

## Select Committee Agenda



### ***Stronger Council Select Committee Tuesday, 20th July, 2021***

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

**Conference Suite - Civic Offices**  
on **Tuesday, 20th July, 2021**  
at **7.00 pm** .

**Georgina Blakemore**  
**Chief Executive**

**Democratic Services  
Officer**

A Hendry (Democratic Services)  
Email: [democraticservices@eppingforestdc.gov.uk](mailto:democraticservices@eppingforestdc.gov.uk)

#### **Members:**

Councillors P Bolton (Chairman), T Matthews (Vice-Chairman), R Bassett, P Bhanot, H Brady, R Brookes, J Jogia, H Kane, R Morgan, S Neville and J M Whitehouse

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**SUBSTITUTE NOMINATION DEADLINE: 6.00PM**

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#### **WEBCASTING NOTICE**

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

**You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Council's published policy and copies made available to those who request it. Therefore by entering the Conference Suite and using the seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for web casting and/or training purposes.**

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

**1. WEBCASTING INTRODUCTION**

This meeting is to be webcast. Members are reminded of the need to activate their microphones 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 entering the Conference Suite and using the seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.”

**2. APOLOGIES FOR ABSENCE**

**3. SUBSITUTE 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 13<sup>th</sup> April 2021.

**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. CORPORATE PERFORMANCE REPORTING - QTR. 1 (Pages 19 - 44)**

To consider the attached report and note the progress of project delivery against Q1 milestones.

**8. ACCOMMODATION PROGRAMME REPORT (Pages 45 - 46)**

To consider the attached report on the accommodation update for the council offices.

**9. DATES OF FUTURE MEETINGS**

To note the future meeting dates of this Committee:

14 September 2021;  
16 November 2021;  
18 January 2022;

Stronger Council Select Committee

Tuesday, 20 July 2021

03 March 2022; and  
14 April 2022

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**EPPING FOREST DISTRICT COUNCIL  
NOTES OF A MEETING OF STRONGER COUNCIL SELECT COMMITTEE  
HELD ON TUESDAY, 13 APRIL 2021  
IN VIRTUAL MEETING ON ZOOM  
AT 7.00 - 9.03 PM**

<b>Members Present:</b>	P Bolton (Chairman), D Stocker (Vice-Chairman), R Bassett (Member), R Brookes, D Dorrell, S Heather, S Neville (Leader of the Green Party Group), M Owen, S Rackham, M Sartin and J M Whitehouse
<b>Other members present:</b>	S Kane, S Murray and J H Whitehouse
<b>Apologies for Absence:</b>	H Brady and H Kane (Chairman of the Council)
<b>Officers Present</b>	A Small (Strategic Director Corporate and 151 Officer), L Wade (Service Director (Strategy, Delivery & Performance)), M Hassall (Interim Service Director (Strategy, Delivery & Performance)), P Maginnis (Service Director (Corporate Services)), A Hendry (Democratic Services Officer), J Leither (Democratic Services Officer) and R Moreton (Corporate Communications Officer)

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**35. 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 virtual meetings.

**36. SUBSITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**

The Committee noted that Councillor S Heather would substitute for Councillor H Kane and Councillor M Sartin would substitute for Councillor H Brady for the duration of this meeting.

**37. NOTES OF PREVIOUS MEETING**

**Resolved:**

That the notes of the meeting held 19 January 2021 were agreed as a correct record.

**38. DECLARATIONS OF INTEREST**

- (a) Pursuant to the Council's Code of Member Conduct, Councillor R Bassett declared a personal interest in item 10, Qualis Quarterly Monitoring Report, Q1 2020/21, by virtue of being on the Qualis board. The Councillor had determined that his interest was non-pecuniary and he would remain in the meeting for the consideration of this item.
- (b) Pursuant to the Council's Code of Member Conduct, Councillor R Bassett declared a personal interest in item 10a, Corporate Performance Reporting

Q4, by virtue of being the Chairman of Community Transport. The Councillor had determined that his interest was non-pecuniary and he would remain in the meeting for the consideration of this item.

**39. TERMS OF REFERENCE & WORK PROGRAMME**

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

**40. ICT UPDATE**

The ICT Manager, M Hassall, introduced the updating ICT report to the meeting. It was noted that over the past year they had focused on completing the ICT restructure and improving the basic ICT service that the team delivered. Seventeen colleagues had left the team, and 10 had joined. The team was now at capacity.

A business partner model had been implemented with meetings held with each service area every month. This had led to better alignment of ICT services and service area requirements.

The team had implemented a service desk management tool that provided better visibility and management for incidents, changes and problems. They had facilitated the home and remote working for all colleagues across the council, and provided laptops, Microsoft teams, and BYOD support. This had been essential due to the Covid restrictions and the mandate for all colleagues to work from home if possible.

The accommodation project had required significant ICT resourcing and the team had been involved in aspects covering networking, AV, equipment fitting, resource booking systems and decanting of equipment.

Security of the system had remained good and they now had a new Disaster Recovery Solution which allowed services to be run from the cloud in case of total loss of on-site solutions. It was now time to move IT services to the Azure cloud and Initial assessments had been completed which supported the business case of moving to a hybrid cloud model initially.

Councillor Brookes noted that 17 staff had left, and they now had 10 new staff. Were the new staff on short term contract or full time? Councillors had also been having problems with their iPad, how could this be tackled. Also, backup to people who worked from home was mentioned. What extra work did this entail? M Hassall said that the new staff were in permanent roles. The team did have some agency support on a temporary basis, doing such things as covering the service desk. As for providing help for the iPads etc. we had a specialist in this but they were now broadening it out so that more than one person could help. They were mapping out a skills matrix to understand what they would need in the future. As for support for homeworkers there were some practical things that could be done such as showing people how to do certain things, however one of the problems was in contacting the people working from home.

Councillor Dorrell asked about the costs for the cloud, as he had recently seen that Microsoft had recently jacked up their prices for people already on their platform, how long were we locked into the current deal we were negotiating, and could we renegotiate it if needed. He was told that we had an enterprise agreement for three years with Microsoft, the costs would go up or down depending on how many people we had, because we pay 'by seat' so each person costs us more. But we also had projects which were evaluating all costs as 'running costs' and could be expensive.

We would only move over services once we had understood the costs involved. But also not doing anything could prove to be very expensive as well. That was not to be recommended.

Councillor Sartin was concerned about by the large staff turnover over such a short space of time and asked what was happening that councillors were not aware of. As for accessing IT help it seemed a complicated process and seemed to take a long time in which to get help. Did it need to be that complex? M Hassall agreed that the numbers of staff turnover were quite high, but the roles were quite different and that the overall team size had moved from 35 down to 27. We also looked at the skills needed and wanted to broaden out each person's skills, so they did not work in a silo. Also, some people took this as an opportunity to re-evaluate their careers and move on. As for access to IT help, they were working on process to make it simpler and would have another look at this, if it did not seem so straightforward. We always gave help as soon as possible in an emergency. Councillor Sartin said that they would appreciate having a contact for emergencies. She was told that officers would investigate that.

*\*Subsequently M Hassall has added that in line with Councillor Kane's comments we have removed a single named individual to call as this process had not been working. In case of emergencies with an ICT issue, members can ring the service desk directly on 01992 564888.*

Councillor Rackham was also concerned about staffing and asked how many people who had left IT were retained in other jobs or took redundancy? Also, a lot of Councillors had problems with their iPads which was a concern. Was there a troubleshooting manual they could have? She was told that only two officers had moved into a new job. A manual was a good idea and officers hoped to put together some sort of guide.

Councillor Bassett asked why they chose Azure over AWS. And he was also concerned over the security of the network and bandwidth and resilience; had we done any work in this area in connection with the current changes taking place? M Hassall said that they chose Azure was because that although the costs were similar, we used a lot of Microsoft products already, so got more benefit from using this system. As for bandwidth in the new model, applications would go straight to Azure so it would be quicker without having to go into our servers in the Civic Centre. And once we were in Azure, we could easily increase our capacity.

Councillor Janet Whitehouse said that in her experience the ICT Helpdesk was just not working. She had experienced problems 10 days ago had not heard anything since. Could the officer who started an issue see it through to the end. She was told that processes were being put in so this would not happen. M Hassall would go back and investigate the Councillor's issues. Councillor Whitehouse then asked if the officer could give their name when they contacted them, she did not like the anonymity. M Hassall said she would look into this.

*\*Subsequently M Hassall has added that she had looked into this and depending on what issues, it may require different people in the team to deal with it. Once the issue was assigned to an individual, it was normal practice for that person to follow it through, unless they were due to go on holiday or would be unavailable, then a colleague would pick up that issue.*

A Small added that it was the case that ICT was just not meeting the needs of the Councillors and Officers, so a wholesale change was needed. It had been a large

change, but services were now improving, and they were getting a lot of positive feedback. He was keen to make sure that members' problems were addressed.

Councillor S Kane echoed Mr Small's points, noted that a high amount of changes had taken place in IT and it needed people with different skill sets to do different jobs. We had now got the right people doing this work, revamping our systems and the new civic centre. Members were just a small part of this work. He had taken on board their suggestions and comments and were working very hard on member issues. It was his request to take away named officers and make it a corporate responsibility.

Councillor Murray said that he could only access his councillor email address on his iPad. Could he access it on other devices? He was told that he could be set up on other devices and that someone would contact him about this.

**Resolved:**

That the Select Committee to considered and commented on the ICT update report.

**41. PEOPLE'S STRATEGY UPDATE**

The Service Director, Paula Maginnis, introduced the updating report on the Peoples Strategy. It was noted that the People Strategy and Plan 2020/2022 set out clear actions and timescales over a two-year period to support the Council to deliver its strategic objectives and was divided into 6 workstreams:

- Attracting, on boarding and retaining the best talent
- Developing our leadership
- Embracing change to support EFDC evolution
- Creating a culture of engagement and wellbeing
- Developing our skills and behaviours to make EFDC a great place to work
- Achieving organisational goals through a high performing and flexible workforce

At its core was transforming the People Team to become an enabler for the organisation.

The Strategy set out the ambition for our workforce – the right people with the right skills, highly motivated high performing and business efficient.

Appendix 1 to the report set out the achievements realised during Year 1 of the Strategy, 2020 – 2021. In summary, the People Team supported the organisation's wellbeing, the accommodation project developing new ways of working, developing the culture to become more resilient, improving policies and process, including the use of technology to automate as much as possible.

And Appendix 2 of the report sets out the work programme to achieve Year 2 of the Strategy 2021 – 2022.

Councillor Jon Whitehouse noted that there were different streams of work in the report and asked how they measured the impact on staff given the recent turbulence and when was the last staff satisfaction survey set up. Ms Maginnis answered that they used a platform called 'Perkbox' which along with staff discounts and medical services also carried out regular polling surveys. The results were taken to the Service Directors for analysis. The fourth survey of which came out recently. This



was an ongoing process. Councillor Whitehouse then asked what proportion of staff took part in these surveys. He was told that the proportion would be put in the minutes. There was more work needed on the promotion and development of this but there was a high level of management support. The surveys consisted of 50 random questions, so after 4 or 5 surveys we get to understand what was happening across the organisation. Councillor Whitehouse then asked who in the organisation knew the overall picture. He was told that it was the people team.

Councillor Bassett said that it had been a difficult year and it was difficult to know how teams were performing when you did not actually see them. As a manager you were effectively working blind. How could a member of staff get feedback if they were struggling working from home or had other difficulties? Ms Maginnis said that they had a process of having one to ones in place and also had a number of tools for dealing with change and working remotely. They were also hoping to deliver an interim project in the coming months with a view to making a bid on funding to do this digitally for managers and employees. As for feedback the survey asks these questions, about work remotely etc. via the 'Perkbox' tool. Officers had also carried out an online DSC assessment regarding what difficulties and concerns our employees were facing and a wide range of issues were picked up by managers. Councillor Bassett then asked if managers received training in mental health issues. He was told that they did, and that the Council also had 10% of the workforce as mental health first aiders. Mr Small added that working from home had been popular but had its challenges and Councillor Bassett points were well made. We needed to look to the wellbeing of staff and to make sure the staff needs were being looked after; we also need to make sure they feel part of a single organisation and make sure the organisation continues to perform. There were some of the challenges we had to recognise. He was not sure that we had got it right just yet; we needed to continue to focus and put the right amount of effort into it to make sure it was working effectively as well as looking after our staff's wellbeing.

Councillor Janet Whitehouse asked about the induction for new staff, they were told to look at the appropriate section of our website on how decisions were made. A lot of them came from private industry and were new to how local authorities worked and they did not seem to be told anything about scrutiny. Would a way forward would be to set up a meeting between HR and Councillors and bring forward a report on what members would like new officers to be told on how we worked. It could be brought back to either this committee or to the Constitution Working Group, which ever was more appropriate. Scrutiny was very important and new officers should understand this. She would be interested to hear other people's view on this, perhaps not at this meeting.

Councillor Neville asked about the proposed salary sacrifice scheme for private health care and what involvement the unions had had. He was told that they met regularly with the trade unions and had an ongoing dialogue with them. This scheme meant that an employee would pay on a monthly basis before tax and NI for private health care; something like BUPA, but it would not be subsidised by the Council. Councillor Neville then asked who had decided on 'Perkbox' and 'Insight'. He was told that the People Team looked at several systems and decided upon these systems. The unions were also involved in this choice.

Councillor Brookes asked if the council had made special arrangements for staff to carry over excessive annual leave over this pandemic period. She was told that arrangements had been put in place last year on this but they had insisted that staff took at least 20 days annual leave during the year for their own health and wellbeing. Councillor Brooks noted that in the last two years she had never seen such a large

turnover of staff. Also, 'Perkbox' was not a substitute for a private survey for council employees to enable management to take note of what was said. We also needed to know about changes in the top management structure and who was responsible for what. Ms Maginnis said that she could provide the turnover figures for the last two years, except for Q4 when the IT staff left. Employees were offered an exit interview to provide us with feedback. We were supporting staff as there was a lot of change taking place and we also carried out anonymous surveys. Councillor Brookes added that a lot of staff had gone above and beyond of what was expected and councillors did appreciate that.

**Resolved:**

That the Stronger Council Select Committee considered and commented upon the People Strategy Update report.

**42. ACCOMMODATION UPDATE**

L Wade introduced the accommodation report. She noted that work had now been completed on the Civic Centre and they were starting to repopulate the building in a Covid safe way. One of the first things to take place there would be the issuing of postal votes which will by necessity, have a large amount of people doing this.

A positive meeting had been had with Essex libraries and Portfolio Holders, where they were encouraged by the light open space that had been created and the additional spaces that could be used for community events.

There had been a huge effort by the organisation to clear out the existing space in the Conder building. It had highlighted that as a council we can contribute towards the climate change emergency, by relying less on paper by streamlining services and storing data and documents within the cloud.

A new print to post service was currently in pilot development stages with Democratic Services, which would reduce the amount of printing that would take place within the Civic offices.

With the 2nd floor now available for viewings, we have had some very positive interest which we are hoping results in offers being made.

The refurbishment continues to be within the agreed budget and is forecasting a positive variance.

Councillor Bolton asked about the court action being taken to extend the Zoom meetings. He was told that the Zoom emergency legislation terminated on 7<sup>th</sup> May. The government was being taken to the High Court who should make a decision by the end of April. Currently officers were looking at how to hold Covid safe meetings.

Councillor Neville asked if we were ready for all eventualities if we had to meet in May. He was told that once the decision had been made it would be reviewed again.

Councillor Brookes noted that there were limited car parking facilities for staff and other people; what sort of provision had been made for people who wanted to use their cars? L Wade noted that there was still parking available especially for essential services, but they would encourage the use of alternative modes of transport.

Councillor Janet Whitehouse asked when members could have a tour of the Council Offices and as for parking there were a lot of spaces offered for the commercial lets on the 2<sup>nd</sup> floor. Will there be enough parking for Councillors, especially in winter nights. She was told that visits to the Council officer would not be happening until around the mid-May period after the local elections. The 2<sup>nd</sup> floor lets were offered the same amount of parking as council staff, for evening meetings most of the occupants would have gone home, freeing up space.

Councillor Sartin asked about members who had to come in for daytime meetings, such as the Licensing Sub-Committee meetings, they have to come in for these meetings and will have to park. L Wade said this would all be taken on board and consideration given once we started to return to the offices.

**Resolved:**

That the Committee noted the summary of progress on the Accommodation Programme and any verbal updates.

**43. QUALIS QUARTERLY MONITORING REPORT - Q1 2020/21**

A Small introduced the Qualis Quarterly monitoring report (qtr.1 -2020/21). This report presented the Qualis first Quarter's monitoring report for the Qualis trading year 2020/21 and covered the period from 1 November to 31 January 2021. With Housing Maintenance services having transferred to Qualis in Quarter 4 (end of September 2020) of the previous trading year, this quarter represented the first whole quarter of both service delivery activity, commercial investment and regeneration work.

Councillor Neville noticed the delay in the business case for the Roundhills and Pyles Lane development and wanted to know when they would have sight of these plans. Mr Small said that they would have to come to a cabinet committee and so would be available then.

Councillor Rackham asked what were the major risks to the expected outcomes and had the pandemic affected the assumed projected value of the projects. She was told that the major risks were the planning permissions for the sites. As for the pandemic, house prices had remained buoyant throughout, though there was a slight risk at the end of the stamp duty holiday.

Councillor Jon Whitehouse asked about cash flow; what was the position of the company at present as they had their loan and had incoming rental income along with their outgoings, but with major developments there would be a lot of up front expenditure before income came in. Also, the report had pre-pandemic assumptions in there and then noted that these assumptions had changed but did not say what these new figures were. Finally, a big consideration was given to a media consultancy, what consideration had been given to doing this though the Council. A Small replied that for cash flow, the next couple of years they would be concentrating on development. As for the financial assumptions, these would be updated in the next quarter's report. And on media support, our own communications team was under resourced and would be unable to support Qualis. We would also like to keep some distance between the Council and Qualis. We may need to look again at our strategy. It maybe they may need to look again at their communications strategy, and this was something to take back to the Qualis board.

**Resolved:**

The Select Committee noted and discussed the report.

#### 44. CORPORATE PERFORMANCE REPORTING - Q4

The Chairman, Councillor Bolton, introduced the report on the results of corporate performance for quarter 4. He took each page of the report and asked for members to stop him if they wished to discuss any of the outcomes.

Commenting on page six of the supplementary agenda 'Museum Collection Rationalisation', Councillor Sartin noted that the comments did not make any sense. L Wade said that it was referring to refreshing the collections to ensure a rotation of exhibits that were available, and which was constantly being update and rationalised when it was not being used.

Councillor Bassett made a general point on the report saying that generally when there was a red coded item the route to green was just to reset the target. L Wade said that it showed where milestones had not been achieved, which may have indicated that the dates were not right in the first place. Councillor Bassett said that he did not like it when a red indicator said it was to re-baseline to go back to a green indicator. He was told that was just a date change, not a change to the delivery or the outcomes.

Councillor Jon Whitehouse noted that the 'Private Sector lettings' item was now abandoned and asked if we still did not have the resources to achieve this as it was important that we did. L Wade said that she would ask the appropriate officers to provide a response to this.

Councillor Sartin asked what was meant by 'reduced mobile phone ownership and usage' under the 'Mobile Phone Review' item. She was told that it was to enable the council to look at new Mobile Phone providers as we now used a lot of other applications such as 'Teams'. The policy was now being reviewed for potential savings.

Councillor Sartin then asked why we were "onboarding suppliers" and was told that this was the start of engaging with the suppliers.

Councillor Jon Whitehouse asked if the applications for the Council Housebuilding programme had gone in on 29 March? He was told that yes they had gone in.

Councillor Neville noted that under the Local Plan item there was to be a consultation in May/June 2020 – should this be 2021? He was told that yes this was a typo and it should be 2021.

Councillor Sartin commented on the appointment of the Town Centre Project Manager, had this been completed and the report written? Officers were unsure about this and would have to come back to her with an answer.

L Wade noted that the KPIs would be updated within the minutes as there were not available at the time the agenda went out. She briefly went through some of the exceptions listed.

Councillor Neville noted that the figures for Household waste was much higher for this last year due mainly to the fact that people were confined to their households and noted that this may go on for some time yet. It may be that we would need to

rethink the target figures for the future. Councillor Bassett noted that these were rolling figures increasing every quarter but the target figures did not increase for Q2 and Q3 so the figures may be misleading. L Wade said she would feed this back to the appropriate director to address the figures and set a realistic target for next year.

Councillor Bassett also noted that a lot of the major planning applications were over their due date. He was told that this would be taken on board and discussed with the Portfolio Holder and officers.

**Resolved:**

That the committee reviewed the report and noted the progress of project delivery against Q3 milestones, specifically the projects currently highlighting exceptions.

**45. DATES OF FUTURE MEETINGS**

The Committee wished to add something in the induction programme for new officers about scrutiny, especially as more officers were coming in from outside Local Government and did not know or understand the rules we had to work under. Councillor S Kane said he would take this up with P Maginnis and report back.

The Committee noted that this was their last meeting for this municipal year.

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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 2021/22  
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 – 20 July 2021 meeting Q2 Jul, Aug, Sept - 16 Nov 2021 meeting Q3 Oct, Nov, Dec - 18 Jan 2022 meeting Q4 Jan, Feb, Mar – 14 Apr 2022 meeting  Live system reporting – by exception. No pre- distributed reports, projection of live data on the night.		20 July 2021 14 Sept. 2021 16 Nov. 2021 18 January 2022 03 March 2022 14 April 2022	?James West?
2.	People Strategy	20 July and 14 Sept. 2021 – 18 January 2022 & 14 April 2022 Project reporting, issues focussed.			Paula Maginnis  Jo Budden
3.	Digital Enablement	Prioritisation of Council Technology strategy.			Paula Maginnis Maryvonne Hassall
4.	Accommodation	20 July and 14 Sept. 2021 - & 18 January 2022 Project reporting, issues focussed			Maryvonne Hassall

5.	Financial Issues Paper	20 July 2021 Scrutiny of MTFS 21/22 onwards	Revenue and Capital Outturn report		Andrew Small Christopher Hartgrove
6.	Draft budget scrutiny	2022/23 budget setting 18 January 2022	Budget Monitoring Report		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 Local Elections 2019	September 2021			Gary Woodhall



## SCRUTINY



### **Report to Stronger Council Select Committee**

**Date of meeting: 20<sup>th</sup> July 2021**

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

**Subject:** Corporate Performance Reporting

**Officer contact for further information:**

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

**Democratic Services Officer:** Adrian Hendry (01992 564246)

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

##### **Report:**

**1. That the committee reviews the report and notes the progress of project delivery against Q4 milestones, specifically the projects currently highlighting exceptions as follows:**

- a. **Community Health and Wellbeing:** Community & Cultural Trust
- b. **Housing Needs:** Re-provision of Hotel
- c. **Customer Services:** Research & Feasibility Recommendations
- d. **Customer Services:** Councillor Portal
- e. **Customer Services:** Telephony Solution
- f. **Accommodation:** Civic Offices Refurbishment
- g. **PP & Implementation:** Climate Action Plan
- h. **PP & Implementation:** Green Infrastructure Strategy
- i. **PP & Implementation:** Local Plan
- j. **PP & Implementation:** Interim Air Pollution Mitigation Strategy
- k. **Digital Planning Improvements:** Back Office System
- l. **Economic Development:** Digital Support Platform for Business
- m. **Economic Development:** New Business Support Packages
- n. **Economic Development:** District Financial Aid to Business

**2. That the committee notes some KPI Q1 data was not available at the time of this report but will be provided any updates verbally at the committee meeting.**

**Reason for decision:** To enable Select committee to review progress for quarterly performance measurement delivery

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

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

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

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

**Consultation Undertaken:**

Leadership Team  
Service Directors

**Background Papers:** Strategy and Corporate plan




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





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

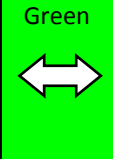
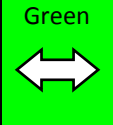
**Equality:** Relevant equality implications arising from actions to achieve specific objects or benefits will be identified by the responsible service director and/or project leads.

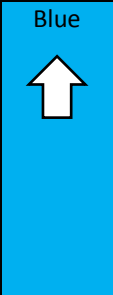
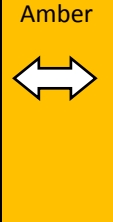
## 2. Status and Progress Report: Key Corporate Projects

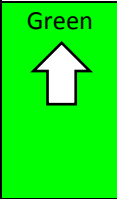
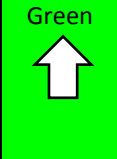
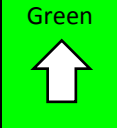



### Reporting Guide

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

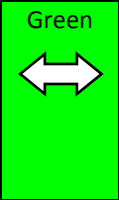
Service Area: Community Health and Wellbeing		Lead Officer: Jen Gould	
Wider Determinants of Health Improvement			
Goal	Aspirational milestones	Status	Progress
<p>Delivery of activities that contribute to an overall reduction in health deprivation in the pilot wards.</p> <p>A tested place-based approach that can be replicated to respond to the health inequality needs of other areas.</p>	<p><u>Q1</u></p> <ul style="list-style-type: none"> <li>End of year report delivered to Select Committee March 2021 &amp; attached to project governance.</li> </ul>	<p>Blue</p> 	Milestone complete, project closed.
Museum Collection Rationalisation			
<p>Rationalise the collection to make more improve the collections available making more accessible for local community, and efficient and effective use of storage.</p>	<p><u>Q2</u></p> <ul style="list-style-type: none"> <li>All North Weald items not being kept will have left the collection.</li> <li>All items in Store 1 will have been through steering committee and portfolio holder decision.</li> </ul>	<p>Green</p> 	<p>North Weald items for disposal agreed and c30 items have been disposed (community projects etc.) Items from museum store 1 have just gone to Committee for decision on plans for each piece and work has begun at CRATE off site store to complete phase 1.</p>
Waltham Abbey Community & Cultural Hub			
<p>To develop an Epping Forest Community and Economic Hub through combining Epping Forest District Museum and Essex County Council library buildings in Sun Street, Waltham Abbey.</p>	<p><u>Q2</u></p> <ul style="list-style-type: none"> <li>Confirmation of asset transfer and partnership arrangement with ECC in respect of the W/A Hub end September 2021.</li> </ul>	<p>Green</p> 	<p>Full business case was taken to Stronger Communities 15th June and is going to cabinet for agreement 12th July. Discussions with ECC are progressing re the library asset transfer and partnership arrangements.</p>
Community & Cultural Trust*			
<p>*New project to this report. Awaiting final confirmation of inclusion of agreed project reporting.</p>	<p><u>Q2</u></p> <ul style="list-style-type: none"> <li>Project brief to be completed for discussion by end July 2021</li> </ul>	<p>Amber</p> 	<p>Taking this project back to concept to establish whether still has value in progressing.</p>

<b>Corporate Wellbeing Measure*</b>			
*New project to this report. Awaiting final confirmation of inclusion of agreed project reporting.	<u>Q2</u> <ul style="list-style-type: none"> <li>Results of pilot use of wellbeing M&amp;E tool by end September 2021.</li> </ul>	Green 	SLT agreed to progress exploration into corporate measure of wellbeing. Outline methodology agreed for use to pilot on an area of work within CCW.
<b>Corporate Approach to Resident Engagement*</b>			
*New project to this report. Awaiting final confirmation of inclusion of agreed project reporting.	<u>Q2</u> <ul style="list-style-type: none"> <li>Project brief to be completed for discussion by end July 2021</li> </ul>	Green 	This is the seed of an idea emerging from the Strategic Planning. Requires discussion as to whether holds value before progressing.

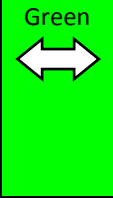

<b>Service Area: Housing Needs</b>		<b>Lead Officer: Jen Gould</b>	
<b>Locata</b>			
Integrating available functionality of current LOCATA system across the Homelessness, Temporary Accommodation and Rehousing Team. Upgrading system functionality and allowing customers to access all areas of housing in real time and have autonomy over their housing applications.	<ul style="list-style-type: none"> <li>n/a</li> </ul>	Blue 	Milestones complete, project closed.
<b>Reprovision of Hostel*</b>			
*New project to this report. Awaiting final confirmation of inclusion of agreed project reporting.	<u>Q2</u> <ul style="list-style-type: none"> <li>Project proposal document to be brought to Governance Group for discussion September 2021</li> </ul>	Amber 	Project currently in concept with proposal documentation being completed for governance group discussion and agreement in September 2021.

Service Area: Customer Services		Lead Officer: Rob Pavey	
First Line Migration to Contact Centre - Revenue & Benefits (Fix the Basics)			
Goal	Aspirational milestones	Status	Progress
Improvement of essential customer service processes and operations to improve the effectiveness of the function and service delivered to customer and providing a solid foundation	<u>Q2</u> <ul style="list-style-type: none"> <li>PM resource to be appointed</li> </ul>	Green 	"Fix the Basics" incorporated many activities which are now being treated as individual projects, reported separately.  New lines for specific projects will be added to this report as necessary.
Digital Customer Journey			
Increase the digitisation of the customer journey	<ul style="list-style-type: none"> <li>n/a</li> </ul>	Green 	Activities no longer to be treated as a project but are part of the service area business as usual. This project line is to be removed for the next report.
Digital Members Journey			
Improve the Members experience as a customer	<ul style="list-style-type: none"> <li>n/a</li> </ul>	Green 	Activities no longer to be treated as a project but are part of the service area business as usual. This project line is to be removed for the next report.
Research & Feasibility Recommendations			
Provide insight for the future design of our service based on data and behavioural analysis Provide customer-centric services	<ul style="list-style-type: none"> <li>TBC</li> </ul>	Amber 	The council is currently reviewing the priority of this programme against other initiatives. Programme may then require further clarity on its scope.
Councillor Portal*			
*New project to this report. Awaiting final confirmation of inclusion of agreed project reporting.	<ul style="list-style-type: none"> <li>No timelines as yet, may need to move back to 22/23 due to capacity and resourcing, will review in Q3</li> </ul>	Amber 	None.
Telephony Solution*			
*New project to this report. Awaiting final confirmation of inclusion of agreed project reporting.	<ul style="list-style-type: none"> <li>TBC</li> </ul>	Amber 	Proposal form to be sent to PMO. Project Manager resource to be agreed ongoing. Soft market testing continues. Requirements finalised in preparation for tender. Project Manager resource to be agreed ongoing.








Service Area: Revenue & Benefits		Lead Officer: Rob Pavey	
Underclaimed Benefits Campaign*			
Goal	Aspirational milestones	Status	Progress
*New project to this report. Awaiting final confirmation of inclusion of agreed project reporting.	<u>Q2</u> <ul style="list-style-type: none"> <li>Targeted action will take place once Covid restrictions have been lifted and joint activity planned with the Community Hub partners. To be completed by 30th September 2021.</li> </ul>	Green 	Data extracted on cases around Pension Credit shortfall.



Service Area: People		Lead Officer: Paula Maginnis	
<b>High Performing and Flexible Workforce</b>			
Goal	Aspirational milestones	Status	Progress
Creating a culture of collaboration, innovation and creativity	<u>Q4</u> <ul style="list-style-type: none"> <li>All 3 stages have been designed but waiting for this to go to leadership team so they can decide the route they wish to take. Current roll out mapped for Q4 2021</li> </ul>	Green ↑	Inspiring Great Performance tool has been refined. Leadership guidance will now be designed. We are ready to pilot this from May 2021 to gain feedback from the organisation.
<b>Attracting, On Boarding and retaining the best talent</b>			
Creating a strong people brand that is inspiring and motivating harnessing technology and social media platforms	<u>Q2</u> <ul style="list-style-type: none"> <li>Phase 2 iRecruit designed. Private medical salary sacrifice scheme for all employees is still being looked into with decision being made due to numbers of employees who have expressed and interest.</li> </ul>	Green ↔	Phase 2 iRecruit phase 2 and 3 designed and currently in build/test phase this will include the following modules - full digital automation, contracts, forms and onboarding. New starter guide designed and will be issued to new starters as on the 5th of July 2021. Piloted this with select new starters who have all provided good feedback. Delay to fully automated system going live due to Midland upgrading their systems, new full launch date revised at February 2022.
<b>Engagement and Wellbeing</b>			
Creating a working environment where employees wellbeing is an integral part, and organisational decisions take into account the impact on employees.	<u>Q3</u> <ul style="list-style-type: none"> <li>Mental health first aiders training in September 2021</li> </ul>	Green ↔	Looking at more dates for further cohorts. Over 1/10 mental health trainees achieved with quarterly mental health networking events starting to take place from March 2021.
<b>Internal Policy and Process improvement</b>			
Continuous improvement of the council's people management policies, processes and procedures and function	<ul style="list-style-type: none"> <li>n/a</li> </ul>	Green ↑	These activities are part of BAU service improvements and are not to be treated as a project. This reporting line is to be removed from this report.
<b>Developing Our Skills and Behaviours</b>			
Develop a core set of leadership and management competencies which underpin the skills, qualities and behaviours of EFDC future leader vision.	<u>Q4</u> <ul style="list-style-type: none"> <li>Leadership management development plan launch date 24th June 2021.</li> </ul>	Green ↔	The full learning cycle / strategy and offering for the organisation is complete (Learning Tree). We are now starting the organisational engagement sessions with each level of leadership in the organisation regarding the MDP. Development and project scope for launching the new iLearn management system still on track for phased launch by end of FY21-22 Q2.




<b>Collaboration Tool*</b>			
*New project to this report. Awaiting final confirmation of inclusion of agreed project reporting.	<u>Q2</u> <ul style="list-style-type: none"> <li>Internal comms strategy incorporates collaboration tool. Internal comms strategy developed and is with exec team in final draft format. Expecting full sign off by end of July 2021</li> </ul>	Green 	Collaboration project brief has been designed and discovery stage will start in Q2. Scoping document of requirements will be produced by end of Q2 allowing us to have insight on how/what/when we move this forward.
<b>Local skills and opportunities</b>			
To maximise work and training opportunities to lessen the negative impact of COVID19	<ul style="list-style-type: none"> <li>TBC</li> </ul>	Green 	Q1 update not available at time of this report.

Service Area: ICT		Lead Officer: Maryvonne Hassall	
<b>Flexible and Remote Working</b>			
Enable employees to work flexibly and remotely	<ul style="list-style-type: none"> <li>n/a</li> </ul>	Blue ↑	Activities to facilitate home working all complete. Future initiatives may be required, but will be treated as separate, new projects.
<b>Mobile Phone Review</b>			
Reduce mobile phone ownership and usage	<u>Q2</u> <ul style="list-style-type: none"> <li>Mobile phone policy 19th July.</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>Reduction in overall numbers of phones. Project end date Mar 2022.</li> </ul>	Green ↑	Initial stage complete. New contract in place, new tariffs implemented. Saving of £68K realised. Now moving to phase 2.
<b>Infrastructure Review</b>			
Refresh our disaster recovery capability and improve network resilience	<u>Q2</u> <ul style="list-style-type: none"> <li>Gov Roam implementation and Public Wifi available in Civic building</li> </ul>	Green ↑	Work to complete final stages was delayed due to other priorities and not needed due to moving back of public opening of building. Reaching out to supplier for assistance to implement final stages.
<b>Business Application Review</b>			
Understand all applications Identify unsupported ones Implement supplier mgt Decommission out of date / used systems Move applications to SaaS Blueprint for future applications	<ul style="list-style-type: none"> <li>n/a</li> </ul>	Blue ↑	Review complete. Detailed 'as is' and 'to be' modelling, with roadmap now produced.
<b>Move to Cloud*</b>			
*New project to this report. Awaiting final confirmation of inclusion of agreed project reporting.	<u>Q2</u> <ul style="list-style-type: none"> <li>Partner selected for migration project.</li> </ul>	Green ↔	Project in initial stages. Cloud readiness assessment completed with Microsoft and initial costing work completed. Currently starting process to procure a partner to assist with migration. Using other councils in Essex on line partnership to assist.


Accommodation			
Lead Officer: Charlotte Graham			
Civic Offices Refurbishment			
Goal	Aspirational milestones	Status	Progress
Accommodation Strategy: programme A range of projects to improve the design & development of the Councils buildings & assets and the way in which employees work 1. Refurbishment works 2. Infrastructure and Technology 3. Travel Plan 4. Furniture, fixtures and fittings 5. Change & Ways of Working 6. Partners and Commercial opportunities 7. Customer Service Workstream	Please refer to separate Accommodation update paper.	Amber 	Please refer to separate Accommodation update paper.

Service Area: Housing & Property		Lead Officer: Deborah Fenton	
Council Housebuilding			
Goal	Aspirational milestones	Status	Progress
To deliver the Council housebuilding programme	<ul style="list-style-type: none"> <li>n/a (schedule shared with CHBCC)</li> </ul>	Green 	Two schemes are slightly over budget however capex has been taken from the s106 pot to mitigate this. Project reports in to CHBCC and will be removed from this report.
Housing and Asset Management System			
Replacement of a legacy system that has reached end of life. Replacing manual processes and spreadsheet and enabling agile and mobile working. Improve the management information and improve analytics to identify improvements.	<u>Q2</u> <ul style="list-style-type: none"> <li>Contracts to be signed and project implementation plan finalized</li> </ul>	Green 	Tender exercise completed. Paper has gone to cabinet and been agreed
Sheltered Housing Review			
The goal is to ensure that we deliver accommodation that meets our older tenants' housing needs while making the best use of our housing stock.	<ul style="list-style-type: none"> <li>n/a</li> </ul>	Green 	This activity is to be combined with the Council Housebuilding project. This reporting line will be removed.
Telecare offering			
Cessation of the delivery of Telecare and move to ECC country-wide care provision of technology service for telecare and assistive technology delivery.	<ul style="list-style-type: none"> <li>n/a</li> </ul>	Blue 	Milestones complete, project closed.


Service Area: PP & Implementation		Lead Officer: Nigel Richardson	
Climate Action Plan			
Goal	Aspirational milestones	Status	Progress
To be an enabler for achieving climate change ambitions of the Council of being carbon neutral by 2030 and to ensure impacts of growth in the District are mitigated.	<u>Q2</u> <ul style="list-style-type: none"> <li>Pre-Consultation engagement. From June to mid-August with the purpose of refine the consultation materials and events, understanding key issues, widening our network of contacts in the community to allow for wider engagement with the consultation and climate change in general.</li> </ul>	Amber 	The main consultation period has been moved from June to September to allow for more face to face engagement activities following the anticipated lifting of Covid restrictions. The period will also avoid school holidays and other Local Plan and ECC consultations on travel. Return to a green will depend on when the Climate Change Action Plan is approved by Cabinet. This is expected to be in February
Green Infrastructure Strategy			
Establish strategy and policies relating to Green and Blue infrastructure, the protection of ecological assets and high-quality design.	<u>Q2</u> <ul style="list-style-type: none"> <li>Woodland Trust to be consulted to discuss the implementation of key projects and wider initiatives set out in the GIS. Draft paper has been developed for the implementation of the Roding Valley Recreation Ground and Theydon Bois to Loughton/Debden Public Rights of Way Network. Officers are in the process of preparing a project proposal for the creation of Suitable Alternative Natural Greenspace (SANG) at North Weald Bassett. It is anticipated that this will be drafted during July 2021. Currently bidding for a cohort from Public Practice to lead on the GIS. Await to hear if successful (July 2021) for a Sept/Oct start.</li> </ul>	Amber 	Woodland Trust meeting with relevant officers on 1 July 2021. The draft paper is currently being reviewed by officers to ensure that a co-ordinated approach is being taken across the Council prior to presentation at a briefing of the Council's Cabinet (date to be confirmed) . A site visit is also being organised for officers from Natural England to provide a context to the proposals recognising that they will be engaged in the detailed development of the proposals. This is an on-going strategy of numerous projects predominantly funded by developer contributions on the back of planning permissions. Likelihood therefore that this remains on Amber.



<b>Local Plan</b>			
Deliver Local Plan	<p><u>Q2</u></p> <ul style="list-style-type: none"> <li>Main Modifications are changes to the published Local Plan Submission Version (2017) which are required to remedy issues of soundness. Consultation process begins on 8 July 2021 for 10 weeks. Following the consultation, the Council will forward all representations to the Planning Inspector for her consideration. The Council is also required to consider the responses to each MM and provide a summary Council response per MM.</li> </ul>	<p>Amber</p> 	<p>Cabinet briefing as to the process and content of the MM's consultation took place on 18-06-21 followed by All Member briefing on 28-06-21. Local Council Liaison Cttee briefing on 8 July 2021. Return to Green: dependant on the Planning Inspector but anticipate Dec 2021.</p>
<b>Travel Local</b>			
<p>To provide local travel options for more distant villages and towns off the underground route and thereby support local training, employment and shopping, To deliver an attractive and cost-effective replacement for EFDC/ECC-subsidised route 87 bus</p> <p>Provide key workers with alternatives mode of transport</p>	<ul style="list-style-type: none"> <li>TBC</li> </ul>	<p>Green</p> 	<p>Q1 update was not available at the time of this report.</p>
<b>Local Enforcement Plan*</b>			
<p>*New project to this report. Awaiting final confirmation of inclusion of agreed project reporting.</p>	<p><u>Q2</u></p> <ul style="list-style-type: none"> <li>Adoption of the Local Enforcement Plan, pending agreed amendments, by the Portfolio Holder for Planning and Sustainability July 2021.</li> </ul>	<p>Green</p> 	<p>Consultation underway on revised Local Enforcement Plan, which was first adopted in 2013 and amended in 2018, following its reporting to Stronger Place Select Cttee on 29 March 2021. Consultation ends end of June 2021. Return to Green: July 2021</p>







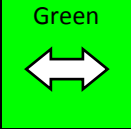
Interim Air Pollution Mitigation Strategy*			
<p>*New project to this report. Awaiting final confirmation of inclusion of agreed project reporting.</p>	<ul style="list-style-type: none"> <li>• Interim Air Pollution Mitigation Strategy adopted by Full Council on 8 February 2021 with requirement for a cross party Portfolio Holder Advisory Group to be set up to help deliver the Interim APMS and work with officers to identify where further initiatives not identified in the APMS could be brought forward to advance Air Quality Improvements with the objective of removing the need to introduce a Clean Air Zone (CAZ). Actions from PAG Meeting in June:</li> <li>• Liaison with Essex CC/TFI to potentially introduce Bus routes in the forest, and dynamic signage re air quality and idling vehicles at forest boundaries.</li> <li>• Stephen Lloyd Jones to be invited to group to provide support on the development and implementation of Sustainable Transport initiatives.</li> <li>• EFDC commitment to give free car parking for electric vehicles in Council-owned car parks – timeline and costs to be provided- City of London (CoL) to consider adoption for Forest car parks , recognising that this would require committee approval and potentially a change to Forest Bylaws</li> <li>• Identify opportunities to undertake some interim monitoring of the Vehicle Fleet Mix before 2024 to provide an understanding of progress towards the targets for 2024. In addition clarification to be sought from AECOM as to whether smaller petrol vehicles emit less ammonia from catalytic convertors</li> <li>• Officers to respond to the request for EFDC and the CoL to work together to reduce impact on the forests: what could be done,</li> </ul>	<p>Amber</p> 	<p>An update on these actions to be undertaken and fed back to the next PAG meeting to be held in September 2021.</p>

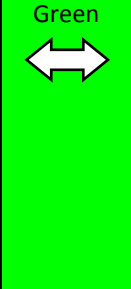
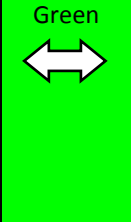
	<p>what has been the impact of Covid on vehicle movements; interrelationship with climate change; lower speed limits in forest; time over distance Cameras; consideration of displacement of traffic on wider air quality; links with Forest Transport Strategy.</p> <ul style="list-style-type: none"><li>• All to suggest ideas over and above those identified in the APMS to reduce air pollution.</li><li>• Provide an update on progress in establishing the Officer Technical Group for developing the CAZ and on the Council's proposed awareness raising as set out in the APMS. To note: EFDC officers are meeting to bring together a joint approach to raising awareness with local residents and businesses as to what they can do to meet the Air Pollution and Climate Change challenges. Work is also commencing on establishing the Officer Technical Group for the CAZ.</li></ul>		
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Service Area: Digital Planning Improvements		Lead Officer: Nigel Richardson	
Back Office System (Digital Planning Process Improvement & Digital Solution)			
Goal	Aspirational milestones	Status	Progress
<p>Deliver a digital solution and improve processes within planning department. Providing the Development Management Service with a single digital workspace to complete all tasks relating (enforcement, trees, conservation, applications, appeals, pre-application advice) and for customers to interact with us and for up to date information to be available to our customer services team and other parties regarding the DM function.</p>	<p><u>Q3</u></p> <ul style="list-style-type: none"> <li>Go Live</li> </ul>	<p>Amber</p> 	<p>Arcus PM left at short notice and new PM taken over. However, she is likely to be on maternity leave before the project ends so a 3rd PM will be assigned. Not ideal but should be towards the end of the project and not cause any major issues.</p> <p>Configuration workshops completed for Officer Reports, Decisions, Consultation and Data Migration.</p> <p>Forthcoming workshops will cover GIS integration, Communications, Appeals &amp; Enforcements and TPOs.</p> <p>ICT Officers have received their Sys Admin Training.</p> <p>Configuration data/documents being populated with EFDC requirements. EFDC Sys Admin will begin to build the EFDC system from July.</p> <p>Iterative process of Workshop &gt; EFDC Config &gt; Arcus Build &gt; EFDC Test will continue during rest of project.</p> <p>First batch of system testing after initial config load by Arcus has been undertaken. Mostly ok. A few minor issues raised which Arcus will fix and then EFDC will re-test.</p> <p>Arcus have began to build the Public Register and Digital Service Hub for EFDC.</p> <p>Integration with the test sites of the Planning Portal for Planning &amp; Building Control have been successfully tested.</p>

Service Area: Economic Development		Lead Officer: John Houston	
Digital Support Platform for Business (Digital Enablement and Gateway)			
Goal	Aspirational milestones	Status	Progress
<p>An externally provided platform for 'Place' that will re-imagine Epping Forest District as a great location to live, work and do business.</p> <p>Platform for;</p> <ol style="list-style-type: none"> <li>1. On-line information</li> <li>2. On-line business building</li> <li>3. On-line trading programme</li> <li>4. On-line community building</li> <li>5. On-line transaction and settlement</li> <li>6. On-line bookings</li> <li>7. On-line info. re. employment and skills</li> </ol>	<p><u>Q1</u></p> <ul style="list-style-type: none"> <li>• Click it local has been launched (March 2021). Loyal Free has been purchased as of (June 2021). New monthly business e-newsletter launched in March 2021 (2000+ business recipients).</li> </ul>	<p>Amber</p> 	<p>Numbers of shops participating in Click it local is increasing and significant marketing work has been undertaken by the council and Click It local to increase awareness. Work is ongoing with the new Loyal Free app to include a launch and significant business involvement in July. E-newsletter is being produced monthly direct to inboxes promoting available business grants and new products and information from the council. Digital data project on footfall is being prepared to enhance intelligence on towns centres. A pilot project called 'how busy is Epping' is approaching launch giving shoppers live information on busy parts of the town to increase confidence to return.</p>
New Business Support Packages (Business Zone)			
<p>To create a business zone that will provide;</p> <ul style="list-style-type: none"> <li>- A substantial range of employment opportunities for people of all ages</li> <li>- facilities for business start-ups and sole entrepreneurs</li> <li>- Opportunities for companies involved in distribution and light industry</li> </ul>	<ul style="list-style-type: none"> <li>• TBC</li> </ul>	<p>Amber</p> 	<p>Officers are leading discussions with neighbouring councils on new programmes to support businesses in the hospitality and visitor sector. Officers are also working with new city college to ensure effective skills provision to employees and businesses. And enhancing marketing connections between Visit Epping Forest website and businesses on high streets.</p>

<b>Town Centre Regeneration</b>			
To create vibrant high streets and town centres of the future across Epping Forest District	<u>Q1</u> All 6 town centre regeneration reports have now been approved by cabinet.	Green 	Work on physical improvements has been undertaken in most town centres. A detailed action plan capturing all recommendations short, medium and longer term will be produced over the next two weeks. This project will be facilitated by an interdepartmental group.
Feasibility study which sets out opportunities and remedies for barriers in relation to High Streets in Waltham Abbey, Ongar, Loughton, Buckhurst Hill, and Epping			
<b>District Prospectus for Inward Investment*</b>			
*New project to this report. Awaiting final confirmation of inclusion of agreed project reporting.	<u>Q1</u> Consultants (Puttock Brown) have been appointed to design a new inward investment site called Invest Epping Forest.	Green 	Sites structure agreed, content being produced. Links with other regional investment websites being made. External businesses being contacted for participation/testimonials. Target launch date is end of July.
<b>District Financial Aid to Business*</b>			
*New project to this report. Awaiting final confirmation of inclusion of agreed project reporting.	<u>Q2</u> Finance and Economic Development are working together to deliver direct grants to local businesses and administer other grant streams	Amber 	Essex Business Adaptions Grant has now reached £250k spend, which exhausts the first allocation of funding. The second allocation of £170k officers are working on with increasing social media activity and direct leafleting of businesses. The termination date for the scheme has been extended Essex wide. A follow up scheme is being proposed by ECC in consultation with EFDC officers. It has been requested that the maximum award be increased to £5000 per applicant, the end date be rolled to March and maximum flexibility be allowed at a district level.
<b>Digital Placemaking (Digital Innovation Zone / Infrastructure / Common Asset Register / Business Database / LFFN)*</b>			
*New project to this report. Awaiting final confirmation of inclusion of agreed project reporting.	Digital innovation zone has increased subscribing membership and launched special interest groups on town centres and digital exclusion. The LFFN project is nearing completion. Work on superfast project and rural challenge project continues.	Green 	A business intern has come into post with three months to work on growing the business database. The DIZ has been invited to participate in a nationally driven project around producing national common asset registers.

Commercial Letting 2 <sup>nd</sup> Flr & 323*			
*New project to this report. Awaiting final confirmation of inclusion of agreed project reporting.	<ul style="list-style-type: none"> <li>TBC</li> </ul>	<p>Green</p> 	The second floor has been marketed to the private sector for 6 months. Officers are in detailed negotiations with a tenant for all of the second floor. It is hoped these can be brought to a successful conclusion within the next two weeks.

Service Area: Contract & Technical		Lead Officer: James Warrick	
<b>Waste Contract</b>			
Goal	Aspirational milestones	Status	Progress
To review the options for provision of waste, recycling collections and street cleansing services beyond the current contract term. It may be feasible to retender, enhance services or achieve efficiencies	<ul style="list-style-type: none"> <li>A Waste Management Contract Strategic Options report will be presented to Cabinet on 13th September. This will enable Cabinet to determine the next steps for the Waste Management Contract.</li> </ul>	<p>Green</p> 	Ricardo are in the process of finalising its analysis of costings and income data provided by Biffa. Ricardo are also utilising the resource information to re-model the projected 'industry-standard' costs which would be expected, to provide an indication of whether lower costs bids are a reasonable likelihood.
<b>Leisure Contract</b>			
To maintain service delivery and minimise financial losses to the Council due to COVID19	<ul style="list-style-type: none"> <li>EFDC are up to date with COVID related financial support to Places Leisure. This is reconciled on month by month basis.</li> </ul>	<p>Green</p> 	The government delay on lifting COVID restrictions means that the leisure facilities still have to operate on limited capacity. However usage and income are higher than anticipated and EFDC should no longer require any further COVID support payments but the management fee that EFDC receives is likely to be considerably lower than pre-pandemic.

### 3. Quarterly KPI Reporting

*Some Q1 data not available for reporting deadline. Any updates will be provided verbally in committee session.*

Stronger Communities KPIs				
Key Performance Indicator	21/22	Actual	Target	Comments
<b>Customer Services:</b> Overall Customer Satisfaction	Q1	-	-	Q1 data was not available at the time of this report
	Q2			
	Q3			
	Q4			
<b>Customer Services:</b> First Point Resolution	Q1	-	-	Q1 data was not available at the time of this report
	Q2			
	Q3			
	Q4			
<b>Customer Services:</b> Complaints resolved within SLA	Q1	-	-	Q1 data was not available at the time of this report
	Q2			
	Q3			
	Q4			
<b>Community Health and Wellbeing:</b> No of homelessness approaches	Q1	33	n/a	No targets – information only
	Q2		n/a	
	Q3		n/a	
	Q4		n/a	
<b>Community Health and Wellbeing:</b> No of households in TA	Q1	107	100	
	Q2			
	Q3			
	Q4			

<b>Community Health and Wellbeing:</b>	<b>21/22</b>	<b>Actual</b>	<b>Target</b>	<b>Comments</b>
Major works voids average time	Q1	-	-	Q1 data was not available at the time of this report
	Q2			
	Q3			
	Q4			
<b>Community Health and Wellbeing:</b> Total remote users including; web and social media figures across the Community, Culture and Wellbeing service area	Q1	169,040	200,000	
	Q2			
	Q3			
	Q4			
<b>Community Health and Wellbeing:</b> Total visits in person to Epping Forest District Museums including; school outreach and loan box service	Q1	3034	2250	
	Q2			
	Q3			
	Q4			
<b>Community Health and Wellbeing:</b> Engagement in community, physical or cultural activity	Q1	4569	1750	
	Q2			
	Q3			
	Q4			
<b>Community Health and Wellbeing:</b> No of families in B&B accommodation for 6 weeks+	Q1	0	0	
	Q2			
	Q3			
	Q4			



<b>Contracts:</b>	<b>21/22</b>	<b>Actual</b>	<b>Target</b>	<b>Comments</b>
% change of leisure centre attendees from previous years quarter: Gym visits	Q1	Epping: -55% Loughton: +34% Ongar: -60% Waltham Abbey: -58%	n/a	The percentage change was calculated comparing 2019 figures to 2021 considering gyms were closed for all of Q1 in 2020.
	Q2			
	Q3			
	Q4			
<b>Contracts:</b> % change of leisure centre attendees from previous years quarter: Casual swimming	Q1	Epping: n/a Loughton: 10% Ongar: 103%+ Waltham Abbey: -24%	n/a	The percentage change was calculated comparing 2019 figures to 2021 considering gyms were closed for all Q1 in 2020.
	Q2			
	Q3			
	Q4			
<b>Contracts:</b> Club Live membership	Q1	Epping: 1096 Loughton: 6018 Ongar: 1740 Waltham Abbey: 3648	n/a	*Official figures to be released 10/07, numbers shown are estimates. Capacity of gym reduced to 55 people at Epping, 25 at Ongar, 55 in Waltham, 67 in Loughton.
	Q2			
	Q3			
	Q4			

<b>Stronger Places KPIs</b>				
<b>Contracts Waste:</b>	<b>21/22</b>	<b>Actual</b>	<b>Target</b>	<b>Comments</b>
Increase in recycling	Q1	59.630%	60%	Estimated figure not confirmed by the Waste Disposal Authority at this time
	Q2			
	Q3			
	Q4			
<b>Contracts Waste:</b>	Q1	0.107kg/household	0.100kg/household	Estimated figure but not confirmed by the Waste Disposal Authority
Reduction in household waste	Q2		0.100kg/household	Estimated figure but not confirmed by the Waste Disposal Authority
	Q3		0.100kg/household	
	Q4		0.100kg/household	
<b>Housing Management</b>	Q1	1.58%	<1.55%	
Rent Arrears	Q2			
	Q3			
	Q4			
<b>Planning and Development:</b>	Q1	-	-	Q1 data was not available at the time of this report
Percentage of applications determined within agreed timelines: Major	Q2			
	Q3			
	Q4			
<b>Planning and Development:</b>	Q1	-	-	Q1 data was not available at the time of this report
Percentage of applications determined within agreed timelines: Minor	Q2			
	Q3			
	Q4			
<b>Planning and Development:</b>	Q1	-	-	Q1 data was not available at the time of this report
Percentage of applications determined within agreed timelines: Other	Q2			
	Q3			
	Q4			
<b>Planning and Development:</b>	Q1	-	-	Q1 data was not available at the time of this report
Housing Delivery Test progress	Q2			
	Q3			
	Q4			

<b>Stronger Council KPIs</b>				
<b>Key Performance Indicator</b>	<b>21/22</b>	<b>Actual</b>	<b>Target</b>	<b>Comments</b>
<b>People:</b> Diversity & Inclusion – % of workforce by Ethnicity	Q1	-	-	Q1 data was not available at the time of this report
	Q2			
	Q3			
	Q4			
<b>People:</b> Diversity & Inclusion – % of workforce with Disability	Q1	-	-	Q1 data was not available at the time of this report
	Q2			
	Q3			
	Q4			
<b>People:</b> Staff Turnover %	Q1	-	-	Q1 data was not available at the time of this report
	Q2			
	Q3			
	Q4			
<b>People:</b> Sickness Absence – average number of days per employee	Q1	-	-	Q1 data was not available at the time of this report
	Q2			
	Q3			
	Q4			

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## **Report to Stronger Council Committee**

**Date of meeting: 20<sup>th</sup> July 2021**

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

**Subject:** Accommodation update

**Officer contact for further information:** Charlotte Graham  
([cgraham@eppingforestdc.gov.uk](mailto:cgraham@eppingforestdc.gov.uk))

**Democratic Services Officer:** Adrian Hendry (01992 564246)

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

**That the Committee note the summary of progress on the Accommodation Programme as at 6<sup>th</sup> July 2021 when this report was written and any verbal updates.**

### **Executive Summary**

1. In line with current government guidance the use of the new Civic space is still restricted to essential workers only. These are employees whose role means they need to be in the building such as facilities management, business support and ICT service desk. Specific members meeting are now being held in the Civic under Covid conditions. Work is being completed to align to the expected changes to working restrictions from the 19<sup>th</sup> July 2021.
2. Familiarisation briefings for managers have been completed. The familiarisation sessions have focused on the Our Ways of Working messages. This covers how we will be working going forward, and a complete A-Z of everything that employees need to know. The plan is now for team managers to brief their teams and ensure everyone is ready for the new ways of working as the Covid restrictions are lifted. This will not mean a return to the office for everyone. It is expected that people will mainly operate in a hybrid mode, sometime in the office, sometimes at home, and sometimes at other locations, or working out in the field.
3. Familiarisation briefings for Members and customer service staff are being arranged to complete prior to the 19<sup>th</sup> July 2021.
4. Several other physical moves have also been completed, including moving the community safety team back in the first floor of 323.
5. The clearing of the Conder building has seen a huge effort and is in the very final stages. This continues to highlight that as a council we can contribute towards the climate change emergency, by relying less on paper by streamlining services and also storing data and documents within the cloud.
6. Work on the welcome area is on track for completion prior to the space being opened up to the public on the 19<sup>th</sup> July. There is a visitor management system and digital signage to assist members of the public to find the right place to get the help they need.
7. Community Hub – Preparations are underway for the opening of the Community Hub. A provisional opening has been set for the 16<sup>th</sup> August subject to final agreement with the partners on the 2<sup>nd</sup> August.

8. ICT have completed the majority of the tasks associated with the accommodation programme. The remaining issues to resolve before opening of the Civic building to the public 19 July are linked to the Welcome area and Community Hub which will be completed W/C 12 July.
9. We are in the very late stages of agreeing Heads of Terms for a lease of the 2<sup>nd</sup> floor to a tenant who is a franchise partner and who will be trading as an internationally known brand. This deal will be put to Cabinet by way of a Cabinet Paper for the 26<sup>th</sup> July Meeting.
10. The teams have reduced the amount of paper and storage required as part of a Scrap it, Sort it, Sift it campaign. For what remains, an archiving and storage is being sort off site as part of a new contracted service.
11. New printing services are being introduced that will mean the old, large printers can be fully decommissioned and the volume of onsite printing will be dramatically reduced.
12. Following on from a positive meeting with Essex libraries, a further tour of the space is being planned and arranged for August 2021 to discuss and explore further conversations of the utilisation of the space available.
13. The project is now ready for a formal closure, and any remaining issues will be addressed as business as usual. Now that the physical build is complete, it is expected that a new project to ensure the building is used as intended and delivers the flexible working required will be initiated.

**Reason for decision:** No decision required.

**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, 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:**

Programme updates provided to:  
Leadership Team  
Overview & Scrutiny Committee  
Stronger Council Select committee

**Background Papers:**

**Risk Management:**

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