

Select Committee Agenda



Stronger Council Select Committee Tuesday, 14th July, 2020

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

Virtual Meeting on Zoom
on **Tuesday, 14th July, 2020**
at **7.00 pm** .

Georgina Blakemore
Chief Executive

**Democratic Services
Officer**

A Hendry Tel: 01992 564246
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Members:

Councillors P Bolton (Chairman), D Stocker (Vice-Chairman), R Bassett, H Brady, R Brookes, D Dorrell, H Kane, S Neville, M Owen, S Rackham and J M Whitehouse

SUBSTITUTE NOMINATION DEADLINE: 6.00PM

WEBCASTING NOTICE

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

You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Council's published policy.

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

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

1. WEBCASTING INTRODUCTION

This virtual meeting is to be webcast. Members are reminded of the need to unmute before speaking.

The Chairman will read the following announcement:

“I would like to remind everyone present that this meeting will be broadcast live to the internet (or filmed) and will be capable of repeated viewing (or another use by such third parties). 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 they should ensure that their video setting throughout the virtual meeting is turned off and set to audio only.

Please also be aware that if technical difficulties interrupt the meeting that cannot be overcome, I may need to adjourn the meeting.”

2. APOLOGIES FOR ABSENCE

3. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

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

4. NOTES OF PREVIOUS MEETING (Pages 5 - 14)

To agree the notes of the meeting of the Select Committee held on 14 January 2020.

5. DECLARATIONS OF INTEREST

To declare interests in any item on the agenda.

6. TERMS OF REFERENCE & WORK PROGRAMME (Pages 15 - 18)

(Chairman/Lead Officer) The Overview and Scrutiny Committee has agreed the terms of reference and work programme for the select committee. Members are invited at each meeting to review both documents.

7. PEOPLE STRATEGY UPDATE

To receive a verbal update on the People's Strategy.

8. STRONGER COUNCIL Q1 UPDATE - ICT STRATEGY

The ICT Strategy was agreed at Cabinet on 15th April, and although our focus has been on the technology response to Covid-19, progress on some of the key themes has been made.

A decision was taken by the Executive Management Team to pause all restructures across the Council for a period of three months; that pause recently came to an end and ringfenced employees have been invited to apply for Team Manager roles, as the first phase of the restructure.

The internal customer facing module of HOTH (our service desk software) recently went live, following positive feedback from our pilot group. Further development of the reporting tool and other modules that will be used within ICT will continue.

There is a separate plan for the ICT actions and milestones for the Accommodation Programme; which are currently on track. The main one being the procurement of the audio/visual equipment for the Civic Office post refurbishment. An organisation called Symity have won the tender bid from a scoring process point of view and once a final quotation is agreed a report will go to our PFH for the contract to hopefully be awarded.

Earlier in the year we identified the need to have an ICT disaster recovery solution off site. A contract was awarded to a supplier who is providing a cloud based solution and all of our agreed virtual machines/servers are now copied into that cloud solution, meaning as of 21st June we were in a position to fail over if we needed to. The final element of training for the restoration process and non-invasive testing is scheduled in for the last week of June.

The review and procurement of a new Housing and Asset Management ICT solution is being led by an external Consultant, who is working closely with Housing. Our ICT team are supporting on this as and where required.

Lastly, team are also working with an organisation called Methods, who have a background in ICT within the public sector, to develop our technology roadmap and the rest of the milestones for the key themes within the strategy.

9. ACCOMMODATION REVIEW UPDATE (Pages 19 - 22)

To consider the attached report.

10. FINANCE UPDATE

To receive a verbal update on the financial position of the council.

11. UNACCEPTABLE CUSTOMER BEHAVIOUR POLICY (Pages 23 - 40)

To consider the attached report.

12. CORPORATE PLAN 2019-20 - QUARTER 4 PERFORMANCE (Pages 41 - 66)

To consider the attached report.

13. DATES OF FUTURE MEETINGS

To note the future meetings of this Committee:

13 October 2020;
19 January 2021; and
13 April 2021.

**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF STRONGER COUNCIL SELECT COMMITTEE
HELD ON TUESDAY, 14 JANUARY 2020
IN COUNCIL CHAMBER - CIVIC OFFICES
AT 7.30 - 8.30 PM**

Members Present:	P Bolton (Chairman), , R Bassett, H Brady, R Brookes, D Dorrell, H Kane, S Rackham, J M Whitehouse and R Baldwin
Other members present:	S Kane and J Philip
Apologies for Absence:	M Owen
Officers Present	R Perrin (Democratic Services Officer), J Chandler (Service Director (Community & Partnership Services)), N Dawe (Interim Strategic Director & Chief Financial Officer), D Fenton (Service Manager (Housing Management & Home Ownership)), S Lewis (Customer Services Manager), P Maginnis (Service Director (Business Support Services)), S Mitchell (PR Website Editor), N Richardson (Service Director (Planning Services)) and L Wade (Service Manager People & Performance).

22. WEBCASTING INTRODUCTION

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

23. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

The Committee noted that Councillor R Baldwin would substitute for Councillor M Owen for the duration of this meeting.

24. NOTES OF PREVIOUS MEETING

That the notes of the meeting held 15 October 2019 were agreed as a correct record.

25. DECLARATIONS OF INTEREST

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

26. TERMS OF REFERENCE & WORK PROGRAMME

The Select Committee noted the terms of reference and work programme.

27. DRAFT FINANCIAL STRATEGY 2020/21

The Interim Strategic Director (Finance), N Dawe introduced a report on the draft financial strategy for 2020/21 which included;

- the Medium-Term Financial Strategy of the Authority;
- the Budget for 2020/21;

- Prudential Indicators; and
- the proposed Council Tax Increase.

All of which were linked and formed around the aim of delivering a sustainable growth strategy and acting prudently throughout the planning period. The final figures were awaiting the Governments announcements and allowed for a cumulative net impact of £500,000 on the direction of the Leader and in consultation with the Portfolio Holder for Finance and the Section 151 Officer. Any adjustments that required a value more than £500,000 would be brought back to the Cabinet before being agreed by the Council on 25 February 2020.

The Interim Strategic Director gave further details on the following elements of the Financial Strategy;

Medium Term Financial Strategy

- The prudent estimates in the Medium Term Financial Strategy, particularly in respect of inflation of cost, charges and fees, and the aim to maintain the financial strength of the Authority had been evidenced by reserve balances and would be broadly maintained throughout the MTFS period; and
- There was an increased importance on the income from Qualis in respect of the MTFS and the budget.

Budget 2020/21

- That the approach to cost and income inflation would be 3.0%;
- That rents would increase as per the national formula by 2.7%;
- That car parking income would not rise and awaited the outcome of the parking review;
- That there was a confirmed list of developments for which funding would be released on implementation with details on how they would be prioritised and grouped;
- That the General and HRA capital spend was £26,171,528 with the Council House Building Programme and the Accommodation Strategy being the largest projects planned;
- That the loans to Qualis totalled up to £160m in 2020/21 which were reliant on income from Qualis and the prudent reduction of the estimates in the first year of operation; and
- That the overall funding adjustments for District Development Fund (DDF), savings and contingency were a net draw from DDF of £1,774,906 (£2m forecast last year), £500,000 of savings and the formation of a contingency fund which assumed a spend of £1,095,540.

Prudential Indicators

- That the Council intended keeping the financial strength of the Authority at current levels;
- That the impact of taking and granting loans to Qualis would have a margin of profit for the Authority;
- That there was a general risk price approach to the loans granted to Qualis; and
- That the full set of prudential indicators along with the Treasury Strategy would be presented to the Full Council on 25 February 2020.

Council Tax Increase

- That council tax would increase by 1.5% which was half of the predicted inflation rate for 2020/21; and
- That the options to cease or reduce council tax rates existed although there was an accepted Government expectation on what should be raised from council tax.

Councillor R Bassett asked what the current growth rates were in the District and what were the effects of the delay to the sustainable housing and business growth set out in Local Development Plan(LDP), following the continued discussions with Natural England around the air quality and forest. The Interim Strategic Director advised that the MTFs had been completed on a prudent basis with previous information from the Council's housing and business rate collections being projected forward. The figures were currently below the Council's LDP although it was expected that the figures would improve. The Planning Services Portfolio Holder advised that the Council hoped to go out to consultation on the main modification in the summer, which would hopefully allow the growth to increase.

Councillor R Brookes asked whether the Council would borrow entirely from the Public Works Loan Board(PWLB) or partly from the Council's reserves for Qualis. The Interim Strategic Director advised that all the figures assumed that the Council would borrow at PWLB Fund Rate and the Council would supply Qualis with loans at the market rate, which the Council would be obliged to do so by law. There would be some loans from current cash flows and not the reserves and other sources were available although still being considered.

Councillor R Bassett expressed concern over the rent increase of 2.7%. The Service Manager (Housing Management & Home Ownership Team), D Fenton advised that officers were working with tenants to sustain tenancies with the help of Tenancy Sustainment Officers and working with tenants who were experiencing problems.

Councillor R Bassett asked whether the outstanding Business Rate appeals were of concern, as well as the Governments indicated review of the Business Rate system. The Interim Strategic Director advised the funds to set aside for appeals and liabilities were appropriate and prudent. In regards to the review, the figures had been set out in the budget as neutral until further information was received.

Councillor S Rackham asked what the reference 'from' and 'to' in the reserves columns meant and why there were minus figures. The Interim Strategic Director advised that each year expenditure and income did not match exactly, and the minus figures represented the figures going in and out of the reserves, which was normal practise so long as the reserves were not depleted.

Councillor J M Whitehouse asked what the differences was between the figures set in the three Revenue columns for 2020/21 contained in the Development Summary. Also whether the plus and minus figures reflected an item that was not continuing into future years. The Interim Strategic Director advised that the Development Summary was a detailed summary mainly for finance officers use and represented items submitted by officers. The figures represented a change in-year as well as non-concurrent items.

Councillor J M Whitehouse asked when the changes for the next four year period on the balance sheet would be available. The Interim Strategic Director advised that it would be available shortly.

Councillor R Bassett asked whether the detailed Development Summary could be enlarged, to enable members to understand the detail. The Interim Strategic Director advised that the Development Summary had been intended for internal use and that the individual items, which had been grouped into the three corporate objectives would have detailed information when presented to Council in February. Members were welcome to request this information beforehand if required.

Councillor R Bassett asked whether the Council had any indication of the how the review of business rates would affect the Council's recent purchases and new development sites within the District. The Interim Strategic Director advised that where developments had happened, and purchases had been made, these would be included within budget. As for other items, officers had used previous trends and were awaiting national policies but were being neutral but prudent with the figures.

Councillor J M Whitehouse asked what the additional £3m was for in relation to the Ongar Leisure Centre and why there were no future costs for the Epping Leisure Centre. The Interim Strategic Director advised that the figure of £11m had been provided for the complete replacement and rebuild of Ongar Leisure Centre, which had been indicative figures, as a decision had not been made. The figures of between £1m and £8m were indicative of a refurbishment to the pre-existing leisure centre. Regarding the Epping Leisure Centre, a report would be returning to Cabinet in March 2020 with the current leisure centre remaining in place until the new leisure centre had been provided. The budget included funding for general maintenance and the new leisure centres costs had been included in the loan to Qualis, for St John's Road Development.

Councillor S Rackham asked what the further cost implications for the Council would be in relation to the pension contributions as a result of the review. The Interim Strategic Director advised that the Essex's Pension Fund periodically carried out reviews and the Council had assumed that the contribution rate would increase inline with inflation. The pension fund had recently done slightly better than expected and no unforeseen pressure, changes to national legislation or audit approaches had been expected.

Councillor H Kane asked when the Council would be expecting the outcome of the car parking review. The Interim Strategic Director advised that it would not be in time for the budget.

Councillor R Bassett asked what the benefits, risks and governance arrangements of Qualis would be for the Council. The Interim Strategic Director advised that Cabinet would be receiving a report in February/March 2020 which would set out the governance arrangements, benefits and risks of Qualis. Councillor R Bassett requested that these details were supplied to the Select Committee as soon as they were available. The Planning Services Portfolio Holder advised that Cabinet would consider the details first as Qualis was still in its infancy and that if it required further scrutiny, it may be better placed at the Overview and Scrutiny Committee.

RESOLVED:

That the Committee noted the draft financial strategy for 2020/21 including the Medium Term Financial Strategy, the Budget 2020/21, Prudential Indicators and the Council Tax Increase.

28. CORPORATE PLAN 2018-2023 - PERFORMANCE REPORT

The Service Director (Community & Partnerships), J Chandler reported on the Quarter 3 performance in relation to the Key Performance Indicators & Work Programmes within the Corporate Plan. She advised that the performance measures had been streamlined to enable improved focus on how Corporate Objectives were being met.

The Service Director (Community & Partnerships) reported on an exception basis for all corporate objectives that had red or amber performance ratings for quarter 3 and had invited Service Directors and Service Managers to provide an update on project targets that had not been met;

Stronger Communities**1. Engaging with the changing needs of our customers –**

- Improved Customer first contact resolution – The Service Manager (Customer), S Lewis advised that this measure reflected the contact centre resolution at the first point of contact. There had been an upward trend since September 2019 which had resulted in a 44.13% figure for December 2019. Furthermore, the contact centre was set to gain more service areas throughout 2020 and it was thought that the target would be met by quarter 4.

Stronger Places**9. Improving the district housing offer-**

- To deliver the Council Housebuilding Programme – The Service Manager (Housing Management & Home Ownership), D Fenton advised that there had been delays on phases 2 and 3 and corrective action had been taken. In addition, to mitigate any further delays the Council had improved its internal staffing resources which included employing a Development Manager responsible for the Council House Building Programme and the procurement of an Employer Agent and Architect to reduce costs and delivery time. Officers had also been working to establish clearer financial reporting and how the Right to Buy receipts would be spent. This included either development or purchasing properties. In phase 4, four tenders had been accepted and no delays anticipated.

10. Planning development priorities & 11. Ensuring infrastructure supports growth

- Local Plan Programme – The Service Director (Planning), N Richardson advised that following the receipt of the Planning Inspector's advice on 2 August 2019, the Council had written back to the Inspector on 11 October 2019 setting out the further work to be undertaken to support an updated Habitats Regulation Assessment. It 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. This had been scheduled to be completed by Mid May 2020 with the consultation on the Main Modifications from mid June 2020. The Council had recently provided a progress report to the Inspector and the final methodology for the HRA was expected to be established in early 2020. This would enable the Council to undertake the transport modelling and air quality modelling of

various alternative scenarios in accordance with the methodology discussed with Natural England. The Planning Services Portfolio Holder advised that the Council was in a better position with their Local Plan than other adjacent authorities.

12. Supporting business enterprise & attracting investment

- St Johns Road Programme – The Cabinet in December 2019, had been rescheduled to 6 January 2020 due to the General Election on 12 December 2019.

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

- Growth/Skills/Employment Programme – The Service Director (Community & Partnership) advised that the presentation of the District's Economic Strategy had been deferred to include the initial findings of the recently set up Local High Street Task and Finish Panel.

Stronger Council

15. Enhancing skills & flexibility of our workforce

- People Strategy – The Service Director (Business Services) advised that;
 - (i) the Team Managers were continued to be appointed;
 - (ii) the pilot recruitment module was continuing to be developed;
 - (iii) the Recruitment Policy would begin in quarter 1 - 2020/21;
 - (iv) the Mental Health recruitment and training had begun; and
 - (v) the Job Families work continued.

Furthermore a workshop regarding the People Strategy would be arranged for members of the Committee and Cabinet.

16. Improving performance through innovation & new technology

- Digital Enablement Programme – The Service Director (Business Services) advised that draft ICT Strategy would be presented to Cabinet in March 2020 and the ICT restructure consultation would be beginning towards the end of January 2020.
- The ICT staff had been supporting the staff with mobile and flexible working.

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

- Accommodation Strategy – The Service Director (Community & Partnership) advised that both the Listed Consent and Planning Applications for the Civic Offices had been agreed with conditions.

Furthermore, the Corporate Objective 7. Keeping the District safe – Community Safety Hub, had seen a 36.7% reduction in residential burglary in the District, which had involved the Council funded Police Officers.

The Committee asked a number of questions in relation to the Corporate Objectives as follows;

6. Provide Culture & Leisure – Increase new leisure centre attendees year on year

Councillor R Bassett enquired about the clarity of figures represented in the table. The Planning Services Portfolio Holder advised that the actual figures represented the number of users, which should increase over the year and the targets represented what had been set as acceptable figures. Although the figures for the December period had not yet been completed due to the deadline requirements for the publication of the agenda. Councillor R Bassett asked that an explanation be included for the Actual and Target figures.

Councillor H Brady asked who had set the targets for the leisure centre attendances. The Service Director (Community & Partnership) advised that the Leisure Management Contract Partnership Board received the detailed reports and she would ask the officer to attend the next meeting to explain the figures.

2. Supporting healthy lifestyles – Delivery of the Epping Forest Health & Wellbeing Strategy Programme

Councillor R Brookes asked who attended the Health & Wellbeing Board and what they monitored. The Service Director (Community & Partnership) advised that the Health & Wellbeing Board was chaired Councillor A Patel and the Board was made up by a number of partners including the Clinical Commission Group (CCG), further NHS commissioned services, Essex County Council Public Health commissioners and other local partners that provided health related services. Beneath the Board, were three action groups that looked at the early years, middle years and old years which encompassed the whole life course. The Board monitored the action plans of these groups; considered their effectiveness; reduced duplication; increased collaborative opportunities; and commissioned new initiatives through CCG and Public Health funding.

9. Improving the district housing offer – To deliver the Council Housebuilding Programme

Councillor D Dorrell asked about the phase 1 site at Ninefields in Waltham Abbey and what was happening with the planning permission due to expiry at the end of January 2020. The Service Manager (Housing Management & Home Ownership) advised that the site at Ninefields was in phase 4 of the Council Housebuilding Programme, although she would investigate and come back to him with further details.

10. Planning development priorities & 11. Ensuring infrastructure supports growth

Councillor H Kane asked who determined the exceptional circumstances for planning applications situated in the greenbelt during the period when the Council awaited adoption of the Local Plan. The Planning Services Portfolio Holder advised that when the Council agreed to the submission of the Local Plan, it was in conjunction with applying reasonable weight to each and every planning decision in terms of the submitted Local Plan. The Planning Inspector's response had set out areas where modifications were required, therefore if an area within the Local Plan was not included in those modifications, a significant amount of weight could contribute towards a special circumstance. Although until the Local Plan had been adopted, areas of designated greenbelt remained, and special circumstances still applied.

Councillor J M Whitehouse asked what the process was for members considering the main modification. The Planning Services Portfolio Holder advised that members had no role in the main modifications as the Planning Inspector determined them including the format and consultation process. The text for the modifications would be provided by the Council, although the Planning Inspector had to validate them with any comments being published alongside the examination document on the Council website.

15. Enhancing skills & flexibility of out workforce – People Strategy

Councillor H Kane asked how much detailed would be provided to members at the proposed People Strategy work shop. The Service Manager (Business Services) advised that it was dependent on what was being brought forward and how the strategy developed.

Councillor R Brookes asked what the pay protection policy was for staff, following the Pay and Benefits Review. The Service Manager (Business Services) advised that it totalled a period of 18 months where pay was reduced by 25% every six months. This had affected 13 staff and had been mainly due to a change in line management or they had either not applied or not been successful in the new structure. Anyone who had dropped more than 1 grade had been placed on an 'at risk' register.

Councillor R Brookes asked how many staff had left the Council in 2019. The Service Manager (Business Services) advised that she did not have the exact figures, but she would send figures to all members of the Committee.

17. Efficient use of our financial resources, buildings & assets - Accommodation Strategy

Councillor R Bassett asked for a briefing document on the Accommodation Strategy with a timescale for the project to be placed in the Members Bulletin.

RESOLVED:

The Committee noted the third quarter of 2019/20 in relation to the Corporate Plan (Year 2) Performance.

29. INTERIM COUNCIL & COMMUNITY PLAN 2020

The Service Director (Community & Partnership), J Chandler advised that since the introduction of the Council's Corporate Plan 2018/23, the Council had moved forward significantly in terms of planned development and aspirations for the future.

Consequently, an interim plan had been developed to provide an overview of the initiatives that would continue or commence over 2020. This would enable a period for complete review of the Council's services and functions for the future and an opportunity for the Council to dynamically engage with its' residents and partners with a view to developing a longer-term 'inclusive' strategy for the Council and its' communities through to 2030.

The interim plan also provided an overview of the achievements of the Council against its key aims and objectives stated in the 2018-2023 Corporate Plan, which identified a 100% success rate in delivery.

The Committee commented that the section relating to Qualis needed further explanation, to be clearer to external readers of the document. Also under Stronger Council the addition of staff being equipped with the correct ICT equipment need to be included in the first point.

Finally, the committee asked that the inclusion of other methods of customer contact for residents be considered because not all residents in the District could use the latest technologies.

RESOLVED:

That the Committee noted the Interim Council and Community Plan for 2020 with the amendments and additions stated above.

30. PEOPLE STRATEGY

The Service Director (Community & Partnership), J Chandler advised that an update on this item had been included the agenda item 8 Corporate Plan 2018-23-Performance Reporting.

31. DIGITAL ENABLEMENT STRATEGY

The Service Director (Community & Partnership), J Chandler advised that an update on this item had been included in agenda item 8 Corporate Plan 2018-23-Performance Reporting.

32. DATES OF NEXT MEETING

The Committee noted that the date of the next meeting would be held on 14 January 2020.

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STRONGER COUNCIL SELECT COMMITTEE

TERMS OF REFERENCE 2019/20

Core Areas of Responsibility

- (1) To provide scrutiny for the following corporate projects:
 - People Strategy;
 - Accommodation Strategy; and
 - Digital Enablement
- (2) To monitor the Corporate Plan Action Plan performance report and provide scrutiny of services that are not performing to standard and develop proposals for their improvement. The Stronger Council Select Committee in its review of Corporate Key Performance Indicators can task other Select Committees to review service performance and develop proposals for improvement.

Scrutiny Role of the Select Committee

- (1) To engage in policy review and development, with a focus on improvement and how this can be best achieved;
- (2) To develop a work programme each year that effectively scrutinises the areas of responsibility outlined above;
- (3) To consider any matter referred by the Overview and Scrutiny Committee, Cabinet or a Portfolio Holder and to make recommendations as appropriate;
- (4) To consider the effect of Government actions or initiatives that affect the Select Committees areas of responsibility and the impact on customers, residents, businesses and visitors to our district, and to respond to consultation activities as appropriate;
- (5) To establish working groups and task and finish panels 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 to help develop policy;
- (7) To monitor and review relevant projects and associated closure and benefits reports; and
- (8) To engage with the community and encourage community engagement.

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

No.	Item	Deadline	Progress and Comments	Programme of Meetings	Lead Officers
1.	Corporate Plan Action Plan (KPI's by exception) – performance scrutiny	Corporate Action Plan KPI's, Q1 Apr, May, Jun – 14 July 2020 meeting Q2 Jul, Aug, Sept - 13 Oct 2020 meeting Q3 Oct, Nov, Dec - 19 Jan 2021 meeting Q4 Jan, Feb, Mar – 13 Apr 2021 meeting Live system reporting – by exception. No pre- distributed reports, projection of live data on the night.		14 July 2020 13 October 2020 19 January 2021 13 April 2021	Louise Wade
2.	People Strategy	14 July and 13 October 2020 – 19 January 2021 & 13 April 2021 Project reporting, issues focussed.			Paula Maginnis Jo Budden
3.	Digital Enablement	Prioritisation of Council Technology strategy. Outcome focussed 19 January 2021			Paula Maginnis Christine Ferrigi
4.	Accommodation	14 July and 13 October 2020 - Project reporting, issues focussed			Sacha Jevans

					Victoria Wright
5.	Financial Issues Paper	14 July 2020 Scrutiny of MTFS 20/21 onwards			Andrew Small Christopher Hartgrove
6.	Draft budget scrutiny	2021/22 budget setting 19 January 2021			Andrew Small
7.	Asset Management Strategy	Council asset strategy (new)	Approved by the Cabinet 13/06/19 and referred to Council 30/07/19 for adoption.		Andrew Small
8.	Review of Polling Places, Polling Districts & Polling Stations	July 2020			S Tautz New manager
9.	Review of Local Elections 2019	October 2020			



Report to Stronger Council Select Committee

Date of meeting: 14 July 2020

Subject: Accommodation Project

Officer contact for further information: Sacha Jevans (Interim Strategic Director)

Democratic Services Officer: Adrian Hendry

Recommendations/Decisions Required:

That the Committee note the progress on the Accommodation Project.

Executive Summary

The accommodation programme continues to progress well. The cabinet meeting in June approved the contract award to ISG Fit Out Ltd, a larger company with significant experience in refurbishment of office buildings. The accommodation Programme Board meets monthly to oversee the delivery of the programme and covers the following workstreams:

- I. Construction works
- II. ICT
- III. Travel Plan
- IV. Furniture, fixtures and fittings
- V. Engagement
- VI. Partners

This report notes the progress made across the six project areas. The corporate plan provides key milestones for the full year 2020/21.

1. Construction Works

The contract with ISG has been agreed and mobilisation of the works have started. The contractor is currently clearing the building and setting up their site compound in the basement area. The contract works will be undertaken over quarters 2, 3 and 4 of 2020/21 with an anticipated completion date in quarter 1 next year. The contractor has provided a comprehensive work plan to deal with the implications of social distancing due to Covid 19 and this will be monitored as the works progress.

The consultants Gardner and Theobald have been appointed as Employers Agent to ensure there is effective monitoring of the costs and quality of the work as the project progresses. The contractor now has access to the Civic Offices and therefore there is no longer access for staff or members to the building. Decant arrangements for members have been established in Homefield House and in the Conder building for staff. These temporary arrangements will continue to operate during the decant period however it should be noted that a vast majority of staff continue to work from home due to the Coronavirus pandemic.

2. ICT.

All staff have been provided with the ICT equipment to enable them to work remotely and from home during the Covid 19 lockdown. This has demonstrated that when staff return to the Civic Offices the new working ratio of reduced fixed desks to staff will work effectively.

Consideration is now being given to how staff work safely going forward and planning is being undertaken to ensure EFDC meet requirements from government resulting from the pandemic.

A specialist provider of audio-visual equipment has been selected following a full tender process. Work will now be undertaken to ensure that the refurbished office has the correct level of equipment to enable staff and partners to work effectively in a collaborative work environment.

3. Travel Plan

The existing number of spaces will be reduced given the redevelopment of the Conder site however work is being undertaken to establish how to better allocate the remaining 94 spaces at the Civic Offices. The plan will also look at other means of travel into the office, those whom live within walking distance or travel on public transport. On a reduced ratio and with staff working more from home the reliance on parking becomes less. A full travel plan will be shared with the Committee at the next meeting.

4. Furniture, Fixtures and Fittings

The requirements for furniture and fittings are currently being scoped and designed. The collaborative workspace areas will be an important part of the new working environment and so the correct furniture and acoustics will be important. Two workshops with members have been undertaken to review the requirements for the space going forward. The view of these workshops has been incorporated into the design work and a further meeting will be convened to agree the final design before ordering.

5. Engagement

Staff have been involved through the Champions group and more work is now being undertaken to run some workshops to understand what has worked well during lock down and what could be done differently. This will help in the planning of how to work in a more agile way when services return to the Civic Offices after the refurbishment. Letters have been sent to the residents in the proximity of the building, the Town Council and Members to keep them updated on the refurbishment works.

6. Partners

Discussions with Partners have progressed, and positive interest has been shown. Further detail on the costs are being prepared and shared. It is also proposed to explore the option to increase the space available to let commercially to small businesses. This will help with generating more income for the Council given the challenges on the budget due to the impact of Covid 19. It will also provide more support for local businesses and generation of economic recovery.

Reason for decision:

The accommodation project supports the overall aspirations of the Council Corporate Plan.

Options considered and rejected:

The project is now underway and contract agreed. Options around the amount of space that could be let commercially are being considered as set out in paragraph 6 above.

Consultation undertaken:

Consultation continues with local partners and businesses for the potential letting of spaces and the cafe. Staff are being consulted on any changes created through the improvements to

the second floor.

Resource implications:

The contract sum is within the agreed 2020/21 budget approved at Full Council and is monitored via the Programme Board on a monthly basis.

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SCRUTINY



Report to Stronger Council Select Committee

Date of meeting: 14th July 2020

Portfolio: Cllr. Sam Kane

Subject: Unacceptable Customer Behaviour Policy

Officer contact for further information: Susan Lewis ext. 4508

Democratic Services Officer: A Hendry, (01992 564246)

Recommendations/Decisions Required:

That the attached Unacceptable Customer Behaviour policy is approved for launch to all staff

Report:

We are in daily contact with members of the public. We encourage and welcome all kinds of feedback about our services, but on occasion we recognise that a very small number of people can act or behave in a way that can be unacceptable.

This policy sets out our approach to dealing with unacceptable behaviour by service users and members of the public and it is anticipated its application will be minimal. We have a duty to safeguard our employees from unacceptable behaviour which may otherwise cause us to breach legislation unless we take appropriate action. This policy is to protect our staff whilst dealing with unacceptable behaviour both internally and externally by our customers.

Unacceptable customer behaviour policy is attached.

Resource implications: None

Legal and Governance Implications: None

Safer, Cleaner, Greener Implications: None

Consultation Undertaken: Service Managers consultation

Background Papers: Attached Unacceptable Customer Behaviour Policy

Impact Assessments:

Risk Management: Safeguarding employees

Equality Impact Assessment attached

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Unacceptable Customer Behaviour Policy

1. An overview of the policy

1a. The reasons for the policy

Sometimes, people using our services use behaviour, actions or general conduct that makes it very difficult for us to deal with their needs or requests effectively. A person's actions may become *unacceptable* because they use unreasonable conduct towards our staff. In such cases, we take action to protect our staff.

1b. The scope of the policy

This policy covers all areas of work undertaken by the Council. It applies to anyone our staff come into contact with, including Council tenants, District residents and any other members of the public. Contact covers face to face, written correspondence, email, telephone and social media.

1c. Policy summary

We do not view behaviour as being unacceptable just because a customer is determined to resolve an issue. However, we do consider actions that result in unreasonable contact or demands on our employees or our service to be unacceptable. We also consider certain other behaviours towards staff to be unacceptable. These are the actions managed under this policy.

1d. Equality and diversity

In some cases, customers may have a mental health issue and/or disability where it may be difficult for them to communicate clearly and appropriately. If there is evidence of this in circumstances of unacceptable behaviour, we will consider the individual's needs and our staff, before deciding on how best to manage the situation. We will always consider making reasonable adjustments for the customer if we are asked to do so, but we may still need to manage contact if their behaviour is considered unacceptable.

2. Types of unacceptable behaviour

2a. Aggressive or abusive behaviour

We understand that individuals may be frustrated about an issue they are reporting, particularly if the issue has escalated to the point where they feel it is necessary to make a complaint. It is, however, unacceptable if this frustration turns into aggressive or abusive behaviour towards our staff.

Verbal abuse, aggression and violence towards our staff is not tolerated. This can include behaviour or language (whether spoken, written or via social media) that makes staff feel *offended, afraid, threatened or abused*. For example, threats, personal abuse, offensive remarks, shouting or swearing.

Language that is racist, sexist, homophobic or that makes serious allegations that staff have committed criminal or corrupt conduct without evidence is unacceptable. Similar comments which are aimed at third parties are unacceptable because of the effect they may have on staff. We also consider inflammatory statements to be abusive behaviour.

2b. Other unreasonable behaviour and demands

Even if the behaviour is not deemed abusive, individuals may still make unreasonable demands on our staff. This can include the amount of information they request, the nature or scale of the service they expect or the number of approaches they make.

If such actions start impacting on staff's workload, we consider them unacceptable.

Some examples of unreasonable demands or behaviour include:

- refusing to accept explanations of what we can or can't do
- raising the same issues, or repeating the same requests or complaints to which a response has already been provided;
- insisting a matter should be dealt with in a way which is incompatible with our process, or in a way which would not be considered good practice;
- making unjustified complaints about staff dealing with the issues, and trying to have them replaced;
- demanding a response within an unreasonable timescale;
- demanding to see or speak to a particular member of staff when it is not possible or necessary, or without an agreed appointment

2c. Unreasonable levels of contact

Sometimes the volume and duration of contact made by a customer to our Officers can cause problems. This can happen over a short period, such as one day, or over a prolonged period.

- it can mean a large volume of communications (telephone calls, emails etc), or unnecessarily prolonged communications (excessively long conversations, emails/letters etc)
- asking many detailed but unimportant questions and insisting they are all answered; or unnecessarily repeating questions/complaints which the Council has already answered
- it is also considered unreasonable and vexatious to send multiple copied/repeated email messages to a member of staff or to email many different members of staff at the same time about the same issue
- it is also considered unreasonable to contact various members of staff about an issue, with the aim of obtaining different responses and/or causing confusion

Such behaviour may result in actions being taken to limit the contact, as described in further detail below (Section 3).

2d. Refusal to cooperate

To respond to a request or complaint, we may need the customer to work with us. This could be providing further information or comments, or clarifying details which are unclear.

Sometimes an individual refuses to cooperate, making it difficult for us to progress the matter. We'll always try to assist someone if they have specific, genuine difficulty in completing a request.

However, we consider it unacceptable to bring a request or complaint to our service, but then refuse to respond to our reasonable requests in progressing the matter.

3. Managing unreasonable actions

There are a number of steps that we may take due to unacceptable behaviour towards our staff, depending on the way contact is made and the type of unacceptable behaviour.

3a. Unacceptable behaviour in person

Council staff may meet with customers either in the Council's offices, at their home, or occasionally at another location. The following behaviour is unacceptable during any such meeting: shouting/swearing, physically touching a member of staff (other than a handshake), blocking staff's movement by any means (for instance standing in their way to prevent them leaving), making any movements which could be considered threatening, or any other verbal or physical behaviour which could be intended to cause offence or fear, such as (but not limited to) offensive or threatening gestures/comments.

Actions that may be taken

If staff feel threatened in any way during such a meeting, they will leave the situation at the earliest opportunity and submit a written report to their Line Manager. In certain incidents, we may report incidents to the Police. This will be the case if physical violence is threatened.

Reports to Line Managers will be considered and the Council may refuse to meet with the customer in person or visit their property in future. Alternatively it may be agreed that meetings can still take place, but there must be an accompanying member of staff present. The customer will be advised of such decisions in writing, with an explanation for the reason.

3b. Unacceptable behaviour during telephone calls

The Council considers the following behaviour to be unacceptable during telephone calls: shouting, swearing, making personal/abusive or derogatory remarks to staff, not allowing staff to speak (by speaking over them), deliberately prolonging conversations unnecessarily (for instance by speaking excessively slowly or asking irrelevant questions), repeating the same information/question when this has already been answered, making excessive numbers of calls unnecessarily. This list is not exhaustive and there may be other reasons why staff may consider the behaviour unacceptable when dealing with a telephone call.

Actions that may be taken

If our staff experience unacceptable behaviour over the phone, they have the right to end the call. If they consider that they may need to end a call, our staff will tell the caller how their conduct is considered to be unacceptable and give the caller the chance to change their behaviour.

If the caller chooses to carry on acting in a way considered unacceptable, our staff will advise the caller that the call is going to be terminated because the unacceptable behaviour is continuing. The call will then be terminated and a note will be kept detailing the customer's behaviour and why the member of staff needed to terminate the call.

If a caller's behaviour is thought to be extreme, for example if they make threats of violence or are extremely abusive, our staff can end the call without warning. In certain incidents, we may report incidents to the police. This will be the case if physical violence is threatened.

If there are multiple instances of this type of unacceptable behaviour and it continues, we may apply more permanent restrictions such as refusing to accept telephone calls from the customer (blocking their number).

3c. Unacceptable correspondence

Our staff do not have to tolerate unacceptable behaviour in any correspondence, including letter, email and via social media.

If an unacceptable (abusive etc) communication is received, but there is a legitimate request for information in the communication, the individual will be told to change their behaviour and make a more appropriate request. The information requested will only be issued if an appropriate (polite) request is then received.

If no legitimate request for information is included, our staff do not have to respond to abusive contact. If a customer persists in sending abusive communications, the Council may elect to limit contact in a variety of ways, listed below under 'Actions we may take'.

Communication that includes physical threats to staff may be passed on to the Police for further investigation.

Actions we may take

If we consider a person's contact with us to be unacceptable, we may decide to restrict or block contact from them. We may:

- limit future contact to a particular form (for instance, an abusive or persistent telephone caller taking up unreasonable staff time may be limited to written communication)
- limit how often we can be contacted. For example, by email only, to be reviewed once a week;
- allow contact to a specified staff member only;
- require that contact be made to us through a representative;
- return documents. In extreme cases, tell the person that further irrelevant documents will be destroyed;
- read and file future contact, but *only respond if it is considered that new information has been given, which warrants a response*;

- cease our consideration of the matter (if it is considered that a person is making vexatious approaches and wasting staff time). We may also refuse to consider/respond to future contacts or complaints from the individual about the matter in question;
- take any other action we believe is appropriate, including ending all contact with the person.

4. Decision process

Except in extreme cases, such as a person making physical threats to staff where we end contact immediately, our decisions to restrict contact will be carefully considered by a member of the management team.

4a. Communicating our decisions

When we end contact immediately due to aggressive or abusive behaviour, the person will be told at the time, or at earliest opportunity if it is not possible to inform them immediately (due to the situation).

We will always tell the person in writing why we have decided to restrict future contact, the arrangements and how long the restriction will be in place. We can respond in another format if required.

4b. Appealing our decision

If we tell a person that we will no longer communicate with them, they will also be told about their right to appeal. Appeals need to be made in writing and submitted to the Complaints Team with ten working days of our restricting contact. If the individual has accessibility needs where written appeal is not appropriate, appeal may be submitted by phone. Only points relating to us restricting contact will be considered.

Potential grounds for appeal may include:

- the person's actions were wrongly decided to be unacceptable;
- the restrictions were disproportionate to the incident; or
- the restrictions have negatively impacted the individual because of personal circumstances.

A Senior Manager will consider the appeal within ten working days of receipt. Restrictions will stay in place until a decision is made. Any amendments to the restrictions will be made by the individual considering the appeal and the evidence provided.

4c. Recording unreasonable behaviour

All incidents of unreasonable behaviour are recorded. When we decide to restrict contact, a note is made on the relevant case and in our centralised computer records.

4d. Subsequent approaches

If we have restricted contact from a customer but they come to us with a new matter, we will consider our original decision to restrict communication and any time limit we applied. If we have totally restricted contact, the decision to accept a new contact or complaint can only be made by a Senior Manager.

5. Unreasonable behaviour during the complaints process

5a. Unreasonable use of our complaints process

If a customer has a complaint about our service, they have a right to state their concerns through a range of means. This contact becomes unreasonable when the purpose of the repeated complaints is to harass, prevent us from following a legitimate aim or from applying a legitimate decision.

5b. Unreasonable behaviour during the complaints process

When a complaint has been made, unreasonable behaviour would include:

- changing the basis of a complaint as this is being dealt with;
- introducing irrelevant new information at a late stage;
- raising many detailed but unimportant questions and insisting they are all answered;
- secretly recording meetings and telephone conversations;
- raising repeat complaints with minor changes or additions that the customer wants to make 'new' complaints;
- continuing to pursue a case with us once we have closed it, and they have been advised of the next appropriate steps;
- repeatedly arguing points without new evidence;
- demanding we respond within an unreasonable timescale;
- demanding to see or speak to a particular member of staff when it is not possible or necessary;
- insisting on a face to face meeting when we do not consider it necessary;
- visiting our offices without an agreed appointment.
- Acting in a manner described as unreasonable in the previous paragraphs concerning telephone, written and in-person communications

Please note that this is not a complete list but a broad example of some of the actions and behaviours we consider unacceptable. Actions taken in response to such behaviour may include any of the responses/restrictions described previously under 'Limiting contact'.

6. Review and revision

We reserve the right to make amendments to this policy as necessary.

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: Customer

If you are submitting this EqlA on behalf of another function, service area or team, specify the originating function, service area or team:

Title of policy or decision: Unacceptable Behaviour Policy

Officer completing the EqlA: Susan Lewis Tel: 01992 564508
Email: slewis@eppingforestdc.gov.uk

Date of completing the assessment: 2/3/2020

Section 2: Policy to be analysed

2.1	<p>Is this a new policy (or decision) or a change to an existing policy, practice or project? This is a new policy</p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>This policy sets out our approach to dealing with unacceptable behaviour by service users and members of the public. We have a duty to safeguard our employees from unacceptable behaviour which may otherwise cause us to breach legislation unless we take appropriate action. This policy is to protect our staff whilst dealing with unacceptable behaviour both internally and externally by our customers.</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <p>To provide a consistent approach to managing cases of unacceptable behaviour and safeguard our staff</p>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none">• service users• employees• the wider community or groups of people, particularly where there are areas of known inequalities? <p>All of the above</p> <p>Will the policy or decision influence how organisations operate? No</p>
2.4	<p>Will the policy or decision involve substantial changes in resources? 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? 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	What does the information tell you about those groups identified? Not applicable
3.2	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? Service Managers have been advised the policy will be provided to their Officers to assist them in dealing with cases of unacceptable behaviour
3.3	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: Not applicable on this occasion, it's an internal guidance procedure for use in limited cases where needed

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	
Disability	Neutral	
Gender	Neutral	
Gender reassignment	Neutral	
Marriage/civil partnership	Neutral	
Pregnancy/maternity	Neutral	
Race	Neutral	
Religion/belief	Neutral	
Sexual orientation	Neutral	

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 <input type="checkbox"/>	No
		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: Rob Pavey

Date: 15/10/19

Signature of person completing the EqlA: Susan Lewis

Date: 15/10/19

Advice

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

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SCRUTINY



Report to Stronger Council Select Committee

Date of meeting: 14 July 2020

Portfolio: Leader

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

Officer contact for further information: Louise Wade (lwade@eppingforestdc.gov.uk)

Democratic Services Officer: Adrian Hendry (01992 564246)

Recommendations/Decisions Required:

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>	Target =	45.00%	<u>Corrective Action</u>	<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>	Customer Services Director																				
		<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>37.31%</td> <td>45.00%</td> <td></td> </tr> <tr> <td>Q2</td> <td>34.71%</td> <td>45.00%</td> <td></td> </tr> <tr> <td>Q3</td> <td>40.17%</td> <td>45.00%</td> <td></td> </tr> <tr> <td>Q4</td> <td>47.71%</td> <td>45.00%</td> <td></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																						
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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	✓	Target not met due to all centres being closed due to the outbreak of coronavirus	<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
	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	✓	<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	
	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	✓	<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	
	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> <hr/> <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.																												
Q1	203,023	51,500																														
Q2	130,095	103,000																														
Q3	156,624	154,000																														
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> <table border="1" data-bbox="667 419 1019 683"> <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> <p><u>Corrective Action</u></p>	2019/20	Actual	Target	Status	Q1	73%	95%		Q2	97.4%	95%		Q3	100%	95%		Q4	100%	95%		<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><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>	<p>Community and Partnership Services Director</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)				Corrective Action	Comments	Lead Directorate & Responsible Officer
Increase in Recycling An increase in the amount of recycling produced by the District	Target = 57%					<u>Quarter 4 Performance</u> New ECC recording system is now up and running - figures been updated to show correct level of recycling <u>Quarter 3 Performance</u> The increase in recycling is mainly due to reductions in household residual weights <u>Quarter 2 Performance</u> Exceeded target for quarter <u>Quarter 1 Performance</u> 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)				Corrective Action	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>Quarter 4 Performance</u> General fall in kg per household due to manufacturing changes <u>Quarter 3 Performance</u> Weights are steady but lower than in previous years <u>Quarter 2 Performance</u> Q1 – Improved on target set <u>Quarter 1 Performance</u> 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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