor and resolve user issues raised. • Listed building consent granted for the architectural design. Roof replacement works and additional entrance to the ground floor café area ongoing. • Decision to retain the existing consultants and progress to next stage agreed including: Architects (Bisset Adams), Quantity Surveyors and Employer's Agent (Gardiner & Theobald) , Mechanical and Electrical Consultants (BWB Consulting) • Decant programme commenced timely but has been put on hold due to enforced remote working. This does not cause an issue for the programme as we will be able to resume with a decant of more teams immediately before refurb works start • Ensure IT/AV design is signed off – Delayed: PM appointed who will 	Interm Housing Service Director

- Ensure IT/AV design is signed off
- Ensure Furniture Fixtures & Fittings FFE are signed off

engagement with framework suppliers to support development of an AV concept design. Potentially the critical path for the programme, this activity has appropriate attention to proceed at pace

- Ensure Furniture Fixtures & Fittings FFE are signed off – Delayed: Requirements gathering is still underway and suppliers engaged to develop concept design options for decision.

Quarter 3 Performance:

- Further work on refurbishment designs which were costed by the cost consultant and included some internal changes to create a more open plan and agile, collaborative working space has now been completed and as of 11th November has gone in for planning and listed consent. 8 weeks period with decision first week in January 2020.
- Decant Strategy to minimise risk to operational BAU has been completed and will commence January through to May but has dependencies of IT and HR.
- Full ICT survey to establish requirements for the refurbishment of the Civic Offices - outstanding
- ongoing initial discussions with interested partners (Library, CAB, NHS) to occupy some elements of the building - on target
- A communications group with staff has been initiated in December with good turn out, calendar and dates for 2020.
- Cabinet report on the detailed options - took place Dec 2019 awaiting feedback.

Quarter 2 Performance:

- Further work on refurbishment designs which are now being costed by the cost consultant and include some internal changes to create a more open plan and agile, collaborative working space.
- Decant Strategy being worked through to minimise risk to operational BAU
- Full ICT survey to establish requirements for the refurbishment of the Civic Offices.
- Initial discussions with interested partners (Library, CAB, NHS) to

occupy some elements of the building.

- Set up of a communications group with staff.
- Further cabinet report on the detailed options going forward.

Quarter 1 Performance:

- Created initial furniture and capacity design for 2nd Floor Civic Centre
- Engaged with Historic England to establish and refresh existing relationship and agree next steps
- Engaged with Bisset Adams – M&E consultant - to establish and refresh existing relationship and agree next steps
- Compiled and released tender document for Civic Centre Café
- Reviewed AV options for Council Chamber

Corporate Objective - 18. Robust local democracy

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer
Maintain number of eligible voters <i>Maintaining the number of residents eligible to vote in the District</i>	Target = 98.6% <u>Corrective Action</u>	<u>Quarter 4 Performance:</u> Unable to access at current time. Figure is expected to be lower than last year because we were rather busy with the General Election to be able to carry out our last register checks before publication in December.	Customer Services Director

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SCRUTINY



Report to Overview and Scrutiny Committee

Date of meeting: 16 July 2020

Portfolio: Contracts and Technical Services - Councillor N Avey.

Subject: Waste Management Task and Finish Panel Review

Responsible Officer: James Warwick (01992 564350)

Democratic Services: Gary Woodhall (01992 564470)

Recommendations/Decisions Required:

(1) That the Overview and Scrutiny Committee approve the following Waste Management Task and Finish Panel recommendations:

- (a) that the proposal for a third wheelie bin to replace clear recycling sacks be reviewed as part of the appraisal options for the extension or re-tender of the waste management contract;**
- (b) that the Officers continue to discuss the future collection of food and garden waste in separate containers with Biffa. Officers will keep informed of further Government guidance to help inform a decision on the future collection of garden and food waste separately. Any future changes to service delivery will be presented to Cabinet for approval;**
- (c) that Officers assess the option of not collecting garden waste in certain months of the year once the Government had conducted further consultation and determined whether the collection of food and garden waste must be done separately;**
- (d) that, through the Waste Management Partnership Board, Officers will keep informed of any changes to the recycling market, and of any financial implications to the waste collection contract;**
- (e) that further work on the street cleansing schedule be done to monitor and measure the impact. It is also recommended that any changes to the street cleansing schedule would need to be approved by Cabinet before being implemented;**
- (f) that high street bins be replaced with a new style bin that allows for the segregation of waste and recycling materials; and**
- (g) that Officers keep Members informed of any potential changes and impact on service delivery as a result of the Environment Bill and any new legislation that Government introduce as a result of Government's Resource and Waste Strategy consultations.**

Report:

1. At its meeting on 4 June 2019, the Overview and Scrutiny Committee agreed the establishment of a new Task and Finish Panel to support the forthcoming review of the Council's waste and recycling service. The Panel agreed the following terms of reference for the panel to review:

- (a) the possibility of exploring the introduction of a third wheelie bin to replace the current clear recycling sacks for the collection of dry recycling materials;
- (b) the future collection of food and garden waste in separate containers and the option of charging for the collection of garden waste;
- (c) the possibility of not collecting garden waste in certain months of the year when demand is low;
- (d) the pressure on the waste collection contract due to the issues around the sale of recycling materials after processing;
- (e) a review of street cleansing arrangements with a view to achieve improvements in cleansing standards;
- (f) improvements in the provision of waste and recycling containers and cleansing operations on the high street, including the segregation of recycling materials; and
- (g) other relevant matters related to the review of the Council's waste and recycling service.

2. The Panel agreed to take a vote on having a third wheelie bin in principle, subject to the caveat for a viable financial and environmental business case. The result of the vote was that a majority of the members were against this proposal. It was recommended that the proposal for a third wheelie bin be reviewed later, closer to the end of the contract with Biffa, which was agreed.

3. The Council had always had a garden waste collection - both as free and chargeable services. However, a considerable element in residual bins was food waste and this had been verified over the past decade by ECC officers' analysis of waste disposal data. However, the Government might make food collections compulsory. Epping Forest District Council, Rochford District Council and Basildon Council attended a meeting in January with Essex County Council (ECC) to discuss the segregation of food and garden waste. On 10 February 2020 Defra said it will "work closely" with local authorities to fulfil the government's commitment to roll out separate household food waste collection across England by 2023. Defra says it will create a framework to help identify where extra support is needed for Local Authorities. It is understood that the Government's consultation on segregation of food and garden waste would not likely to take place until September 2020. The Task and Finish Panel recommend that the Officers continue to discuss the issue with Biffa and keep informed of further Government guidance to help inform a decision on the future collection of garden and food waste separately. Any future changes to service delivery will be presented to Cabinet for approval.

4. The possibility of not collecting garden waste in certain months of the year when demand is low can only be achieved if food and garden waste was collected separately. The Panel recommend to re-visit this once Government had conducted further consultation and determined whether the collection of food and garden waste must be done separately.

5. There was pressure on the Council's waste collection contract with the loss of the China market for recycled materials, unless contamination was under five per cent. The Council had agreed to make additional payments to Biffa to help improve the quality of the recycled material and its sale thereafter. However, this had been compounded by the lack of

infrastructure and manufacturing in the UK to use recycled materials. Consequently, this had led to a surplus of recycling material owing to the lack of market availability. A downward trend in this market would put further pressure on the waste contract. The Task and Finish Panel recommend being kept informed throughout the duration of the task and finish panel of any changes to the recycling market, and of any financial implications to the waste collection contract.

6. The Task and Finish Panel agreed to a pilot project to achieve improvements in street cleansing standards. The pilot project ran from November 2019 to January 2020 to see the feasibility of moving some residential roads from their current two-weekly cleanse to a three-weekly cleanse. This would allow the capacity created in the current street cleansing service to undertake additional cleansing on some of the main through roads in the District to reduce the level and perception of litter.

7. There were no issues with the new street cleansing arrangements and the level of complaints have stayed below the average with 4 complaints. Upon inspection of roads in the pilot there has been no decrease in the overall street scene whereas the additional roads cleansed have reduced the amount of time litter that has stayed in situ. It has led to an additional 2.86 tons of waste collected earlier than if the scheduled cleanse did not change. The amount of waste in pilot roads that had to wait would be under 0.5 of a ton.

8. The new street cleansing arrangements meant that litter on through roads has been reduced. This has a positive visual effect as streets are cleaner and seen to be cleaner. This reallocation of resources has not led to any increased costs to service delivery. The change from 2 weeks to every 3 weeks and reuse of resources per year to create the litter pick through routes will lead to service delivery improvements.

9. The changes will also lead to a reorganisation of how streets are cleaned, there will be a condensed form of cleansing with either larger crews or existing crews all working in one area. This will increase the level of supervision and onsite training to ensure standards are maintained and less downtime travelling from one site to another. The Task and Finish Panel noted the results of the street cleansing pilot and recommend that further work is done to monitor and measure the impact. It is also recommended that any changes to the street cleansing schedule would need to be approved by Cabinet before being implemented.

10. In order to improve the provision of waste and recycling containers and cleansing operations on the high street, including the segregation of recycling materials the Task and Finish Panel recommend that high street bins are replaced with a new style bin that allows for the segregation of waste and recycling materials. The Panel recommend Officers produce a programme of replacing and installing new style litter bin in selected locations throughout the District. The replacement litter bin programme will be accompanied by community litter picks, working with Town and Parish Councils and local communities. A campaign will be developed with positive recycling messages and encouraging residents to take pride in their community. The Panel also recommend that one style of bin may not be appropriate in all areas of the District. In this case, Officers will liaise with Members.

11. The Task and Finish Panel received updates on the Government's Resource and Waste Strategy consultations which aimed to make the country a world leader in resource efficiency and waste reduction. There had been four consultations on reforming the UK packaging producer responsibility system, a plastic packaging tax, a deposit return scheme for drink containers, and consistency in household and business recycling. The Environment Bill was introduced into parliament on 15 October 2019. It was re-introduced to parliament following a general election on 30 January 2020. The Environment Bill 2020 sets out how the Government plan to protect and improve the natural environment in the UK. The Government was also planning further waste strategy consultations during 2020 that would lead to new legislation being adopted. This would impact on local authorities by 2023. The Panel agreed that Officers would keep Members informed of any potential changes and impact on service delivery.

Reason for decision:

The recommendations are a result of the terms of reference identified by the Overview and Scrutiny Committee on 4 June 2019.

Other options considered and rejected:

None.

Consultation undertaken:

The result of four Government consultations on the resource and waste strategy as part of the Environment Bill were published during the task and finish panel programme. Government's Resource and Waste Strategy consultations aimed to make the country a world leader in resource efficiency and waste reduction. There had been four consultations on reforming the UK packaging producer responsibility system, a plastic packaging tax, a deposit return scheme for drink containers, and consistency in household and business recycling. The Environment Bill 2019-20 had received its first reading in the House of Commons. The Government was also planning further waste strategy consultations during 2020 that would lead to new legislation being adopted.

Resource implications:

The introduction of a third wheelie bin would have budgetary implications and a detailed business case with full cost implications would need to be developed if Members recommend pursuing the option of a third wheelie bin.

The segregation of food and garden waste collection would also have resource implications that would need to be assessed and discussed in detail with Biffa.

The street cleansing schedule and introduction of waste and recycling bins will be done through existing resources and budget.

The Panel's recommendations are all covered through existing budgets**Legal and Governance Implications:**

The Council's Constitution sets out rules for the management of its Overview and Scrutiny responsibilities.

Any changes to the collection arrangements or types of materials collected would require a formal contract variation with the Council's waste management contractor Biffa Municipal Limited.

Safer, Cleaner, Greener Implications:

The proposals listed in the report will have a positive impact on the street scene in the District.

There are no adverse implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the District.

Background Papers:

Overview and Scrutiny Committee decision on the formation of this Task and Finish Panel.

Risk Management:

The Council's Constitution (Article 6) sets out rules for the management of its Overview and Scrutiny responsibilities.

Equality:

There are no equality implications arising from the recommendations of this report.

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Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
 - Factsheet 1: Equality Profile of the Epping Forest District
 - Factsheet 2: Sources of information about equality protected characteristics
 - Factsheet 3: Glossary of equality related terms
 - Factsheet 4: Common misunderstandings about the Equality Duty
 - Factsheet 5: Frequently asked questions
 - Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details

Your function, service area and team: Waste Management Task and Finish Panel

If you are submitting this EqlA on behalf of another function, service area or team, specify the originating function, service area or team: No

Title of policy or decision: Update report on waste management contract performance

Officer completing the EqlA: Tel: 4350 Email: jwarwick@eppingforestdc.gov.uk

Date of completing the assessment: 06/03/2020

Section 2: Policy to be analysed

2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? No
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>Overview and Scrutiny Committee appointed Task and Finish Panel to look at:</p> <ul style="list-style-type: none">(a) the possibility of exploring the introduction of a third wheelie bin to replace the current clear recycling sacks for the collection of dry recycling materials;(b) the future collection of food and garden waste in separate containers and the option of charging for the collection of garden waste;(c) the possibility of not collecting garden waste in certain months of the year when demand is low;(d) the pressure on the waste collection contract due to the issues around the sale of recycling materials after processing;(e) a review of street cleansing arrangements with a view to achieve improvements in cleansing standards;(f) improvements in the provision of waste and recycling containers and cleansing operations on the high street, including the segregation of recycling materials; and(g) other relevant matters related to the review of the Council's waste and recycling service. <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <p>Review of the Council's waste and recycling service.</p>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none">• service users

	<ul style="list-style-type: none"> • employees • the wider community or groups of people, particularly where there are areas of known inequalities? <p>No</p> <p>Will the policy or decision influence how organisations operate?</p> <p>No</p>
2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>No</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?</p> <p>No</p>

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>What does the information tell you about those groups identified?</p> <p>The current contract serves all residents of the District and all residents can access EFDC's waste collection service</p>
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>No consultation required</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:</p> <p>N/A</p>

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	Neutral This service is for all residents regardless of age.	L
Disability	Neutral The service is for all residents and assisted collections can be arranged	L
Gender	Neutral The service is available to all residents.	L
Gender reassignment	Neutral The service is available to all residents.	L
Marriage/civil partnership	Neutral The service is available to all residents.	L
Pregnancy/maternity	Neutral The service is available to all residents.	L
Race	Neutral The service is available to all residents.	L
Religion/belief	Neutral The service is available to all residents.	L
Sexual orientation	Neutral The service is available to all residents.	L

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No	
			If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: QASIM DURRANI

Date: 26/11/19

Signature of person completing the EqIA: JAMES WARWICK

Date: 26/11/19

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.



**Epping Forest
District Council**

THE KEY DECISION LIST

INCLUDING PROPOSED PRIVATE DECISIONS

(01 July 2020)

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:

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- (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 2019/20

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 2019/20

Chris Whitbread	Leader of the Council
John Philip	Finance & Economic Development
Aniket Patel	Commercial & Regulatory Services
Sam Kane	Customer & Corporate Support Services
Nigel Bedford	Planning & Sustainability
Holly Whitbread	Housing & Community
Nigel Avey	Environmental & Technical Services

Contact Officer

Adrian Hendry
Democratic Services Officer

Tel: 01992 564246
Email: ahendry@eppingforestdc.gov.uk

WORK PROGRAMME - 1 JULY 2020 TO 31 OCTOBER 2020

PORTFOLIO - LEADER

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
LGA Peer review - Position Statement	Draft Position Statement for the LGA Peer review.	No	20 April 2021	Cabinet		Georgina Blakemore 01992 56 4233	
Peoples Strategy - Ongoing	To establish the Council's new Common Operating Model as part of the People Strategy. To consider further details for the next stage of the Common Operating Model.	Yes		Cabinet		Georgina Blakemore 01992 564233	PID P170 - Peoples Strategy Common Operating Model - Management Structure
Epping Sites, St John's Road and Roundhills - Ongoing	To proceed with the new Leisure Centre in Partnership with Places Leisure and to seek expressions of interest for the Cinema. Ongoing Reporting. Item to be taken to an informal workshop to discuss.	Yes				Georgina Blakemore 01992 564233	
Qualis Monitoring - Ongoing Quarterly	Financial reporting plan update to include Pyrles Lane.	Yes	17 September 2020	Cabinet		Georgina Blakemore 01992 564233	

WORK PROGRAMME - 1 JULY 2020 TO 31 OCTOBER 2020

PORTFOLIO - PLANNING AND SUSTAINABILITY

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Mitigation Strategy for Epping Forest SAC		Yes	20 July 2020	Cabinet		Alison Blom-Cooper 01992 564066	
Implementation of the Local Plan	Quarterly update report on progress.	Yes	20 July 2020	Cabinet		Alison Blom-Cooper 01992 564066	

WORK PROGRAMME - 1 JULY 2020 TO 31 OCTOBER 2020**PORTFOLIO - FINANCE AND ECONOMIC DEVELOPMENT**

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Finance Paper	What Covid-19 has done to the authority and the workforce.	No	20 July 2020	Cabinet		Andrew Small 01992 564278	

WORK PROGRAMME - 1 JULY 2020 TO 31 OCTOBER 2020

PORTFOLIO - ENVIRONMENTAL AND TECHNICAL SERVICES

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Strategic Review of Waste Management	Review of the Waste and Recycling service and the end of first ten year term of Biffa Contract in 2024.	Yes	3 December 2020	Cabinet		James Warwick 01992 564350	
Charging for EIR	To consider charging for Environmental Information Regulation requests.	Yes	19 October 2020	Cabinet		Mandy Thompson 01992 564705	
Procurement Strategy	The Procurement Strategy sets out the Council's procurement objectives and principles and describes the contribution that effective procurement will make to the achievement of Epping Forest District Council's vision and corporate priorities.	Yes	19 October 2020	Cabinet		Shane McNamara 01992 56 4331	
Contract Variation with Places Leisure	To progress contract variation with Places Leisure to address the change in direction from what was tendered for, to include provision of a new leisure centre in Epping instead of North Weald.	Yes	3 December 2020	Cabinet		James Warwick 01992 564350	

WORK PROGRAMME - 1 JULY 2020 TO 31 OCTOBER 2020

PORTFOLIO - HOUSING AND COMMUNITY

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Sheltered Housing Assets	For the Place Select Committee to consider the recommendations arising from the review of Older People's housing provision and agree resulting action to ensure appropriate future provision that meets the needs of the District's ageing population.	Yes	9 July 2020	Stronger Place Select Committee		Jennifer Gould 01992 564073	
Acceptance of Tender - Contract 690 & 790 - Inspection, Maintenance Improvements of Void Properties 2020-25	In order to undertake inspections, maintenance and improvements to void council owned properties.	Yes	20 July 2020	Cabinet		Haydn Thorpe 01992 56 4162	
Council Housing Building Update	Update on current house building programme.	No		Council Housebuilding Cabinet Committee		Deborah Fenton 01992 56 4221	
Custom House Building Policy	New policy on Self-build. EFDC currently hold a waiting list of people who wish to self-build. Policy is a legislative requirement.	No	20 July 2020	Cabinet		Deborah Fenton 01992 56 4221	
Recommendations on Policy for flexible service charges	New policy on our collection of service charges.	Yes	17 September 2020	Cabinet		Deborah Fenton 01992 56 4221	

Recommendations of Framework for construction of CHB	Review of the current framework arrangements and agree recommendations.	Yes	8 September 2020	Council Housebuilding Cabinet Committee		Deborah Fenton 01992 56 4221	
Options for disposal of RTB Receipts	Recommendations for the disposal of right to buy receipts.	Yes	8 September 2020	Council Housebuilding Cabinet Committee		Deborah Fenton 01992 56 4221	
Initial Feasibility on Providing Community Facilities and Residential Accommodation at St John's Church	Provides information on the desk top feasibility study at St John's Church and asks for recommendation to move to the full feasibility stage.	Yes	23 April 2020	Cabinet		Deborah Fenton 01992 56 4221	

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
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				Sacha Jevans 01992 56 4229	
Qualis	Transfer of Grounds Maintenance and Fleet Operations Service from EFDC to Qualis.	Yes	17 September 2020	Cabinet		Qasim Durrani 01992 564055	

Overview and Scrutiny Committee Work Programme 2020/21

Chairman: Councillor M. Sartin

#	ITEM	REPORT DEADLINE	PROGRESS/COMMENTS
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.	Group Company Structure	Ongoing. Added to work programme by Agenda Planning Group (29-Oct-19).	To review progress regarding the establishment and operation of the Council's Group Company Structure at each meeting of the Committee.
3.	Accommodation Strategy	Ongoing. Added to work programme by Agenda Planning Group (29-Oct-19).	To review progress regarding the implementation of the Council's Accommodation Strategy at each meeting of the Committee.
4.	People Strategy	Ongoing. Added to work programme by Agenda Planning Group (29-Oct-19).	To review progress regarding the implementation of the Council's People Strategy at each meeting of the Committee.
5.	Covid-19 Response & Recovery	Ongoing. Added to Work Programme by OSC 22-Jun-20	To review progress of the Covid-19 Response and Recovery Plan.

6.	Overview and Scrutiny Work Programme 2020/21	22 June 2019	To agree the work programmes for the Overview and Scrutiny Committee and each of the select committees for 2020/21. (First meeting of each municipal year)
7.	Select Committee Memberships	22 June 2020	To consider nominations for membership of and appoint the Chairman & Vice-Chairman for each Select Committee. (First meeting of each municipal year)
8.	Corporate Priorities 2020/21	22 June 2020	Leader of Council to present the Council's corporate priorities for 2020/21 to the Committee. (First meeting of each municipal year)
9.	Customer Services	16 July 2020 (Annual Report)	Service Director (Customer Services) to report on customer service initiatives and performance, including compliments and complaints and call-handling.
10.	Epping Forest Youth Council	16 July 2020	Annual Report from Youth Council on completed and proposed activities. <i>Carried forward from the postponed meeting on 17 March 2020.</i>
11.	Waste Management Task & Finish Panel Review – Final Report	16 July 2020	To consider the options recommended by the Task & Finish Panel for the Waste Management Review. <i>Carried forward from the postponed meeting on 17 March 2020.</i>
12.	Corporate Plan Year 2 – Q4 Performance Review	16 July 2020	To review Q4 performance by exception in relation to the Key Performance Indicators & Work Programmes within the Corporate Plan.

13.	Local High Streets – Viability & Regeneration	16 July 2020 (Carried forward from the Reserve Work Programme for 2018/19)	Proposed Task and Finish Panel agreed by the Committee on 19 November 2019. Terms of Reference and Work Programme for the Task and Finish Panel agreed on 28 January 2020. Original Schedule: <ul style="list-style-type: none"> - 24 February 2020 (meeting held) - 19 March 2020 (meeting postponed) - 15 April 2020 (meeting postponed) - 14 May 2020 (meeting postponed) ⇨ Report back to Overview & Scrutiny in June 2020. To consider whether the Terms of Reference are still relevant following the Covid-19 lockdown, and the future of this Task & Finish Panel.
14.	Local Mental Health Services – Scrutiny of External Organisation	15 October 2020 (Carried forward from Reserve Work Programme for 2018/19)	To review the provision of local mental health services. Scope/focus of scrutiny activity and appropriate lines of questioning to be agreed. Approach made to West Essex Clinical Commissioning Group and Essex Partnership University NHS Foundation Trust. Briefing to be provided to frontline staff on 16 July 2019 by Essex Partnership University NHS Foundation Trust. All members invited to attend briefing. Possibility of further session for members to be investigated. <i>Carried forward from the postponed meeting on 17 March 2020.</i>
15.	Corporate Plan Year 3 – Q1 & Q2 Performance Review	15 October 2020	To review Q1 & Q2 performance by exception in relation to the Key Performance Indicators & Work Programmes within the Corporate Plan.
16.	UK Innovation Corridor – Scrutiny of External Organisation	19 November 2020	Formerly the London – Stansted – Cambridge Consortium. Approach to be made. Scope/focus of scrutiny activity and appropriate lines of questioning to be agreed.

17.	Corporate Plan Year 3 – Q3 Performance Review	2 February 2021	To review Q3 performance by exception in relation to the Key Performance Indicators & Work Programmes within the Corporate Plan.
18.	Epping Forest Youth Council	15 April 2021	Annual Report from the Epping Forest Youth Council on completed and proposed activities.
19.	Corporate Plan Year 3 – Q4 Performance Review	15 April 2020	To review Q4 performance by exception in relation to the Key Performance Indicators & Work Programmes within the Corporate Plan.

RESERVE PROGRAMME ITEMS

ITEM	REPORT DEADLINE/PRIORITY	PROGRESS/COMMENTS
Essex County Council (Children's Services) (Scrutiny of External Organisation)	Carried forward from reserve work programme for 2017/18 and 2018/19.	Recommendation arising from Children's Services Task and Finish Panel requires the Committee to meet with Essex County Council in respect of children's services on an annual basis. The Director of Children's Commissioning attended the meeting in April 2016. To be considered further at a later date. Scope/focus of scrutiny activity and appropriate lines of questioning to be agreed if/when added to ongoing work programme;
Epping Forest Sixth-Form Consortium (Scrutiny of External Organisation)	Carried forward from reserve work programme for 2017/18 and 2018/19. Placed back on Reserve Work Programme by OSC on 22-Jun-20.	(PICK submission) To review the progress of the Sixth Form Consortium established in September 2015. Scope/focus of scrutiny activity and appropriate lines of questioning to be agreed if/when added to ongoing work programme;

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**Stronger Communities Select Committee
Work Programme 2020/21
Chairman: Councillor D Sunger**

No.	Item	Meeting Date	Progress and Comments	Programme of Meetings
1.	Impact of Covid-19 on EFDC's Housing Communities	21 July 2020	Deborah Fenton	21 July 2020 15 September 2020 14 January 2021 30 March 2021
2.	"What are our customers telling us?"	21 July 2020	Quarterly report of customer satisfaction and feedback	
3.	Health and Wellbeing Strategy – To consider outcomes for the district	21 July 2020	Fabrizio Ferrari / Gill Wallis	
4.	Presentation from the Loughton based group GROW Community Garden who help people who are socially isolated	21 July 2020	Organised by Cllr D Wixley	
5.	Universal Credit and its impact on our customers and services	15 September 2020	Initial findings and recommended actions from the officer working group 6 monthly report Rob Pavey	
6.	Customer Service Strategy	15 September 2020 30 March 2021	Update on Key objectives 6 monthly report	

7.	Six-month report on the work of the Council-funded Police Officers	15 September 2020 30 March 2021	Caroline Wiggins	
8.	Digital Inclusion	14 January 2021	Report on project progress and future strategy	
9.	Presentation from the District Police Commander	30 March 2021 - TBC	Annual Report	
10.	Community Safety Partnership annual report and review of the district Strategic Intelligence Assessment	30 March 2021 - TBC	Annual Report	
11.	Data insight led review of customer service outlets	30 March 2021	Report to deferred until the next municipal year. Options and recommendations for short, medium and long-term options	
12.	Service reviews as a result of performance concerns	TBC		
13.	A Group/Organisation to give a presentation on Post Traumatic Stress Disorders and who it affected	TBC	Gill Wallis	

**Stronger Council Select Committee
Work Programme 2019/20
Chairman: Councillor P Bolton**

No.	Item	Deadline	Progress and Comments	Programme of Meetings
1.	Corporate Plan Action Plan (KPI's by exception) – performance scrutiny	Corporate Action Plan KPI's, Q1 Apr, May, Jun – 9 July 2019 meeting Q2 Jul, Aug, Sept - 15 Oct 2019 meeting Q3 Oct, Nov, Dec - 14 Jan 2020 meeting Q4 Jan, Feb, Mar – 14 Apr 2020 meeting Reporting by exception.	Q1 – Completed – 9 July 2019 Q2 – Completed – 15 October 2019 Q3 – Completed – 14 January 2020.	9 July 2019 15 October 2019 14 January 2020 14 April 2020
2.	People Strategy	9 July and 15 October 2019 - Project reporting, issues focussed.	Updated - 9 July 2019 Updated – 15 October 2019 – Members agreed to a work shop event to informally discuss the People Strategy. Business Services Director to arrange for all members in January 2020 . Updated – 14 Jan 2020 – Job families / Members agreed to a work shop event to informally discuss the People Strategy. Business Services Director to arrange for all members 5 March 2020	
3.	Digital Enablement	Prioritisation of Council Technology strategy.	Updated – 14 Jan 2020 -The Technology Strategy was currently being worked on and would be presented to Cabinet in March 2020.	

		Outcome focussed 14 January 2020		
4.	Accommodation	9 July and 15 October 2019 - Project reporting, issues focussed	Updated - 9 July 2019 Updated – 15 Oct 2019 Updated - 14 Jan 2020 Committee requested further detailed information of the accommodation and timescales.	
5.	Financial Issues Paper	9 July 2019 Scrutiny of MTFS 20/21 onwards	15 October 2019 Completed – 14 January 2020	
6.	Draft budget scrutiny	2020/21 budget setting 14 January 2020	Completed – 14 January 2020	
7.	Asset Management Strategy	Council asset strategy (new)	Approved by the Cabinet 13/06/19 and referred to Council 30/07/19 for adoption.	
8.	Review of Polling Places, Polling Districts & Polling Stations	9 July 2019	Completed - 9 July 2019	
9.	Review of Local Elections 2019	15 October 2019	Completed – 15 October 2019.	

**Stronger Place Select Committee
Work Programme 2020/21
Chairman: Cllr R Bassett**

No.	Item	Deadline	Progress and Comments	Programme of Meetings
1.	Covid-19 – Places	July 2020 (ongoing)	To include reference to: (a) Business support – grant (b) Safer spaces (c) General economic measures and support (d) Local economic business recovery	9 July 2020 29 September 2020 12 January 2021 29 March 2021
		September 2020 (tbc)		
2.	North Weald Airfield Masterplan	July 2020 ongoing	Progress / update	
		September 2020 (tbc)		
3.	Local Plan – update	July 2020 (ongoing)	To include: (a) Local Plan progress report including Garden Town and Latton Priory (b) Green Infrastructure consultation update	
		September 2020		
4.	Climate Change	July 2020	(a) Climate Change and Sustainable Travel update including recruitment (b) Update on tree planting initiatives	
5.	Sheltered Housing Review	July 2020	Report and update	
6.	Council Housebuilding programme	July 2020	Provide plan for 2020/21	
7.	Epping Town sites (<i>previously St Johns Road programme</i>)	July 2020	Progress / update	
8.	Service charges review	September 2020	Performance and progress	
9.	Creating Great Places programme	September 2020	Report on programme	
10.	Waste Management Contract	January 2021 (tbc)	Performance and progress update	
11.	Leisure Management Contract	January 2021 (tbc)	Performance and progress update	

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