

Select Committee Agenda



Stronger Council Select Committee Thursday, 28th April, 2022

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

Council Chamber - Civic Offices
on **Thursday, 28th April, 2022**
at **7.00 pm**

G Blakemore
Chief Executive

**Democratic Services
Officer**

Adrian Hendry (01992 564243)
Email: 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

SUBSTITUTE NOMINATION DEADLINE:

6:00 pm

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:

“The Chairman 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).

If you are seated in the lower public seating area it is likely that the recording cameras will capture your image and this will result in the possibility that your image will become part of the broadcast.

This may infringe your human and data protection rights and if you wish to avoid this you should move to the upper public gallery.”

2. APOLOGIES FOR ABSENCE

To be announced at the meeting.

Please use the Members Portal webpage to report non-attendance at meetings https://eppingforestdc-self.achieveservice.com/service/Member_Contact to ensure your query is properly logged.

Alternatively, you can access the Members portal from the front page of the Council's website, at the bottom under 'Contact Us' <https://www.eppingforestdc.gov.uk/your-council/members-portal/>

3. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

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

4. NOTES OF PREVIOUS MEETING (Pages 3 - 8)

To agree the notes of the meeting of the Select Committee held on 3rd March 2022.

5. DECLARATIONS OF INTEREST

To declare interests in any item on the agenda.

6. TERMS OF REFERENCE & WORK PROGRAMME (Pages 9 - 12)

(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. STRONGER COUNCIL UPDATE (Pages 13 - 18)

To consider the attached update asked for at the last meeting of the Stronger Council Committee and a list of members Training Courses.

8. PEOPLE STRATEGY OVERVIEW (Pages 19 - 22)

To consider the attached report updating the People's Strategy.

9. CORPORATE PERFORMANCE REPORTING (Pages 23 - 52)

To consider the attached report on the progress of project delivery against Q4 milestones.

10. DATES OF FUTURE MEETINGS

This is the last meeting for this municipal year.

EPHING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee:	Stronger Council Select Committee	Date:	Thursday, 3 March 2022
Place:	Council Chamber - Civic Offices	Time:	7.00 - 8.17 pm
Members Present:	Councillors P Bolton (Chairman), R Brookes, H Kane, C Nweke and J M Whitehouse		
Members Present (Virtually):	Councillors P Bhanot, H Brady and S Neville		
Other Councillors:	Councillors N Avey, N Bedford, S Kane, D Sunger, C Whitbread, H Whitbread and J H Whitehouse		
Other Councillors (Virtual):	Councillors		
Apologies:	T Matthews, R Bassett, J Jogia and R Morgan		
Officers Present:	A Small (Strategic Director Corporate and 151 Officer), P Maginnis (Service Director (Corporate Services)), A Hendry (Democratic Services Officer) and N Cole (Corporate Communications Officer)		
Officers Present (Virtually):	V Messenger (Democratic Services Officer)		

44. 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.

45. Substitute Members (Council Minute 39 - 23.7.02)

The Committee noted that Councillor C Nweke would substitute for Councillor J Jogia for the duration of this meeting.

46. Notes of Previous Meeting

Resolved:

That the notes of the meeting held 18 January 2022 were agreed as a correct record subject to noting the councillor not named in the paragraph on page 7 of the agenda was Councillor H Kane; and that various councillors had been promised copies of reports which had not been sent as yet by the officers; and that there were places where further information had been requested to be put into the minutes post meeting, but had not been included.

47. Declarations of Interest

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

48. Terms of Reference & Work Programme

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

Councillor Jon Whitehouse asked about the current position on the items 11 (new Election legislation) and 13 (Customer Services (overall satisfaction)). He was told that officers were still awaiting legislation for item 11 and that the customer services satisfaction item (13) would be investigated and an update brought back.

49. Learning and Development Programme 2021/22

P Maginnis (Service Director – Corporate Services) introduced the report on the Learning and Development programme. She noted that we had a new learning management system which had various virtual courses online for members of staff. These range from the short 'Skill Pill' sessions to the wider leadership programme to the apprenticeship programme. The Council was also expanding the role of the mental health first aiders to being dementia friends.

Councillor Janet Whitehouse asked if members could access the 'customer shoes' session and the staff resources library. Councillors did have access years ago, but not now. Could members have access to more of these resources? She was told that this was picked up in the next report.

Councillor Jon Whitehouse asked how were training needs identified now that officers mostly worked from home. He was told that this was picked up in various ways depending on managers and their requirements, such as the specialist needs for IT personnel and the various skills required. Managers would look at their corporate needs and identify needs via inductions for new starters etc. Some training was still carried out face to face, whatever fitted in with what was required.

Councillor Jon Whitehouse then asked what the current organisational training priorities were. He was told that some of this was listed in the report such as the development of the management spine, getting team management qualifications, developing new skills around agile working, to upskill our apprentices, understanding the impact of Covid on our staff with training on Mental health issues.

Councillor Sunger congratulated the teams on their mental health first aiders as it far exceeded the minimum quota as recommended by MHFA England for an organisation of our size.

Resolved:

That the Committee considered and noted the positive impact on employees of the Learning and Development Programmes 2021/22.

50. Employee Induction / Onboarding & use of the Litmos Learning Management System

P Maginnis (Service Director – Corporate Services) introduced the report on the Litmos Learning Management System. This would give new officers an insight into how the council worked and what the role of a councillor was; generally giving them an insight into the political world of our organisation. This has now been built into the Council's onboarding process and was also now part of the new Litmos system and

the onboarding of new starters. The Council can now also develop its own courses and host videos, policies and links. It is far more flexible and more up to date than the previous system. Its functionality will help develop employees.

The new system will also allow members access, enabling them to have access to courses such as members safety. Member services can be trained to administer this part of the system and enable access to the training.

Councillor H Kane asked when we would have an area for member learning available as we were soon to have elections and therefore new members; and could we take this out to the Town and Parish Councils. P Maginnis said that there would be some discussions about the 'when'. At present Member Services were concentrating on members use of IT. She would find out if Town and Parish councils could be given access.

Councillor Bedford asked if we had a 'ways of working' policy and noted that the government had said that Local Authorities should be back to 40% staff working in buildings. How would that tie in with our strategy of hybrid working. He noted at the beginning of the week there were never a lot of officers around and was wondering how we were going to achieve the increase in the balance so that members of the public, when making enquiries, could get hold of officers. He was told that officers were drafting a policy on 'ways of working' and were having discussions on getting teams back into the building. As for public queries, officers should be contactable wherever they were sitting. Councillor Bedford cited a query he had from a member of the public, they had a query about Council Tax and was told they would get a response within 10 days but had no response 4 weeks later; after chasing it an officer gave apologies for the delay. It was not acceptable to have such long delays. Response time should be monitored as he was getting concerned by response times from officers.

Cllr Neville was interested in the fact that many new starters lived further afield, e.g., Liverpool, Bournemouth and Manchester. He would like to know the proportion of new starters living further afield and assumed that a lot of people who worked for Epping Forest lived nearby. They would also know the area but the ones who work from further afield would not. He also welcomed the increased access for member training.

A Small commented that the number of staff living away from the district was comparatively few. It did give the Council flexibility, especially for staff with specialist's skills who were difficult to find locally, as it was currently very hard to recruit certain specialist skills. It also saves money by not having to procure a consultant – so it did have its advantages. As for how many staff should be in the office; we have surveyed staff; most staff indicated that they would like to work in the office 2 or 3 days a week. In practice we have not seen that many choose to return. Working from home has its attractions and also attracts staff to Epping Forest. We do encourage managers to call in their teams to do some group working and use the space as we had intended to share ideas and experience. This was still work in progress and we are trying to find the right balance.

Councillor Janet Whitehouse said that the Employee Onboarding Guide, indicated employees would be signposted to the Councillor portal on the Council's website. This had not happened as yet, and just directing staff to two items on the website was not adequate. She was also unsure as to just what the Councillor Portal was. She noted that article 17 of the constitution was important for officers to read as it was about the relationship between officers and members and about information sharing and was important for senior officers in particular to understand what

information they should be giving to political groups and individuals. Were officers directed to this bit of the constitution? Or the bit that covers Overview and Scrutiny, which was equally as important. Could officers at least be directed to Article 17, appendix 2. Ms Maginnis was not sure what was happening on this and she would take it away and find out.

Councillor Brookes said that around October 2019 members received an excellent map of Directors and what they were in charge of. It was helpful to see this and how the lines went down through the organisation, it then went quickly out of date. Could we have an updated version. A Small replied that he had a revised organisational structure to be signed off and would then send it out to members.

Councillor Jon Whitehouse picking up on one of the earlier points made, noted that there was a conceptual difference between a Civil Service model and a Local Government model, which people would not know about when they came into local government either from the civil service or private industry. It would be very easy to assume that people had knowledge that they did not have, which was where inductions were so important. His other point was that he got the impression that staff were as frustrated as members about the parking situation, and this was something that had been raised the first time the accommodation project had been brought up. Parking was raised, and it now remains an outstanding issue even after the project had been closed down. A Small replied that we had many more spaces available each day but were not taken up, there were spaces but there was the question why staff were not turning up in the numbers expected; he believed that it was just more comfortable to stay at home than just come into the office. Parking was perceived to be an issue, but it really wasn't. We were trying to use the management structure to arrange meeting with their staff to come in find out for themselves that it was not the problems that they thought it was. Post Covid we were now looking for this to happen.

Councillor Avey said he looked forward to seeing the new management diagram. He asked about the new platform (Litmos), did we licence it and how much did we pay. P Maginnis said it was a hosted system with an annual cost of £11k, but she would confirm for the minutes. This came out of the training budget. Other costs would be officers time for the content.

Councillor Janet Whitehouse said that we needed more than just a diagrammatic structure, we need names of the teams, the team leaders' names and what they did. The structure of the council was now a mystery for members. A Small replied that once the diagram was circulated members can point out what was missing.

Councillor Brady supported what Councillor Janet Whitehouse said about training. We had good training in past years and she now felt sorry for new councillors especially on planning matters. We need updated training on the latest revisions on planning. We used to be able to call up planning officers on any issues we had about planning. The new system seems to distance members from officers and, she was told, had been designed to do so as some members had been rude to officers. If this was so, then those members needed to be retrained. The whole system was breaking down. Also, if planning officers came into the office then they would not lose out on expertise and knowledge from other officers.

Councillor Bolton asked if members had to have training before they sat on a planning committee and were people sitting on planning committees without full training. Councillor Nweke as a new councillor, agreed that they had not enough training. A Small said he would take this up with officers. Members should be trained. He said that planning officers were not distancing themselves from members, but a

lot of officers were tied up with answering questions from the public. We will see if we can have better training for new members.

Councillor Bhanot agreed with Councillor Brady and the point she made. He noted that the planning training he had received had been at the end of a long day of training; maybe we should have either planning training at the start of the day or have a separate day for this important training and maybe go through some mock applications.

Councillor C Whitbread said that some interesting points had been raised. We have always had a good training programme for members up until the pandemic, and we may need to revisit planning training, both for new members and for refresher training for existing members, especially on the importance the Local Plan. He did not think that planning officers were staying away from members, but if they were, he wished to know about it. He went on to note that Member training was sometimes cancelled because members did not attend. He knew that all councillors needed to keep their knowledge up to a satisfactory standard by attending regular refresher courses. Perhaps in the future we would need a new training programme put in place; maybe this was something for scrutiny to look at.

Councillor Sunger agreed with Councillor Whitbread that members needed to attend training every year to update themselves and also, we needed to train Town and Parish Councillors. Councillor Bedford added that the constitution stated that new members must be trained on Planning matters and that they would also need updating on new Planning Laws. Councillor S Kane agreed that the planning training needed to be revised to take into account the new Local Plan. He hoped that all the training could be recorded so that members could refer back to it.

Resolved:

That the report on the new Litmos Learning Management System was noted.

51. Qualis Quarterly Monitoring Report - Q4 2020/21 and Quarterly Monitoring Report - Q1 2021/22

A Small introduced the quarter 4 (2020/21) Qualis monitoring and the quarterly monitoring report for 2021/22. He noted that this had already been to the Cabinet and the Council. The Auditors were satisfied with their accounts and he noted that recently planning consent had been given for the Epping plots and they were now considered as assets.

Qualis had paid £3 million to the council so far in interest payments and this helped balance the Council's budget.

Councillor Jon Whitehouse asked if the auditors had similar issues to our council's accounts around the documentation, which may suggest that the council had not internalised the importance of those procedures. On page 34 it talks about a separate report on operational performance procedures, and he wondered where that might be going to. And on page 53 it talks about the reduction in the voids specifications which had benefited the finances, but it was a reduction in quality not an increase in efficiency that had led to this. What did this mean in practice? He then asked if the overspend in the HRA had now been fully resolved. A Small replied that the auditors did say these were minor points and that Qualis was in the process of addressing these. As for the performance indicators as a separate report, he would try and get a copy to this committee. He was not sure about the reduction in quality that the councillor referred to. He thought that a discount had been negotiated in the

works that they had done which comes in as a discount to the cost they paid into the Housing Revenue Account. Part of this was to make sure that the specifications were not over specified so that no unnecessary work was carried out; in particular work was not being done to properties that did not need it. As for who was responsible for the HRA repairs split payments, he would talk to him separately afterwards on this as he needed more detail. There would be a separate report on this going to the Audit and Governance Committee.

Resolved:

That the Committee noted the report.

52. Dates of Future Meetings

The Committee noted their future meeting date.

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 28 April 2022	Charlotte Graham/ Maryvonne Hassall
2.	People Strategy	20 July and 16 Nov. 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 16 Nov. 2021 Closure Report Project reporting, issues focussed			Maryvonne Hassall

5.	Financial Planning	Scrutiny of MTFP 21/22 onwards 16 Nov 2021			Andrew Small Christopher Hartgrove
6.	Budget scrutiny	Qtr. 1 Budget Monitoring Rtp. 2021/22 – 14 September 2021; Qtr. 2 Budget Monitoring Rtp. 2021/22 – 16 November 2021; Qtr. 3 Budget Monitoring Rtp. 2021/22 – 3 March 2022 2022/23 budget setting 18 January 2022	Budget Monitoring Reports (Revenue and Capital Outturn for 2020/21)		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 2021	14 September 2021			Gary Woodhall
9.	Quarterly Budget Monitoring Report				Andrew Small/ Chris Hartgrove
10.	Quarterly Qualis Monitoring	14 Sept 2021			Andrew Small
11.	Report on new election legislation on Voter ID and any financial implications for the Council. when information was available.	TBC			Gary Woodhall
12.	Learning and Development	3 March 2022			Julie Dixon
13	Customer Services (Overall satisfaction)	TBC	To receive a recovery plan on this failing KPI		

Stronger Council Update

1. Planning Training

Member Planning (11:30) & Planning Enforcement (13:30) Training is scheduled for the 13th May as part of the new & re-elected Members Training Programme. Planning has recently reviewed the content and paperwork for the training and agreed to provide a separate session on the Local Plan for all members, the date(s) is yet to be arranged. The training will be held in person at the Civic Offices and all members will be invited.

As Planning decisions are quasi-judicial and any member may be asked to make a planning decision, either as part of a Planning Committee or at Council, Planning rules and member obligations need to be understood by all and therefore this training and its attendance is compulsory.

Town and Parish members are welcome to attend the planning sessions.

2. ELearning

Town and Parish members cannot have access to Litmos as they do not have access to the Council's IT systems.

Following the individual engagement sessions with Councillors, Member Services are mindful that not all Councillors are aware they have access to our Member Portal which sits on the home page of the Council's website (bottom right-hand corner). The Portal hosts a range of useful information for Members. This will continue to be addressed through communications

Member Services are keen to utilise the Council's eLearning system – Litmos to deliver some of the Member training, and useful courses such as GDPR, Data Protection, Cyber Security etc are all on there already. Officer discussions to develop Litmos for members will take place in the coming weeks.

The cost of the Litmos licence is £11,000 per annum.

3. Training

Virtual training sessions have been very popular with members and the recent Safeguarding training was well received. Cllr S Kane has previously received a report on the status of Member Training – who has done what courses etc. Member Services are happy to present the training programme at the July Stronger Council meeting. In the meantime, a copy of the 2022 – 2023 Training Schedule is included as Appendix 1

Discussions will take place regarding an officer/member buddying proposal.

4. Organisational/Employee Chart

Members can access an interactive organisational/employee chart through their iTrent ESS accounts.

Access Guidance

On the iTrent home screen there is a link called "Org Chart"; clicking on the link will take you to your own place in the structure. You can then use the + button to expand the chart.

When you click on the + sign under Georgina Blakemore's name, the EFDC structure will begin to open up for you.

Keep clicking on the + sign until you see the part of the structure you want. Conversely, use the – sign to close down the structure.

There is also a "Search org chart" feature where you can enter a name or team, press the search icon and some options will be offered to you e.g. if you searched for the name Smith, all the people entitled Smith would appear for you, choose your preferred option and the structure chart will open to that person/team.

Any member who has not logged into iTrent your password will be your date of birth in the format DDMMYYYY

Any problems with logging into iTrent please email hadmin@eppingforestdc.gov.uk.

A PDF version of the Chart down to Service Manager level will be published in the next available Member Briefing

5. Workforce - Locations

40% of our employees live in the district, 30% live within Essex and 30% outside Essex, predominately in one of the London Boroughs.

6. Hybrid Working

A Hybrid Policy has been drafted and presented to the Executive Leadership Team for consideration.

Service Managers and above are meeting regularly at the Civic Offices as are several teams. Work continues to encourage all employees to work in the Civic for at least part of their working week.

7. Customer

To enable member enquiries to be managed effectively and in a timely manner a Member Contact Form was developed. There are some issues with the use of the form and Member Services are working on the "How to" Guides and Tutorials to resolve this and offering coaching to Members. The benefits of the Contact Form include;

- Members can create a personal account using their EFDC email address which stores all their personal details so they only have to enter them once.
- The Member Contact Form logs and tracks all enquiries and ensures Members receive a response to queries within a pre-determined SLAs.
- The dashboard provides a summary of all individual Member Enquiries via the "My Requests" tab to monitor progress and review responses.
- Member Enquiries are allocated to specific Officers and Service Areas, therefore enquiries are personally managed and not sent to a generic mailbox.
- Members can escalate enquiries to the Member Services team if they are not satisfied with the response provided for final resolution.

The discussion at Stronger Council has been relayed to Service Directors and the importance of Customer Service to deal with customer enquiries promptly and effectively.

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List of Members' Training Courses

Course Title	Date / Time	Session Designation	Page
New and Re-elected Member Welcome and Induction Essential housekeeping for new and re-elected members	11 May 2022 By appointment	Mandatory for ALL Councillors elected or re-elected	7
Full Day Seminar	13 May 2022 (Friday)	Mandatory for ALL Councillors elected or re-elected	
Connectivity Help	9am ~ 9.30am		8
How the Council Works Overview of the various committees	9.30am ~ 10.30am		9
Code of Conduct Outline of the Government's ethical framework and the duties and responsibilities of Councillors	10.30am ~ 11.30pm	Mandatory for New Members / Once per term thereafter - Including Town / Parish Councillors	10
Planning	11.30am ~ 1.00pm	Mandatory for New Members / Once per term thereafter Lunch 1pm – 1.30pm	11
Planning Enforcement	1.30pm ~ 3.00pm	Mandatory for New Members / Once per term thereafter	14
Data Protection	3.00pm~ 4.00pm	Mandatory for all new Councillors / Biennially for all other Members	12
Chairmanship of Area Plans Sub-Committee and District Development Committee	19 May 2022 10.00am ~ 12.30pm	Desirable for Chairman and Vice Chairman of Area Plans Sub-Committees and DDMC	14
Licensing	TBA 9.30am ~ 5.00pm	Mandatory for all Licensing Committee members	13

Local Authority Finance and Budget Process	TBA 2.00pm ~ 4.00pm	Mandatory for members of Audit & Governance or Finance & Performance Management Committees	15
Code of Conduct (Repeat) Outline of the Government's ethical framework and the duties and responsibilities of Councillors	8 July 2022 6.00pm ~ 8.30pm	Mandatory for New Members / Once per term thereafter - Including Town / Parish Councillors	16
Safeguarding	22 September 2022 6.30pm~ 9.00pm	Mandatory for all new Councillors / Biennially for all other Members	17
Constitution	4 October 2022 6.00pm ~ 8pm	Mandatory for New Members / Once per term thereafter	19
Effective Ways to Contact the Council	18 October 2022 7.00pm ~ 9.00pm	Mandatory for New Members / Once per term thereafter	18
Housing	10 November 2022		
Risk Management	TBA 6.00pm ~ 7.00pm	Members of Audit & Governance or Finance & Performance Management	22



Report to Stronger Council Select Committee

Date of meeting: 28th April 2022

Portfolio: Corporate Services (Cllr D Sunger)

**Subject: People Strategy Overview
(2022)**

Officer contact for further information: Joanne Budden (01992564000)

Democratic Services Officer: A Hendry (01992 564246)

Recommendations/Decisions Required:

The Committee are asked to consider the report as information on the continuing People Strategy for 2022. The People Strategy for 2023-2025 is currently in review and draft format.

Report

People Team

Common Operating Model

Consultation and recruitment are still underway to finalise the restructure process for the remaining teams/positions, including:

- Legal Team – consultation concluded in March 2022.
- Housing Asset and Property Team service review – consultation commenced on 15th March 2022.

People Strategy 2020 – 2022

We are now in the final year of the current People Strategy and will shortly be producing a one-page overview of successes delivered within the current people strategy has over its three-year term. This will be launched as part of the new 2023-25 People Strategy.

Attracting, On-Boarding and Retaining Talent

- **iTrent - iRecruit Phase 2** – Letter templates for provisional offers of employment and reference requests are now “live” and being issued through the system. Contract templates will shortly follow and will be in the test environment in 2022.
- **iTrent - iRecruit Phase 3** – Onboarding through iRecruit - the required upgrade was applied to the test system in December and normal system testing and user acceptance tests are underway. The build of the onboarding portal will begin in test in mid-February with a launch expected mid-2022.
- **iTrent have redesigned the Employee Self Service (ESS)** - module and this is now available (as of 28th Feb). The new design includes summary cards on the main dashboard for quick access to information such as payslips, new organisational chart view, improved response to size of device being used and includes improved accessibility ensuring it is compliant with the latest web content accessibility guidelines.
- **Our exit interview questionnaire** - has been launched, the Register of Interests questionnaire has been delayed, the new launch date aligns with the launch of the Onboarding portal (original date was the 1st October).

- **Onboarding/Induction documentation** - is currently being reviewed to include any learnings through Covid and links to member induction documents. It will also be recommended that Democratic Services work with members to add more insight into role of a councillor, via video on Litmos LMS system.
- **Onboarding Guide is being re-launched and re-communicated** - New starters are contacted directly to be invited to HRBP Power Hours.

Developing our skills and behaviours

- **Our eLearning system Litmos continues to be built** - In addition to previous SME's mentioned we are now working with Council Tax & Benefits, and CHW for volunteers, to explore how the system can be used for these specific group's learning needs. Also, a report has gone to Stronger Council recommending the use of Litmos for members learning and development needs (to be managed by Member Contact). Litmos user engagement is now at 84% and we will start to work with Team Managers to support them engage their employees further.
- **Skill Pills** - A new series of Skill Pills is being run for all employees between June – Dec 22 These are 60–90-minute sessions accessible by all employees. They will cover a variety of topics to support digital skills development.
- **The 21/22 Leadership Programme comes to an end in April 22** - there will be a full evaluation via the Litmos LMS. This insight will be used to plan the next phase of management and leadership development for all managers/ leaders,
- **Great success to report with our Apprentices** - EFDC have had the first apprentice to achieve a Level 4 IRRV in Council Tax/ Benefits. This apprentice came to EFDC 6 years ago as a 16-year-old straight from school. Also, one of our construction apprentices, who was taken on straight from college has now (9 years later) been successfully appointed as Operations Manager at Qualis.

Engagement and Wellbeing project

- **A new Mental Health First Aid training cohort will start in April 22** - On completion this will bring the total of MHFA's at EFDC to over 90 (far exceeding the 60 recommended by MHFA England). There was a Menopause Mentors workshop in February where 30 MHFA's learnt information and skills to support those going through Menopause.
- **Perkbox sign up** - is currently 91% of the organisation, we have a total of 554 activated employees logged into the site to access the fantastic employee benefits and tools with over 7617 perk redemptions so far. The free monthly treat is the most popular downloaded perk with 877 redemptions followed by Tesco's 518 and M&S 285 redemptions.
- **Perkbox Celebration** - is going strong, and we are continuing to have overwhelming engagement on this platform with employees and managers thanking employees and teams for their hard work and significant achievements, and service delivery for our community.
- **Our third Workbuzz survey opened on 1st March 2022** - employees can tell us what's working well and make suggestions for improvements. Managers have now been sent data from the December 2021 survey which include engagement dashboards which will filter through to 'you said, we did' engagement for the future. We encourage our employees to complete the surveys and be an important part of organisational change at EFDC. We also encourage managers to check out their dashboards and raise awareness of the surveys in team meetings and 1-1's with employees.

Our Ways of Working (OWOW) – Creating Our Tomorrow

- Our employees are moving away from traditional styles of management and approaches to more agile, creative ways of working, thinking and leadership. Embedding the changes that OWOW and the Accommodation Project started, empowering employees to evolve the culture of the organisation, ensuring we embed the changes and achieve the desired outcomes:
 - Embedding the Change - Assessing & Monitoring Adoption

- Continued Employee Engagement and Wellbeing, including a new 'Creating Our Tomorrow – Hybrid Working' survey for May 2022.
- Enhancing skills and flexibility of our workforce – including Inspiring Great Performance and a refresh of EFDC Values & Behaviours.
- Inspiring Great Performance was presented to SLT in November. The option for a digital solution 'Clear Review' was chosen. This will be new project starting January 2023.
- Review of Collective Agreement, Terms and Conditions and Employee Consultation is ongoing. We have drafted a 'Hybrid Working Policy' and this has been sent to the Executive Leadership team for their consideration.

Internal Communications Strategy 2021 – 2023

- An internal communications strategy has been developed to enable effective engagement and communication with our employees so that they can flourish. The Strategy will help us take a fresh approach to internal communications and employee engagement, one that is flexible, intuitive and interactive.
- There are six key areas for development over the 3-year period, including content creation, corporate information platform, channels, engagement and insights, content management and recognising and celebrating success. Further details on the first 4 areas include;

1. Content creation and the introduction of Communication Ambassadors

- The Internal Communications team have a good understanding of current content contributors and areas that need some development and plan to evolve those relationships over the coming months
- Officers are currently working on bringing together materials needed (publicity, protocols, video content/graphics) to launch the opportunity to become a Communication Ambassador to the organisation in March 2022

2. Supporting the development of a new corporate information platform

- The discovery phase for the organisation's new intranet/information platform, initial desk-based research into different solutions available was carried out in July
- The team have had meetings and initial conversations with potential providers to discuss platform functionality, price point and options
- The work to collate the information into an overview for the project sponsor and ICT will happen in January/February

3. Channels

- As part of the Civic Offices refit, five digital screens were installed (2 customers facing and 3 internal), Our brand-new digital signage is now LIVE with up-to-date content and employee news, graphics, video, meeting information, messaging, and BBC news updates
- A schedule of content for the digital signage has been developed and continues to be updated regularly

4. Employee engagement and insights

- A second WorkBuzz survey successfully launched in December 2021, with a significantly higher engagement rate than the first (50% of employees completed the survey)
- We are due to launch our third WorkBuzz survey on 1 March
- Engagement scores and high-level statistics for our wider management team was communicated in January. Managers have been encouraged to share the results with their employees. High level engagement score statistics will be communicated to the whole organisation in January
- Investigations are taking place to see how we the internal distribution of email newsletters can be improved - using an email marketing tool we already have access to internally called Mailchimp

Reason for decision:

The report is for consideration and information representing an overview focused on the continued delivery of the People Strategy 2022 aims. The people Strategy for 2023-2025 is currently under review and will be in first draft May 2022. Engagement sessions will commence in late summer 2022.

There are no responses or decisions required at this stage.

Options considered and rejected:

Consultation undertaken:

Resource implications:

Legal and Governance Implications:

NA

Safer, Cleaner, Greener Implications:

Background Papers:

NA

Impact Assessments:

Risk Management

Not required

Equality:

As no decisions are required an Equality Impact Assessment is not required



SCRUTINY



Report to Stronger Council Select Committee

Date of meeting: 28th April 2022

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)

Recommendations/Decisions Required:

- 1) That the committee reviews the 'Corporate Performance Report' report and notes the progress of project delivery for Q4. Several KPI actuals are still outstanding due to the time period in which the report is required and data being available. An updated report will be submitted to Democratic Services for distribution to Members once full KPI data has been received.
- 2) That the committee considers the 'Corporate Performance Transition Report' and a decision agreed on future reporting expectations.

Reason for decision:

To enable the Select Committee to review progress for quarterly performance measurement delivery.

Options considered and rejected:

Not applicable.

Report:

- *Corporate Performance Report provided as an appendix.*
- *Corporate Performance Transition Report provided as an appendix.*

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 to follow with the supplementary agenda

Impact Assessments:

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

Risk Management:

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

Equality:

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

2. Status and Progress Report: Key Corporate Projects

Reporting Guide

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

Project ID	Project Title	Service Area	Sponsor	Scope	Q4 - Milestones	Status	Progress Summary/Update	Q3 RAG Status	Q4 RAG Status
CPP008	Development Strategy	Council Housebuilding	Deborah Fenton	Detail the strategy on how we will achieve the business objectives of the council House Building Programme		Closed	<p>Project Closure Report submitted, reviewed and signed off.</p> <p>Request that this can be removed from this report</p>	GREEN	BLUE 
CPP009	Housing & Asset Management System	Housing & Property Services	Deborah Fenton	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.	Data Pass 1 is scheduled for sign-off on 28th April 2022	Open	<p>Workshops to review existing business processes remain ongoing and included a further onsite process review Workshop on 4th March with staff from across the Housing and Property Service. System Configuration Workshops have also continued, along with tasks associated with the first Data Pass (Contacts, Assets, Rents). Data Pass 1 is scheduled for sign-off on 28th April 2022.</p> <p>Discussions have commenced with Civica and Total mobile regarding integration requirements for repairs, planned works, while the HAM Project Team is also involved in preliminary discussions around the forthcoming Stock Condition Surveys.</p>	AMBER	GREEN 

							Next Project Board meeting to be held on 16th March 2022		
CPP014	Rentsense	Housing & Property Services	Deborah Fenton	Implementation of analytical software to identify arrears and potential arrears		Closed	Project Closure Report submitted, reviewed and signed off. Request that this can be removed from this report	BLUE	BLUE 
CPP017	Sheltered Housebuilding Review	Housing & Property Services	Deborah Fenton	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.		Closed	Project Closure Report submitted, reviewed and signed off. Request that this can be removed from this report	BLUE	BLUE 
CPP018	Telecare Offering	Council Housebuilding	Deborah Fenton	Cessation of Telecare Service to Private customers		Closed	Project Closure Report submitted, reviewed and signed off. Request that this can be removed from this report	BLUE	BLUE 
CPP148	Fully Accessible Flats (Sheltered Housing Scheme)	Housing Properties - Older People's Services	Deborah Fenton	Remodel of 2 lounges to provide accessible flats		Open	Planning permission submitted on 1st phase of project.	GREEN	GREEN 

CPP021	Leisure Management Contract - reconciliation (COVID)	Contract & Technical	James Warwick	To maintain service delivery and minimise financial losses to the Council due to COVID19		Closed	<p>Project Closure Report submitted, reviewed and signed off.</p> <p>Request that this can be removed from this report</p>	GREEN	BLUE ↑
CPP024	Travel Local	Contract & Technical	James Warwick	<p>To provide local travel options for more distant villages and towns off the underground route and thereby support local training, employment and shopping,</p> <p>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>		Closed	<p>Project Closure Report submitted, reviewed and signed off.</p> <p>Request that this can be removed from this report</p>	AMBER	BLUE ↑
CPP026	Waste Management Contract (Extend or Procure)	Contract & Technical	James Warwick	<p>To review the options for provision of waste, recycling collections and street cleansing services beyond the current contract term.</p> <p>It may be feasible to retender, enhance services or achieve efficiencies</p>		Open	<p>Further discussions with Biffa have taken place and there are a few clarifications still required.</p>	GREEN	GREEN ↔
CPP029	Community and Cultural Trust	Community & Wellbeing	Jennifer Gould	To set up a Community and Cultural Trust with charitable status that enables increased		Open	<p>Board appointments have been confirmed by Cabinet and trustees have been notified. These will progress</p>	GREEN	GREEN ↔

				opportunity to secure external funding for work/projects in the community and cultural space that benefit communities across the District.			to Companies House, an initial Board meeting set up and a business plan developed by the Trust focussing on the priorities aligned with the Council's.		
CPP031	Locata	Housing Needs	Jennifer Gould	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		Closed	Community Health & Wellbeing project update report submitted to April 21 Stronger Communities Select Committee. This was accepted by the PMO as a Closure Report. Request that this can be removed from this report	BLUE	BLUE 
CPP033	Reprovision of Hostel	Community & Wellbeing	Jennifer Gould	Obtaining a new location for our hostel provision to be more accessible to our customers		Closed	Project has been closed following review and discussion. Decision made that this was never a formal project but BAU. Project Closure Report therefore not required. Request that this can be removed from this report	BLUE	BLUE 
CPP034	Review & Rationalisation of EF Museum Collection	Community & Wellbeing	Jennifer Gould			Open	PH decisions continue to be submitted for post steering committee decisions and work is on track to complete all Phase 1 throughout the	GREEN	GREEN 

							remaining museum stores. To date 7597 of the 10981 social history items in the collection have been through phase 1. And over 2000 objects have been through phase 2. To date 170 objects have found new homes via other museums, community groups and handling collections.		
CPP035	Waltham Abbey Community & Cultural Hub	Community & Wellbeing	Jennifer Gould			On Hold	Project is currently on hold at Cabinet request	BLUE	BLUE 
CPP036	Wider Determinants of Health Improvement	Community & Wellbeing	Jennifer Gould	Delivery of activities that contribute to an overall reduction in health deprivation in the pilot wards. A tested place-based approach that can be replicated to respond to the health inequality needs of other areas.		Closed	Scrutiny report for April 2021 received by PMO 25/08/21. Community Health & Wellbeing project update report submitted to April 21 Stronger Communities Select Committee has been accepted by PMO as a Closure Report. Request that this can be removed from this report	BLUE	BLUE 
CPP037	Corporate approach to resident engagement	Community & Wellbeing	Jennifer Gould	To review the corporate approach to resident engagement		Cancelled	Completed project cancellation report received. Request that this can be removed from this report	BLUE	BLUE 

CPP100	Attracting Onboarding & Retaining Talent	People	Joanne Budden	Creating a strong People Brand that is inspiring and motivating EFDC employer brand, harnessing technology and social media platforms to attract new talent to join EFDC to either start or further enhance their careers, rewarding our employees for high performance.		Closed	<p>Project Closure Report submitted, reviewed and signed off.</p> <p>Request that this can be removed from this report</p>	GREEN	BLUE 
CPP038	Commercial Letting 2nd Flr & 323	Economic Development	John Houston	To let second floor to private sector in line with councils' economic objectives and achieve significant annual income.		Closed	<p>Project Closure Report submitted, reviewed and signed off.</p> <p>Request that this can be removed from this report</p>	BLUE	BLUE 
CPP040	Digital Support Platform for Business (Click It Local Loyal Free Maybe)	Economic Development	John Houston	An externally provided platform for 'Place' that will re-imagine Epping Forest District as a great location to live, work and do business.		Closed	<p>Project Closure Report submitted, reviewed and signed off.</p> <p>Request that this can be removed from this report</p>	BLUE	BLUE 
CPP041	Direct Financial Aid to Businesses	Economic Development	John Houston	Additional financial support for local businesses during the COVID19 pandemic.		Closed	<p>Project Closure Report submitted, reviewed and signed off.</p> <p>Request that this can be removed from this report</p>	GREEN	BLUE 

CPP042	District Prospectus for Inward Investment	Economic Development	John Houston	To promote the district for new business investment.		Closed	<p>Project Closure Report submitted, reviewed and signed off.</p> <p>Request that this can be removed from this report</p>	GREEN	BLUE 
CPP044	New Business Support Packages	Economic Development	John Houston	To create a business zone that will provide: - A substantial range of employment opportunities for people of all ages - facilities for business start-ups and sole entrepreneurs - Opportunities for companies involved in distribution and light industry		Closed	<p>This project now falls under a wider programme (CPP155) for COVID Measures.</p> <p>The council has commissioned Colbea to provide business advice, guidance and support around the green agenda. The results of the business survey (approximately 300 completed) will be used to determine priority areas for business support over the next 12 months, in addition to what's already on offer, services have been commissioned for local services from the FSB and Chamber of Commerce. Grants have been made available to active town centre partnerships to promote their own high streets and build their own networks. The hospitality sector has been provided free membership to Visit Essex to enable participation in regional and national</p>	GREEN	GREEN 

							campaigns and to draw tourism footfall. Regus have provided significant additional, agile, start-up office space in Epping - (being formally launched in March 2022).		
CPP045	Town Centre Regeneration/ Action Plans	Economic Development	John Houston	Conduct surveys on all town centres. Produce action plan for improvement. In consultation with local stakeholders. Appointed town centre manager.		Closed	<p>This project now falls under a wider programme (CPP155) for COVID Measures.</p> <p>Currently Under review - Officers are preparing submissions to the Shared Prosperity Fund for town centre investment - target date June 2022. Officers are also exploring potential of bid under new rounds of levelling up fund. CCTV Footfall monitoring project to be implemented and reviewed.</p>	GREEN	GREEN 
CPP092	Climate Action Plan	PP & Implementation	Nigel Richardson	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.		Closed	<p>Project Closure Report submitted, reviewed and signed off.</p> <p>Request that this can be removed from this report</p>	GREEN	BLUE 
CPP093	Green Infrastructure Strategy	PP & Implementation	Nigel Richardson	Establish strategy and policies relating to Green and Blue infrastructure, the protection of ecological assets and high-quality design.		Closed	<p>Project Closure Report submitted, reviewed and signed off.</p> <p>Request that this can be removed from this report</p>	AMBER	BLUE 

CPP094	Interim Air Pollution Mitigation Strategy	PP & Implementation	Nigel Richardson	To improve air quality by reducing vehicle emissions through roads within Epping Forest, without the need to introduce a chargeable Clean Air Zone.		Closed	Project Closure Report submitted, reviewed and signed off. Request that this can be removed from this report	AMBER	BLUE 
CPP095	Local Enforcement Plan	PP & Implementation	Nigel Richardson	Publish Updated Local Planning Enforcement Plan		Open	The updated Local Enforcement Plan will be published on 1 April 2022.	AMBER	GREEN 
CPP096	Local Plan	PP & Implementation	Nigel Richardson	Adoption of the emerging Local Plan. It sets out the vision, objectives and policies for meeting and shaping the District's development needs and its distribution up to 2033 - replacing the existing 2006 and 2008 Local Plans.		Open	Monthly status report received: The emerging Local Plan is at an advanced stage in its Examination following the Main Modifications Consultation in Summer 2021 and the collated representations published online and provided to the Inspectors in October 2021. The Inspectors' Final report had been expected in the first quarter of 2022, although we have now been advised by the Planning Inspectorate (PINS) that this is subject to delay and are urgently seeking a revised timetable. Following receipt of the Inspectors' report and providing it is determined the Plan is	AMBER	AMBER 

							'sound', it will be considered by the Council and can be adopted if it makes the Main Modifications recommended.		
CPP131	Back Office System (Digital Planning System)	Digital Planning Improvement	Nigel Richardson	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.		Open	Data Migration continues to progress. Field and code mapping has been completed. Scripts being written to extract the EFDC data from M3. Plan is to do an initial test load of the data in April. It is similar for the document migration from M3 and Information @ Work. Currently planning the tasks and schedule for test and live document extract and load. The comms activity is almost complete, and testing is being undertaken with the business teams. Users are currently being set up (although not being given access yet) and permissions and licences assignments are being discussed. Some additional licences may be required. The new Online Planning & Building Control Public Register has been developed and tested. Feedback has been given to Arcus including some requested changes. Tasks remaining to be completed to enable go-live	AMBER	AMBER 

							are being discussed, planned & scheduled, including User Acceptance Testing, User Training & transfer to Support & Maintenance.		
CPP089	Local Skills & Opportunities - DevelopMe	Corp Services	Paula Maginnis			Closed	<p>Project Closure Report submitted, reviewed and signed off.</p> <p>Request that this can be removed from this report</p>	BLUE	BLUE 
CPP120	Councillor Portal	Customer Services	Rob Pavey	Application to provide ease of access for Councillors to all information and services in the one location		Closed	<p>Project Closure Report submitted, reviewed and signed off.</p> <p>Request that this can be removed from this report</p>	BLUE	BLUE 
CPP124	Digital Customer Journey	Customer Services	Rob Pavey	Increase the digitisation of the customer journey.		Cancelled	<p>Project Cancellation Report submitted, reviewed and signed off.</p> <p>Request that this can be removed from this report</p>	BLUE	BLUE 
CPP125	Digital Members Journey	Customer Services	Rob Pavey			Closed	<p>Project Closure Report submitted, reviewed and signed off.</p> <p>Request that this can be removed from this report</p>	BLUE	BLUE 

CPP132	Research & Feasibility Data Insights	Customer Services	Rob Pavey	Provide insight for the future design of Council services based on data and behavioural analysis		Closed	<p>Project Cancellation Report submitted, reviewed and signed off.</p> <p>Request that this can be removed from this report</p>	AMBER	BLUE ↑
CPP133	Revs & Bens Move to Customer Services	Revenue & Benefits	Rob Pavey			On Hold	<p>Project is currently on hold/paused due to resource constraints.</p> <p>Project is expected to move into delivery in Q3 2022.</p>	BLUE	BLUE ↔
CPP135	Telephony Solution	Customer Services	Rob Pavey	Omni channel platform enabling streamlined multi-channel customer contact		Open	<p>It has been agreed that a Working Group of users will be formed to determine a list of user requirements for the telephony solution. This will help shape the project in line with the high-level requirements identified by Intergence in May 2021. The Working Group are meeting on the 21st of March.</p> <p>The new Online Planning & Building Control Public Register has been developed and tested. Feedback has been given to Arcus including some requested changes.</p>	BLUE	GREEN ↑
CPP137	Underclaimed Benefits Campaign	Revenue & Benefits	Rob Pavey	Anti-Poverty Campaign		Open	87 customers have now been contacted & 48 referred to the Pension Service. We now have 23 Successful claims for	GREEN	GREEN ↔

							<p>Pension Credit with a total amount claimed of £1252.22 giving an additional weekly average income of £54.44 per week. We have changed tactics, in that once we have made contact with the customer, we are asking them to claim Pension Credit directly, as this seems to speed up the process. We also now have a contact at the DWP who can check on the progress of some of the older cases that have already been referred over. There are backlogs with the Pension Service, but we are hoping that this contact will be able to push our cases through. There are still 5 months left of this project to run. We are on target to contact all of the remaining customers on the list by this time. Further cases have already been selected for April 22. LS 14/04/2022.</p>		
CPP142	Reducing Carbon Footprint	Commercial & Regulatory	Sally Devine			Open	<p>GHGLAD Phase 2, Data from our partners Warmworks shows that 38 referrals have made so far with approximately 36 installations needed in total to reach the grant spend. Any additional referrals will be transferred to</p>	GREEN	<p>GREEN</p> 

							<p>the Sustainable Warmth Scheme. Sustainable Warmth - £1.3m allocated to EFDC and £13k capability and capacity funding has been applied for to fund the cost of the programmes marketing activities.</p>		
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Quarterly KPI Reporting

Stronger Communities KPIs				
Key Performance Indicator	21/22	Actual	Target	Comments
Customer Services: Overall Customer Satisfaction	Q1	66%	80%	For comparison the last quarter, FY20/21 Q4, actual was 74% - this quarter has seen an increase of overall customer satisfaction of 6%.
	Q2	58%	80%	Wait times have been impacted by severe resourcing issues in the contact centre due to long term sickness, bereavement and leave all at the same time.
	Q3	65%	80%	Satisfaction is improving, trends include chasing non-responses or unable to find information on website which will be addressed via the call causation analysis work.
	Q4	62%	80%	Satisfaction is improving, trends include chasing non-responses or unable to find information on website which will be addressed via the call causation analysis work.
Customer Services: First Point Resolution	Q1	49.9%	45%	For comparison the last quarter, FY20/21 Q4, actual was 44% - this quarter has seen an increase of overall customer satisfaction of 5.9%
	Q2	62%	45%	For comparison the last quarter, FY20/21 Q4, actual was 44% - this quarter has seen an increase of overall customer satisfaction of 5.9%
	Q3	61%	45%	Despite ongoing absence in the contact centre, the remaining team are continuing to resolve queries at first point resolution above target.
	Q4	63.5%	45%	For comparison the last quarter, FY20/21 Q4, actual was 43% - this FY overall has seen an improvement finishing they year at 62% (compared with last year 47%).
Customer Services: Complaints resolved within SLA	Q1	89%	85%	<p>> Reduced volume of complaints compared to Q4. 97 last Quarter, 65 this quarter with 89% handled within SLA</p> <p>> 42% complaints had the outcome of "Not Upheld" and 12% were upheld. 44% partially upheld.</p> <p>> 5 out of the 65 complaints for Q1 have escalated to a Stage 2 formal complaint in all cases the initial outcome remained.</p> <p>SERVICE AREAS WITH SIGNIFICANT VOLUMES</p> <p>> Waste - 13 formal complaints for this Q1 with the main themes being around the uncleanliness of the streets as the perception is that residential streets were not being cleaned. Expectations were managed by the Waste Team Manager in each complaint.</p> <p>> Revs & Bens - 11 complaints for Revs & Bens with the majority pertaining to Business Grants and Council Tax arrears.</p>

	Q2	88%	85%	84 complaints for Q2 which is an increase on Q1. 9% escalated to stage 2 with no change on outcome. All areas except waste and Qualis have seen an increase. Rev & Bens complaints related to grants & council tax arrears. Community & Resilience relating to noise. Housing Assets & Maintenance, 10 complaints no trends
	Q3	83%	85%	Volume reduced with 64 complaints for Q3, decrease on Q2. 4.5% escalated to stage 2 these are still open, pending investigation. Significant reduction for Rev & Bens from 15 down to 4, Community Resilience reduced from 12 to 2.
	Q4	84%	85%	88 complaints for Q4, a significant increase on Q3. 10% escalated to the stage 2 process & 5 open cases for Q4 with the Ombudsman. Revenues & Benefits were back up to double figures (16) similar to previous quarters. Waste received the highest number across all teams (20). Root cause; 63% of Revs & Bens related to customer understanding and expectation 60% of Waste complaints related to contractor conduct/behaviour
Community Health and Wellbeing: No of homelessness approaches	Q1	258	n/a	This is an information only PI that enables the service to track trends and map trajectory ensuring statutory service is adequately resourced to meet demand. It does not provide a measure of the quality or effectiveness of the homelessness service which would be far better served by reporting on outcomes
	Q2	229	n/a	YTD 487 homelessness approaches. An average of 81 pcm.
	Q3	204	n/a	YTD 663 homelessness approaches. An average of 74pcm – we usually see a decline in the number of homelessness approaches in December and around the festive season.
	Q4	224	n/a	
Community Health and Wellbeing: No of households in Temporary Accommodation	Q1	107	n/a	This is an information only PI that enables the service to track trends and map trajectory ensuring statutory service is adequately resourced to meet demand. The figure is a snapshot taken on the last day of the final month in a quarter. It does not provide a measure of the quality or effectiveness of the homelessness service which would be far better served by reporting on outcomes
	Q2	101	n/a	
	Q3	88	n/a	
	Q4	110	Target is 100	The numbers in TA are rising and this does include 6 Protect and Vaccinate clients for whom we get additional external funding.

Community Health and Wellbeing: Engagement in community, physical or cultural activity	Q1	4569	1750	These targets were set during the pandemic. With the easing of restrictions, engagement has been even greater than expected hence the actual figure is much higher than the target. Given this, the annual target of 7000 (1750 / quarter) will be adjusted to annual target of 14,000 (3,500 / quarter) and this will be reflected in reporting for the remaining quarters.
	Q2	5407	3500	This annual target has been increased to 14000
	Q3	3328	3500	This annual target has been increased to 14000. The current cumulative total is currently at 13.304 and the annual target of 14000 is expected to be exceeded.
	Q4	3806	3500	Target exceeded for 21-22
Community Health and Wellbeing: No of families in B&B accommodation for 6 weeks+	Q1	0	0	The Council has a legal requirement to ensure no family is kept in B&B accommodation for more than 6 weeks. No family within Epping has been placed in B&B accommodation for longer than 6 weeks as required.
	Q2	0	0	No family within Epping has been placed in B&B accommodation for longer than 6 weeks as required.
	Q3	0	0	No family within Epping has been placed in B&B accommodation for longer than 6 weeks as required.
	Q4	0	0	No family within Epping has been placed in B&B accommodation for longer than 6 weeks as required.

Contracts:	21/22	Actual	Target	Comments
% change of leisure centre attendees from previous years quarter: Gym visits This is no longer reported	Q1	Epping: 55% decrease Loughton: 25% decrease Ongar: 60% decrease Waltham Abbey: 58% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed for all of Q1 in 2020 in line with local and government restrictions. Due to the COVID-19 pandemic, attendance has seen a significant decrease as gyms were closed during Q1. As restrictions have now lifted, it is expected that there will be an improvement in actuals for the remaining quarters

	Q2	Epping: 73% decrease Loughton: 18% decrease Ongar: 63% decrease Waltham Abbey: 64% decrease	n/a	<p>The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed partially during Q2 in 2020 in line with local and government restrictions.</p> <p>August figures for gym visits were above previous years. However, despite restrictions being lifted, attendance for gym visits is still considerably low and will be kept under review. Group Work Out classes returned on 17th May which may be a factor for greater gym use.</p> <p>at the next Leisure Management Partnership Board if we can change the KPI to actual number of users for membership and swimming to match the KPI's Places Leisure use. Happy to keep current KPI until new financial year.</p>
	Q3	Epping: 64% decrease Loughton: 17% decrease Ongar: 61% decrease Waltham Abbey: 60% decrease	n/a	<p>The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as the centres closed partially in Q3 2020 in line with local and government restrictions. NB: December figures are not included as the KPIs are not published yet.</p> <p>Attendance for gym visits remain lower than pre-Covid numbers and will be kept under review. Although there are currently no restrictions in leisure centres, the Omicron variant may be a factor for % decrease.</p>
	Q4	KPI is not relevant and no longer reported as agreed at Leisure Management Partnership Board	n/a	Not a relevant KPI and no longer reported by Places Leisure
Contracts: % change of leisure centre attendees from previous years quarter: Casual swimming	Q1	Loughton: 10% increase Ongar: 103% increase Waltham Abbey: 7% decrease	n/a	The percentage change was calculated comparing 2019 figures against 2021 figures. 2020 figures were not used due to gyms closed for all of Q1 in 2020.

				The Ongar refurbishment project completed in Jan 2021 and has attracted higher attendance.
	Q2	Loughton: 22% decrease Ongar: 108% increase Waltham Abbey: 104% increase	n/a	<p>The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed partially during Q2 in 2020 in line with local and government restrictions.</p> <p>Casual swimming continues to grow and although Loughton is currently at a 22% decrease, the number of casual swimming has increased since Q1 in 2021. The Ongar pool refurbishment works has attracted higher attendance. Waltham Abbey is currently benefitting from the temporary closure of The Laura Trott Leisure Centre in neighbouring Broxbourne.</p>
	Q3	Loughton: 16% decrease Ongar: 108% increase Waltham Abbey: 16% decrease	n/a	<p>The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as the centres closed partially in Q3 2020 in line with local and government restrictions. NB: December figures are not included as the KPIs are not published yet.</p> <p>Loughton swimming figures are improving when compared with previous months, however, remain low in comparison to 2019 figures, as well as Waltham Abbey and will both be kept under review.</p> <p>The Ongar pool refurbishment works is attracting higher attendance.</p>
	Q4	KPI is not relevant and no longer reported as agreed at Leisure Management Partnership Board	n/a	Not a relevant KPI and no longer reported by Places Leisure
Contracts: Club Live membership (Fitness Membership)	Q1	Epping: 33% decrease Loughton: 24% decrease Ongar: 103% increase Waltham Abbey: 29% decrease	n/a	<p>The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed for all of Q1 in 2020 in line with local and government restrictions.</p> <p>The Ongar refurbishment project completed in Jan 2021 and attracted higher attendance.</p>

	Q2	Epping: 29% decrease Loughton: 18% decrease Ongar: 19% decrease Waltham Abbey: 21% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed partially during Q2 in 2020 in line with local and government restrictions. Although figures are not up to pre-Covid levels, Club Live Memberships continue to grow compared to Q1 figures. Please note the Club Live numbers for Q2 are indicative as the actual September 2021 numbers are not yet out.
	Q3	Epping: 29% decrease Loughton: 17% decrease Ongar: 14% decrease Waltham Abbey: 16% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed partially in Q3 2020 in line with local and government restrictions. NB: December figures are not included as the KPIs are not published yet. Club live numbers are increasing when compared with previous months this year, however, remain lower than pre-Covid levels. Although there are currently no restrictions in leisure centres, the Omicron variant may be a factor for % decrease.
	Q4	Epping:1,247 Loughton:3,756 Ongar:1,121 Waltham Abbey:2,422	n/a	Epping has increased by 99 compared to previous quarter. Loughton has increased by 366 compared to previous quarter. Ongar has increased by 97 compared to previous quarter. Waltham Abbey has increased by 307 compared to previous quarter.
Contracts: Club Live membership (Swimming Membership)	Q4	Loughton:515 Ongar:169 Waltham Abbey:422	n/a	Loughton has increased by 37 compared to previous quarter. Ongar has increased by 18 compared to previous quarter. Waltham Abbey has increased by 23 compared to previous quarter.
Contracts: No. of people on Learn to Swim Programme (Swimming Lessons)	Q4	Loughton:2,712 Ongar:825 Waltham Abbey:1660	n/a	Loughton has increased by 151 compared to previous quarter. Ongar has decreased by 8 compared to previous quarter. Waltham Abbey has increased by 134 compared to previous quarter
Stronger Places KPIs				
Contracts Waste: Recycling rate	21/22	Actual	Target	Comments
	Q1	59.630%	60%	A target of 60% has not quite been reached during Q1. However, a restructure of the Waste Team has been completed to increase capacity within the team and focus on developing initiatives, education and awareness on reuse and recycling.

	Q2	60.8%	60%	Estimate needs validation by WDA
	Q3	59%	60%	Slight reduction due to Bank Holidays and waste service is catching up on collection expected to be on target in Q4.
	Q4	KPI data not yet available	60%	KPI data not yet available and not verified by ECC.
Contracts Waste: Reduction in household waste	Q1	0.107kg/household	0.100kg/household	Household waste volumes are still high following the COVID-19 pandemic and the resulting increase in home workers moving waste from commercial properties to residential properties. As above, the waste team are looking into initiatives for education and awareness on reuse and recycling.
	Q2	0.105kg	0.100kg/household	As above, still high levels of waste being presented as people continue to work from home. Also, this figure does comprise of refuse, some street cleansing and fly tips
	Q3	0.099kg	0.100kg/household	
	Q4	KPI data not yet available	0.100kg/household	KPI data not yet available
Housing Management Rent Arrears	Q1	1.37%	<1.55%	This KPI is a measure of the outstanding rent due (arrears) of the total rent sum from Council residential properties.
	Q2	1.37%	<1.55%	This KPI is a measure of the outstanding rent due (arrears) of the total rent sum from Council residential properties.
	Q3	Awaiting Data		Awaiting Data
	Q4	Awaiting Data		Awaiting Data
Planning and Development: Percentage of applications determined within agreed timelines: Major	Q1	0%	80%	There were only 2 decisions which were refused planning permission, but the refusal was given outside of agreed timeline due to the complexity of the applications, which required planning committee decision.
	Q2	1.43%	90%	The backlog of planning permissions because of the air quality impact on Epping Forest is being steadily released but applicants are unwilling to sign extension of time to a new end date on major application types. Performance therefore is suffering with 1 out of 6 decided in time.
	Q3	36.4%	80%	Major type applications represent only a small number of the overall number of planning applications received, but they are more complex and generally are reported to planning committees. The

				backlog of planning permissions because of the air quality impact on Epping Forest is being steadily released but because of the delay, there is some reluctance for applicants to sign extension of time to a new end date on major application types. Performance therefore is suffering but improved this quarter with an up to Q3 performance of 4 out of 11 application decided in time.
	Q4	KPI data not yet available		KPI data not yet available
Planning and Development: Percentage of applications determined within agreed timelines: Minor	Q1	83%	90%	67 out of 80 in time. The other 13 applications were decided outside of the agreed timeline due to the complexity of the applications which delayed decisions. A process and efficiency review are underway to consider what improvements can be made to prevent further delays in applications.
	Q2	86.19%	90%	156 out of 181 applications were made in time, which is an improvement over Q1. The target is just being missed but moving in the right direction.
	Q3	82.13%	90%	This covers planning applications that include 1 to 9 dwellings/ pitches per application as well as commercial under 10,000sq m or 1 hectare and other minor developments. Up to Q3, 239 out of 291 applications were made in time, but the air quality impact on delaying the release of planning decisions is also a factor on performance here.
	Q4	KPI data not yet available		KPI data not yet available
Planning and Development: Percentage of applications determined within agreed timelines: Other	Q1	92%	90%	This category has the highest volume of applications received (householder extensions) and 348 out of 378 applications were decided in time in this category in Q1, which is normal. They are less contentious, and the majority are determined daily under officer delegated powers. Therefore the 8-week target is generally achieved. Those required to be determined at planning committees, which meet on a 4-week cycle, are more likely to be out of time.
	Q2	91.19%	90%	600 out of 658 applications were decided in time. They are less contentious, and the majority determined daily under officer delegated powers, so the 8-week target is generally achieved.

	Q3	90.59%	90%	905 out of 999 applications were decided in time in this category up to Q3. They are less contentious, and the majority determined daily under officer delegated powers, so the 8-week target is generally achieved.
	Q4	KPI data not yet available		KPI data not yet available
Planning and Development: Housing Delivery Test progress	Q1	n/a	n/a	This is KPI is measured annually, quarterly figures are not available. KPI data will be provided following Q4.
	Q2	n/a	n/a	
	Q3	n/a	n/a	
	Q4	KPI data not yet available		

Stronger Council KPIs				
Key Performance Indicator	21/22	Actual	Target	Comments
People: Diversity & Inclusion – % of workforce by Ethnicity	Q1	Black & minority ethnic: 5.06% White - all: 71.16% Unknown (no response to survey): 4.38% Withheld (no declaration of ethnicity on survey): 19.06%	No targets are set but People Team have developed workforce KPI data insights and dashboards.	For comparison, 2019/20 figures were: Black & minority ethnic: 4.67% White - all: 73.22% Unknown (no response to survey): 5.64% Withheld (no declaration of ethnicity on survey): 12.09%
	Q2	Black & minority ethnic: 5.11% White - all: 69.87% Unknown (no response to survey): 4.26% Withheld (no declaration of ethnicity on survey): 19.74%	No targets are set but People Team have developed workforce KPI data insights and dashboards.	The key takeaway from the current figures are that staff are increasingly withholding ethnicity information. 18.74% this year, compared with 12.09% last year, did not declare ethnicity when given the option to do so. Current data provided within this report mirrors the census data. Discussions are underway to review the potential for more detailed reports to be produced to compliment the overall KPI's and to which insight would be referenced here
	Q3	Black & minority ethnic: 5.07% White - all: 69.93%	No targets are set but People Team have developed workforce KPI data	

		Unknown (no response to survey): 4.47% Withheld (no declaration of ethnicity on survey): 19.50%	insights and dashboards.	
	Q4	KPI data not yet available		KPI data not yet available
People: Diversity & Inclusion – % of workforce with Disability	Q1	6.29%	n/a	This is voluntary information from staff and the actual figure may be higher than what is reported. We are working towards Disability Confident Level 2 and working with external charities, e.g. Shaw Trust, Change 100, and the Living with Disability publication to increase our engagement and hiring of people with disabilities.
	Q2	5.96%	n/a	
	Q3	5.84%	n/a	
	Q4	KPI data not yet available		KPI data not yet available
People: Staff Turnover %	Q1	4.12%	11%	Target is based on public sector median turnover rate which is 11% per annum. For comparison, the average turnover per quarter in FY2019/20 was 4.4% so our figure is in line with expectations.
	Q2	4.94%	11%	
	Q3	3.26%	11%	
	Q4	KPI data not yet available		KPI data not yet available
People: Sickness Absence – average number of days per employee	Q1	2.29days	2.15 days	Target is based on the mean average number of days lost per employee per quarter in 2020. We expect lower numbers than the 2.15 average throughout spring / summer and higher numbers than the average in autumn / winter.
	Q2	3.95 days	2.15 days	
	Q3	4.13 days	2.15 days	
	Q4	KPI data not yet available		KPI data not yet available

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EPPING FOREST DISTRICT COUNCIL

Corporate Performance Transition Report

Currently the Corporate Performance Report is provided on a quarterly basis. This contains detailed updates for the previous reporting quarter. Progress updates are provided against a number of key priority projects alongside targets and actuals for agreed KPI's set by EFDC.

Activity has recently been completed via the PMO and through consultation with the Executive Management Team to review the current agreed list of priority projects to ensure full alignment with corporate objectives and Member expectations. This has resulted in a refreshed list of priority projects.

It is requested that Members consider and agree for future submission of the Corporate Report to be re-aligned with the refreshed priority list of projects in order to support effective updates against progress.

The agreed priority projects that have been identified are as follows:

Project ID	Project Title
CPP009	Housing & Asset Management System
CPP026	Waste Management Contract (Extend or Procure)
CPP029	Community and Cultural Trust
CPP095	Local Enforcement Plan
CPP096	Local Plan
CPP131	Back Office System (Digital Planning System)
CPP135	Telephony Solution
CPP153	People Strategy Programme
CPP154	Green Agenda Programme
CPP155	COVID Measures

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