



# Epping Forest District Council

## **GOVERNANCE SELECT COMMITTEE** **Tuesday, 26th March, 2019**

You are invited to attend the next meeting of **Governance Select Committee**, which will be held at:

**Council Chamber - Civic Offices**  
on **Tuesday, 26th March, 2019**  
at **7.15 pm** .

**Derek Macnab**  
**Acting Chief Executive**

**Democratic Services**  
**Officer**

J Leither  
Tel: (01992) 564756 Email:  
democraticservices@eppingforestdc.gov.uk

### **Members:**

Councillors G Chambers (Chairman), D Dorrell (Vice-Chairman), R Brookes, L Burrows, R Gadsby, L Hughes, S Jones, H Kauffman, M McEwen, M Sartin, J Share-Bernia, H Whitbread, J M Whitehouse and D Wixley

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#### **1. APOLOGIES FOR ABSENCE**

#### **2. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**

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

#### **3. NOTES OF PREVIOUS MEETING**

To agree the notes of the meeting of the Select Committee held on 27 November 2018.

#### **4. DECLARATIONS OF INTEREST**

To declare interests in any items on the agenda.

In considering whether to declare a pecuniary or a non-pecuniary interest under the Code of Conduct, members are asked pay particular attention to paragraph 9 of the Code in addition to the more familiar requirements. This requires the declaration of a non-pecuniary interest in any matter before an overview and scrutiny committee 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 9 does not refer to Cabinet decisions or attendance at an overview and scrutiny meeting purely for the purpose of answering questions or providing information on such a matter.

**5. TERMS OF REFERENCE & WORK PROGRAMME (Pages 3 - 8)**

(Chairman/Lead Officer) The Overview and Scrutiny Committee has agreed the terms of reference of the Select Committee for the current municipal year. These are attached as an appendix to this agenda, along with the ongoing work programme for the Committee and Members are requested to review the terms of reference and progress towards the achievement of the work programme.

**6. CORPORATE PLAN 2018-2023 - PERFORMANCE REPORT Q3 2018/19 (Pages 9 - 22)**

To consider the attached report.

**7. EQUALITY OBJECTIVES 2018-2022 (2018/19) - 6 MONTH REPORT (Pages 23 - 30)**

To consider the attached report.

**8. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE**

To identify any matters to be reported to the next meeting of the Overview and Scrutiny Committee.

**9. FUTURE MEETINGS**

To note that subject to the Overview and Scrutiny Committee select committee framework review, future dates will be advised in due course.

## GOVERNANCE SELECT COMMITTEE

### TERMS OF REFERENCE 2018/19

**Title:** Governance Select Committee

**Status:** Select Committee

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of the services and functions of the Governance Directorate;
2. To develop a programme of work each year, informed by relevant service aims and member priorities, to ensure that the services and functions of the Governance Directorate are appropriate and responsive to the needs of residents, service users and others;
3. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee, the Cabinet or a relevant Portfolio Holder, and to report and make recommendations directly to the Committee, the Cabinet or such Portfolio Holder as appropriate;
4. To consider the effect of Government actions or initiatives on the services and functions of the Governance Directorate and any implications for the Council's residents, service users and others, and to respond to consultation activities as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers, insofar as they relate to the services and functions of the Governance Directorate, to help develop appropriate policy;
7. To undertake performance monitoring in relation to the services and functions of the Governance Directorate, against adopted key performance indicators and identified areas of concern;
8. To identify any matters within the services and functions of the Governance Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee;
9. To recommend the establishment of task and finish panels to the Overview and Scrutiny Committee as necessary, in order to undertake any activity within these terms of reference; and
10. To review relevant projects and associated closure and benefits reports arising from initiatives undertaken as part of the Council's Transformation Programme.

**Chairman:** Councillor G Chambers

## Governance Select Committee (Chairman – Councillor G Chambers)

### Work Programme 2018/19

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
(1) Key Performance Indicators (KPIs) 2017/18 – Outturn	03 July 2018	Governance indicators only	03 July 2018; 23 October; 27 November; 05 February 2019 – cancelled; and 26 March 2019
(2) Key Performance Indicators (KPIs) 2017/18 – Quarterly Performance Monitoring	Q1 – 23 October 2018 Q2 – 27 November 2018	Now incorporated into item (6) Corporate Plan Key Action Plan	
(3) Development Management Chairmen and Vice-Chairmen’s Meetings	23 October 2018	Feedback from meeting of the Chairmen and Vice-Chairmen of the Area Plans Sub-Committees and the District Development Management Committee	
(4) Equality Objectives 2016-2020 / (2018-2023) - 6 monthly reporting	Q1 – 23 October 2018 Q3 - 26 March 2019	6 monthly reporting 6 monthly reporting	
(5) Corporate Plan Key Action Plan 2016/17 – Outturn	03 July 2018	Governance actions only	
(6) Corporate Plan Key Action Plan 2018-2023 Performance Report - Quarterly reporting 2018/19	Q1 – 23 October 2018 Q2 – 27 November 2018 Q3 – 26 March 2019	Governance actions only	

## Governance Select Committee (Chairman – Councillor G Chambers)

### Work Programme 2018/19

(7) Transformation Projects relevant to this Committee	TBC	Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny ON HOLD
(8) Transformation Projects closure and benefits reports	TBC	That any Directorate appropriate project closure and benefits realisation reports to be submitted to the Governance SC for information ON HOLD
(9) <del>Review of Local Enforcement Plan</del>	27 November 2018	J Godden / N Richardson to provide a report
(10) <del>Review of Local Elections in May 2018</del>	23 October 2018	<del>Review of the processes for the District Council and Parish Council Elections. (S Hill)</del>
(11) <del>Transformation Programme – Project Dossier – Governance</del>	03 July 2018	Updated Project Dossier for the Transformation Programme
(12) <del>Review of the Petitions Scheme</del>	23 October 2018	<del>Further to the report that came to the Committee in February 2018 – final updates</del>

## Governance Select Committee (Chairman – Councillor G Chambers)

### Work Programme 2018/19

(13) Equality Information Report 2018	23 October 2018	Annual Report	
(14) Review of Polling Districts, Polling Places & Polling Stations	July 2019	To consider proposals arising from the next review of polling districts, polling places and polling stations and to make any recommendations to the Council.	

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### **Report to Governance Select Committee**

**Date of meeting: 26 March 2019**

**Portfolio:** Leader – Councillor C Whitbread

**Subject:** Corporate Plan 2018-2023 –  
Performance Report Q3 2018/19

**Officer contact for further information:** M Chwiedz (01992 562076)

**Democratic Services Officer:** J Leither. Tel: (01992 564756)

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#### **Recommendations/Decisions Required:**

- (1) That the Committee review the outturn position for Quarter 3 2018/19, in relation to the achievement of the Corporate Plan for 2018-2023 within its areas of responsibility;**
- (2) That the Committee identifies any actions and/or projects, performance indicators and/or benefits, which require in-depth scrutiny or further report on performance.**

#### **Executive Summary:**

The Corporate Plan 2018-2023 is the authority's key strategic planning document. The Plan lays out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

A Corporate Specification for each year (previously called the Key Action Plan) details how the Corporate Plan is being delivered through operational objectives, with these in turn linked to annual Service business plans.

The success of the Corporate Plan is assessed through the achievement of a set of benefits, each measured through one or more performance indicator, focussed on what the Council achieves for customers. Strategic Board, Cabinet and the Scrutiny Committees have overview and scrutiny roles to drive improvement in performance and ensure corrective action is taken where necessary.

#### **Reasons for Proposed Decisions:**

This combined report brings together the performance of the Council against the Corporate Plan and gives 'clear line of sight' for performance across the Council via the new benefits maps and performance indicator set. The benefits maps provide an opportunity for the Council to focus attention on how specific areas for improvement will be addressed, and how opportunities will be exploited and better outcomes delivered. It is important that relevant performance management processes are in place to review and monitor performance against performance indicators to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under performance.

## **Other Options for Action:**

No other options are appropriate in this respect. Failure to monitor and review performance and to consider corrective action where necessary could have negative implications for judgements made about the Council's progress and might mean that opportunities for improvement are lost.

## **Report:**

### **The Corporate Plan – Context, Aims and Objectives**

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction and priorities for the organisation for the lifetime of the plan and provides a framework to demonstrate how the work of the Council fits together at a strategic level.
2. The new Corporate Plan runs from financial year 2018/19 to 2022/23 and was adopted by full Council on 21 December 2017. This plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions. The Corporate Plan is the cornerstone of the Council's performance management framework, called its Benefits Management Strategy. The Corporate Plan also provides the policy foundation for the Council's Medium Term Financial Strategy (MTFS) and is essential for the prioritisation of resources to provide public services and value for money.
3. The Council's external drivers have been identified by Cabinet Members and the Council's Management Board and Leadership Team, for the next five years. They have been further refined through consultation and linked with a set of three interdependent corporate ambitions:
  - Stronger Communities;
  - Stronger Place; and
  - Stronger Council.
4. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective.
5. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. In turn, these operational objectives are responded to through annual Service business plans.
6. The previous regular performance reports covering the annual Corporate Plan Key Action Plan, Key Performance Indicators and Transformation Highlight Report have now been superseded by this single integrated performance report.

### **Benefits Realisation**

7. The Corporate Plan can be viewed as a set of benefits maps – one map for each of the ten corporate aims. The content of these maps is by necessity more technical than is presented in the public document.
8. An explanation of these benefits maps is provided in this section of the report.
9. All benefits from individual corporate objectives, connect back to four key benefits, which are as follows:

- K1 Improved customer value – recognising what customers’ value about our services and placing them as the heart of everything we do;
- K2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- K3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- K4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low.

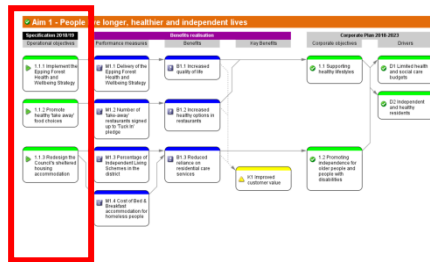
10. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives.

11. Please note that when the benefits maps are created, best practice is to start from the right-hand side and work towards the left, i.e. start with the needs of our customers or the end in mind, and work back to the solutions on the left-hand side. When the organisation delivers services, it starts on the left-hand side and works over to the right, i.e. the delivery goes from left to right.

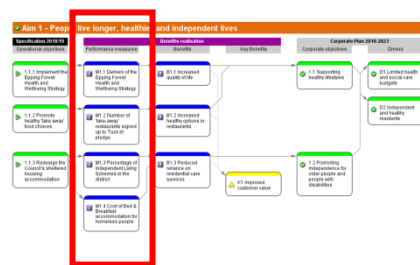
### How to Read the Performance Report

12. The Report works through each Corporate Aim in turn, starting with the headline benefits map, followed by detailed lists of the elements from the map, working from left to right: (a) operational objectives, (b) projects and programmes, and (c) performance indicators.

Working from the left hand side of the benefits maps (see example), the first column contains the annual Specification – formally the Key Action Plan – as a set of operational objectives covering both Businesses As Usual (BAU) and business transformation (projects and programmes).



13. The next column of the benefits maps covers the measurement of performance through a set of Performance Indicators (PIs).

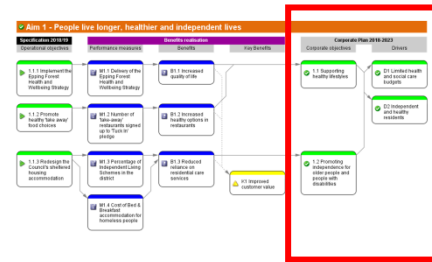


14. The benefits for stakeholders sit at the centre of the benefits maps. One or more performance measures makes up each (intermediate) benefit. Individual performance measures may contribute to one or more benefit. Where this is the case, weightings that show how the performance of these indicators ‘roll-up’ is given. Similarly, an individual indicator may contribute to the realisation of one or more benefits.



In turn, each (intermediate) benefit contributes to one or more of the four key benefits.

15. The right hand side of the benefits maps shows the corporate aims and objectives and the environmental factors which drive them. The progress of Actions and Benefits are combined to indicate the ‘rolled-up’ status of the Corporate Objectives and their respective Drivers.



16. In addition, each performance indicator has been identified as either ‘Corporate (C)’ or ‘Partnership (P)’, to show whether there are factors outside of the Council’s control which impact on the indicator.

### Red-Amber-Green Status, Targets and Thresholds

17. Individual elements are colour coded using the Red, Amber, Green status indicators – often abbreviated to RAG – to highlight exceptions that may require attention. This enables Members and officers to efficiently focus on areas where performance may be below target, and where remedial actions or further scrutiny may be required. By following the links left-to-right on the benefits maps – between projects / actions, indicators, benefits and objectives – the maps also show the likely cause (to the left) or impact (to the right) of any underperformance.

18. Where appropriate, each individual performance indicator has a target for the Corporate Plan period. This will be profiled across the five years of the plan, and could be a flat line, cumulative, ramp-up or tail-off in shape. In addition, where appropriate each individual performance indicator has an amber threshold tolerance. Between the target and the amber tolerance, performance would be reported as Amber, beyond this threshold, performance would be reported as Red.

19. The key to the icons used on the benefits maps is as follows:

	Green	Indicates an element that is on target or has been completed
	Green	Indicates an action that is in progress or is assigned
	Amber	Indicates: <ul style="list-style-type: none"> <li>Performance Indicator (or Risk) that is neither red nor green; or</li> <li>An Action that is unassigned, i.e. it doesn't have an owner</li> </ul>
	Red	Indicates: <ul style="list-style-type: none"> <li>A Performance Indicator below target, or</li> <li>An overdue Action based on the deadline date, or</li> <li>A Risk with a high rating</li> </ul>
	Blue	Indicates that there is data missing and Pentana Performance is unable to make a calculation for that Performance Indicator, therefore it will not show one of the other traffic light icons

20. The scrutiny committee that owns each element for scrutiny purposes is indicated by the following acronyms:

<b>O&amp;S</b>	Overview and Scrutiny Committee
<b>CSC</b>	Communities Select Committee
<b>GSC</b>	Governance Select Committee
<b>NSC</b>	Neighbourhoods Select Committee
<b>RSC</b>	Resources Select Committee

21. The progress of performance is reviewed by Strategic Board, the Finance and Performance Management Cabinet Committee and Cabinet at the conclusion of each quarter. Service Directors review performance with the relevant portfolio holder(s) on an ongoing basis

throughout the year. Select Committees are each responsible for the scrutiny of quarterly performance within their areas of responsibility.

### **Performance Report**

22. The Committee is requested to review the performance outturn position against the benefits maps, in relation to the achievement of the Corporate Plan for 2018-2023.

23. The Committee is requested to identify any actions and/or projects, performance indicators and/or benefits, which require in-depth scrutiny or further report on performance.

### **Resource Implications:**

None for this report.

### **Legal and Governance Implications:**

There are no legal or governance implications arising from the recommendations of this report.

### **Safer, Cleaner and Greener Implications:**

None for this report.

### **Consultation Undertaken:**

The Finance and Performance Management Cabinet Committee – 24 January 2019

### **Background Papers:**

Various reports, culminating in:

- Corporate Plan 2018-2023 Report to Cabinet (C-032-2017/18) on 7 December 2017.
- Corporate Plan 2018-2023 Report to Council (Item 12) on 21 December 2017.
- Corporate Plan 2018-2023 – Progress Reporting and Performance Indicator Set:
  - Neighbourhoods Select Committee on 20 March 2018
  - Resources Select Committee on 14 March 2018
  - Governance Select Committee on 27 March 2018
  - Communities Select Committee on 18 March 2018
  - Overview and Scrutiny Committee on 17 April 2018.
- Corporate Plan 2018-2023 – Benefits Maps, Performance Indicator Set, Targets and Progress Reporting (FPM-002-2018/19) report to Finance and Performance Management Cabinet Committee on 21 June 2018.

### **Risk Management:**

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from 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.

### **Equality Analysis**

This is a quarter 3 position for 2018-19, in relation to the achievement of the objectives and measures contained within the Corporate Plan. There are no equality implications arising from the specific recommendations of this report. Relevant implications arising from individual actions will be identified and considered by the responsible service director.

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# Our Corporate Plan 2018-2023

"Ready for the future"

## Stronger communities

1. People live longer, healthier and independent lives

2. Adults and children are supported in times of need

3. People and communities achieve their full potential

1.1 Supporting healthy lifestyles

1.2 Promoting independence for older people and people with disabilities

2.1 Safeguarding and supporting people in vulnerable situations

3.1 Enabling communities to support themselves

3.2 Provide culture and leisure

3.3 Keeping the district safe

## Stronger places

4. Delivering effective core services that people want

5. A district with planned development

6. An environment where new and existing businesses thrive

4.1 Keeping the district clean and green

4.2 Improving the district housing offer

5.1 Planning development priorities

5.2 Ensuring infrastructure supports growth

6.1 Supporting business enterprise and attracting investment

6.2 People develop skills to maximise their employment potential

6.3 Promoting retail, tourism and the visitor economy

## Stronger council

7. Customer satisfaction

8. Democratic engagement

9. A culture of innovation

10. Financial independence with low Council Tax

7.1 Engaging with the changing needs of our customers

8.1 Robust local democracy and governance

9.1 Enhancing skills and flexibility of our workforce

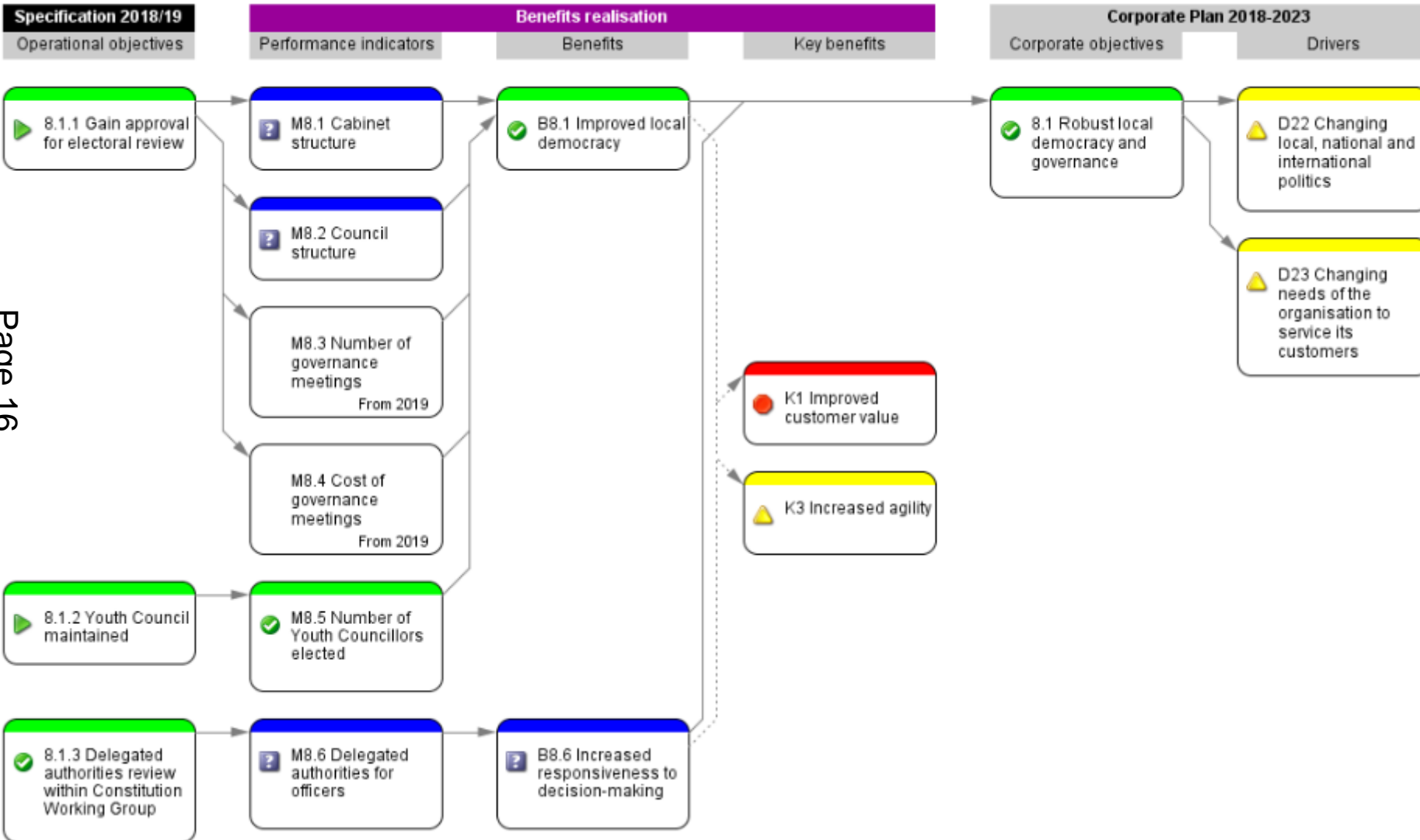
10.1 Efficient use of our financial resources, buildings and assets

9.2 Improving performance through innovation and new technology

10.2 Working with commercial partners to add value for our customers

# ▲ Aim 8 - Democratic engagement

Stronger council







## Aim 8 Democratic engagement

Stronger council

To ensure our decision making processes are ready for the forthcoming changes at local, national and international level, and promote voter registration to give local residents a voice.

### Corporate objective 8.1 Robust local democracy and governance



The political landscape is going through changes at a Local, National and International level. Our decision making must be ready for these future developments.



### Operational objective 8.1.1 Gain approval for electoral review

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Gain approval for electoral review	75%	31-Mar-2019	Action Pending	GSC	Customer Services Director
Page 17	Q3 - This item will fall due by 31 <sup>st</sup> March 2019. Leadership Team to discuss due dates in February 2019 with a view to moving date out in order to align to a more achievable time period.					
	Q2 - This item will fall due by 31 March 2019. It has been agreed that a report will be brought to members by 31 December 2018.					
	Q2 - Action not due yet					



### Operational objective 8.1.3 Delegated authorities review within Constitution Working Group

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Delegated authorities review within Constitution Working Group	100%	31-Mar-2019	Action Achieved	GSC	Customer Services Director
	Q3 – This action is complete for 2018/19 – Further work will be undertaken in 2019/20					




**?** Performance indicator **M8.1 Cabinet structure**

As a part of the proposed Electoral Review, a decision is required to instigate a review of the Cabinet structure.	<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
	 <b>Uncertain</b>	<b>2018</b>	<b>GSC</b>
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Customer Services Director	Aim to Maximise	Corporate	
<i>Trend chart</i>	<i>Comments</i>		
	None currently - this is an event driven indicator due in 2019		
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	<i>Corrective action</i>		


			2018/19
<i>Target</i>	<i>Value</i>	<i>Status</i>	
Yes			

 Performance indicator <b>M8.2 Council structure</b>			
As a part of the proposed Electoral Review, a decision is required to instigate a review of the Council structure/the Council structure is to be reviewed.	Is year-end target likely to be achieved?		Live from
	● Not applicable		2018
Manager	Good performance	Corporate or Partnership indicator	Annual trend
Customer Services Director	Aim to Maximise	Corporate	
Trend chart	Comments		
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	None currently - this is an event driven indicator due in 2019		
	Corrective action		

2018/19		
Target	Value	Status
Yes		

 Performance indicator <b>M8.3 Number of governance meetings</b>				
As a part of the proposed Electoral Review, a decision is required to instigate a review of the Council and Cabinet structures/the Council and Cabinet structures are to be reviewed.	<i>Is year-end target likely to be achieved?</i>  Not applicable		<i>Live from</i> 2019	<i>Scrutiny</i> GSC
	<i>Good performance</i> Aim to Minimise		<i>Corporate or Partnership indicator</i> Corporate	
<i>Manager</i> Customer Services Director		<i>Annual trend</i> 		
<i>Trend chart</i>		<i>Comments</i>		
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.		<i>Corrective action</i>		

2018/19		
Target	Value	Status

 <i>Performance indicator</i> <b>M8.4 Cost of governance meetings</b>				
As a part of the proposed Electoral Review, a decision is required to instigate a review of the Council and Cabinet structures/the Council and Cabinet structures are to be reviewed.	<i>Is year-end target likely to be achieved?</i>		<i>Live from</i>	<i>Scrutiny</i>
	<input checked="" type="radio"/> Not applicable		2019	GSC
<i>Manager</i>	<i>Good performance</i>		<i>Corporate or Partnership indicator</i>	
Customer Services Director	Aim to Minimise		Corporate	
<i>Trend chart</i>	<i>Comments</i>			
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.				
	<i>Corrective action</i>			

			2018/19
<i>Target</i>	<i>Value</i>	<i>Status</i>	

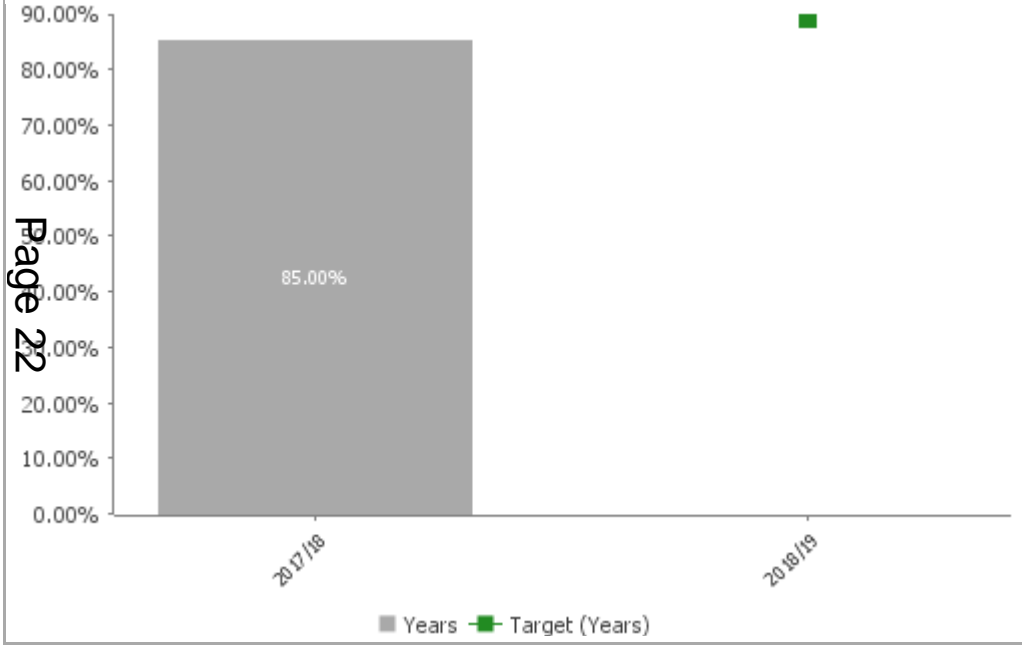
**Performance indicator M8.6 Delegated authorities for officers**

Delegated authorities are required to be reviewed by the Constitution Working Group. Planning delegations will be reviewed for 2018/19.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
● Not applicable	2018	GSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Customer Services Director	Aim to Maximise	Corporate	?

*Trend chart* *Comments*



Q3 – Revision to the scheme of Delegation of planning application decision making was approved at Council in July 2018. A full review will be held after a year in 2019/20.

*Corrective action*

2018/19		
Target	Value	Status
89.25%		



### **Report to: Governance Select Committee**

**Date of meeting: 26 March 2019**

**Portfolio:** Leader – Councillor C Whitbread

**Subject:** Equality Objectives 2018-2022 (2018/19) – 6 monthly reporting and compliance with the public sector equality duty.

**Officer contact for further information:** M Chwiedz (01992 562076)

**Democratic Services Officer:** J Leither (01992 564756)

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#### **Recommendations/Decisions Required:**

That the Select Committee review performance in relation to the key Council's Equality Objectives (2018-2022) up until March 2019, and other work to meet its statutory equality duties.

#### **Executive Summary:**

The Equality Act 2010 placed a number of responsibilities on the Council, including a Public Sector Equality Duty (PSED) to have due regard to equality in the exercise of its functions, to the need to eliminate discrimination, to advance equality of opportunity, and to foster good relations between persons who share a relevant characteristic and those who do not. Further specific responsibilities were introduced requiring the adoption of equality objectives to improve equality for service users and employees, to carry out equality analysis, and to publish equality information.

In April 2018, the Cabinet agreed four equality objectives for the four years from 2018 to 2022, designed to help the Council meet the aims of the PSED. This report reflects progress against these objectives at the beginning of March 2019 and other work to ensure compliance with the council's equality duty.

#### **Reasons for Proposed Decision:**

In view of the corporate importance of the achievement of these objectives, and ensuring compliance with the PSED, progress is reported to the Select Committee on a six monthly basis.

#### **Other Options for Action:**

None. Failure to monitor and review progress against the Equality Objectives and to take corrective action where necessary, could have negative implications for judgements made about the Council, and might mean that opportunities for improvement are lost.

## Report:

### Equality Objectives

1. The Equality Act 2010 places an obligation on the Council to produce equality objectives focused towards those areas which can make a real difference to the communities of the district and can best enable the Council to make improvements to service design and delivery. In April 2018 the Council adopted four equality objectives for the four years until March 2022 to advance equality for service users and employees.

2. The objectives are supported by an Action Plan with actions designed to secure the achievement of each of the objectives. Many of the actions can only be achieved incrementally or are dependent upon other actions. The Action Plan is intended to be fluid to reflect changes in service delivery and the development of the work to achieve greater fairness, and is therefore subject to amendment and addition.

3. A schedule detailing progress against individual actions is attached as Appendix 1 to this report.

4. In reporting progress against the objectives, the following 'status' indicators have been applied to individual actions as appropriate to reflect current position:

**Achieved** (Green) - specific actions have been completed or relevant targets achieved;

**On-Target** (Green) – specific actions will be completed or achieved in accordance with targets;

**Under Control** (Amber) - specific actions have not been completed or achieved in accordance with relevant targets, although completion/achievement is likely to be secured by revised target date;

**Behind Schedule** (Red) - specific actions have not been completed or achieved in accordance with relevant targets;

**Pending (Grey)** – specific deliverables or actions have not been completed or achieved, as they rely on the prior completion of other actions or external factors outside the Council's control

### Equality analysis

5. Analysis is the process by which we gain an understanding of the impact of our policies and activities on people. This understanding is a requirement of the legislation. A user guide is available to staff to aid completion is available on the staff intranet. In October 2018 the work of Internal Audit provided moderate assurance over the operation of Equality Impact Assessments based on the objectives of the audit.

### Equality Information Publication

6. Equality Information must be published annually and it is a requirement of the legislation. Equality Information Report will be produced in summer 2019 showing an overview of our work over the last year and giving evidence that we are complying with our statutory duties

### Equality Objectives 2018-2022

7. The new set of equality objectives and actions to deliver them has been recommended to the Cabinet for adoption in April 2018. CEWG has been engaged in the development of a new set of objectives to take the Council forward until March 2022.

8. The Select Committee is requested to review current progress against the equality objectives for 2018-2022 to meet the Council's statutory equality duty.



**Resource Implications:**

Resource requirements for actions to achieve specific equality objectives will have been identified by the responsible service director/chief officer and reflected in the budget for the year. Compliance with statutory equality duties can currently be met from within existing resources.

**Legal and Governance Implications:**

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific equality objectives will have been identified by the responsible service director/chief officer.

**Safer, Cleaner, Greener Implications:** None for this report

**Consultation Undertaken:**

Current progress against the equality objectives for 2018-2022 and other equality work has been consulted with the actions' responsible owners/directorate.

**Background Papers:**

Equality Objectives 2018-2022

**Impact Assessments:*****Risk Management:***

None for this report

***Equality:***

Actions to achieve specific equality objectives cover the full range of the Council's services, and its dual role of service provider and employer. Whilst no equality implications arise from the recommendations of this report, the appropriateness of actions to deliver the objectives, together with the successful achievement of the objectives, have the potential to impact on service users and employees across all protected characteristics.

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**Objective 1: To apply robust equality requirements in commissioning, procurement and contract management**

Ref	Equality Objective Actions <i>(Measurable outcome/s)</i>	Milestones	Responsibility	Target Date		Initiative Status	Initiative Progress
1.	Review procurement rules to ensure small businesses are not discriminated against and are able to compete with larger organisations when bidding for the Council's contracts.  <i>(Procurement rules show fair and equal access for different size businesses to bid for the Council tender)</i>	Review procurement rules: to establish inclusion of the Council's Public sector equality duty	Resources/ Procurement	April 2019		Achieved	Procurement Rules have no current date to be reviewed; equalities will be discussed as part of that process. Options will be considered to ensure all SME's are afforded equal opportunity to Council contracts
2.	Check details of each Contractor's approach to equality and diversity, to ensure that both the Contractor and the Council comply with the requirements of the Equality Act 2010 (we will do this by asking potential contractors relevant questions and include appropriate provisions in its contract documents relating to these matters.  <i>(Commitment to taking forward the Council's equality duty)</i>	Equalities related questionnaire produced for Contractors and included in a procurement checklist	Procurement/ Transformation	March 2019		Achieved	Equality questions have been drafted and will be included in tender documents and new supplier forms wherever relevant.
		Procurement checklist revised and updated to reflect equality duty	Resources/ Procurement	April 2019		Achieved	Checklist updated and available on Intranet
		Agree on what contract documentation is required	Procurement/ Transformation	June 2019		On Target	A meeting with Legal is considered with regards to incorporating equality considerations into contract documentation. This is to be arranged.

**Objective 2: We will recruit and retain a diverse workforce, developing our capacity so that our employees have the knowledge, Skills and confidence to deliver our plans**

Ref	Equality Objective Actions (Measurable outcome/s)	Milestones	Responsibility	Target Date		Initiative Status	Initiative Progress
1.	Continue with Springboard Women's Development Programme (The Programme is promoted across the Council)	-	People's Team	December 2018		Achieved	This is now run by Vine HR. 5 Corporately funded places on the Springboard Women's Development Programme have been offered to the Council's female staff. Workshop Dates 2018/19: Tuesday 13 November Wednesday 12 December Wednesday 16 January Wednesday 13 February
2.	Agree how to support managers who have employees with mental health issues, including how to manage sickness  (Guidance/communication for managers produced)	-	People's Team/ Directors	December 2018		Achieved	Mental health training is part of the normal programme i.e. resilience, mental health awareness etc. and consideration should be made to remove this objective
3.	Provide a communication to clarify the flexi working arrangements process  (Communication on flexi working arrangements produced)	Review current documentation and make changes where necessary	People's Team/ Directors	December 2018		Achieved	Nothing has changed to the process and would have been done at its inception. The policy and guidance is on the intranet for all staff to access
4.	Promote what equality training is available for all employees  (Officers are trained to meet Corporate requirements)	Promote via Intranet and District Lines	People's Team/ Directors	December 2018		Achieved	Diversity awareness and diversity for Managers as well as an introduction to equalities through e learning – all part of the regular training programme

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5.	Maintain accreditation to Mindful Employer for further 3 years (Commitment to supporting the mental health of employees)	-	People's Team/ Directors	December 2018		Achieved	The accreditation has been achieved and will be reviewed again in 2021.
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**Objective 3: We will take into account the equality impacts of our emerging proposals and seek to mitigate any adverse impacts where possible**

Ref	Equality Objective Actions (Measurable outcome/s)	Milestones	Responsibility	Target Date		Initiative Status	Initiative Progress
1.	Incorporate EqIA into PID and Cabinet Report  (Improved due regard to equality in projects and reviews)	Integration of equality information into project management	Transformation	May 2018		Achieved	Equality impact assessment has been incorporated into project initiation document.
		Integration of equality information into Cabinet report					Equality impact assessment is submitted with reports requiring decisions.
2.	Promote use of the EqIA flow chart to ensure understanding on clarity on when to complete the EqIA  (Essential equality information, documentation and guidance available to staff)	Equality Impact Assessment form user guide reviewed and updated	Transformation	May 2018		Achieved	EqIA user guide has been updated and published for staff on the intranet
		The EqIA flow chart made available to all staff					The EqIA flow chart has been made available to all staff via email and the intranet
3.	Organise internal online resource materials on equalities, diversity and social inclusion into one location on the Intranet, so that information is available with links to further material that may be helpful, and keep under review to ensure timeliness and relevance  (Essential equality information, documentation and guidance available to staff to use when completing EqIA))	Forms and templates on the Intranet reviewed and updated	Transformation	March 2019		On target	Online resource materials have been reviewed and updated where necessary
		Reorganisation and revision of online materials on equality and diversity		May 2019			This action is planned to be complete in May 2019

**Objective 4: We will embed equalities in all we do and make it part of business as usual**

Ref	Equality Objective Actions (Measurable outcome/s)	Milestones	Responsibility	Target Date		Initiative Status	Initiative Progress
1.	Produce and promote a process for accessing translation services	Process developed	Transformation	August 2018		Behind Schedule	This has not been completed yet. It is on the action plan for the Customer Service Development role with a medium priority due for completion in June 2019
	(Improved access to translation services)	Promote via Intranet and District Lines		September 2018			
2.	Produce Equality Information Report 2018 showing an overview of our work over the last year and giving evidence that we are complying with our statutory duties	Collate evidence and statistical information from all Directorates	Transformation	May 2018		Achieved	Transformation liaised with all Directorates and collated all necessary information for the report
	(Equality Information Report 2017 produced and published)	Complete and publish the report		July 2018		Achieved	The report is complete and was submitted to the Governance Select Committee in October '18 and then published on the Council's website.
3.	Elected Members will continue to receive training around equality and diversity issues and support on scrutinising equality impact assessments for major decisions.	Review training materials for Members, identify and develop improvements where necessary	Transformation	May 2018		Achieved	Training materials have been reviewed and updated accordingly. The new EqIA form is now a part of the training.
	(Annual training delivered to Members)	Deliver training to Members		June 2018		Achieved	Training for Members took place in November 2018
	(Improved provision of relevant equality information to Members))						