



Overview & Scrutiny Committee Tuesday, 27th September, 2022

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

Council Chamber - Civic Offices
on **Tuesday, 27th September, 2022**
at **7.00 pm**.

Georgina Blakemore
Chief Executive

**Democratic Services
Officers:**

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Members:

Councillors H Kane (Chairman), D Wixley (Vice-Chairman), R Balcombe, R Baldwin, R Bassett, P Bhanot, E Gabbett, I Hadley, S Heather, R Jennings, J Lea, J McIvor, S Murray, S Patel and J H Whitehouse

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

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 Chamber and using the lower public 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 members of the public do not wish to have their image captured they should sit in the upper council chamber public gallery area.

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

1. WEBCASTING INTRODUCTION

The Chairman will read the following announcement:

This meeting is to be webcast and the Chairman will read the following announcement:

“I would like to remind everyone present that this meeting will be broadcast live to the internet and will be capable of subsequent repeated viewing, with copies of the recording being made available for those that request it.

By being present at this meeting, it is likely that the recording cameras will capture your image and this will result in your image becoming part of the broadcast.

You should be aware that this may infringe your human and data protection rights, and if you have any concerns then please speak to the Webcasting Officer.

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

2. APOLOGIES FOR ABSENCE

To be announced at the meeting.

To report non-attendance before the meeting, please use the Members Portal webpage 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

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

4. DECLARATIONS OF INTEREST

To declare interests in any item on the agenda.

In considering whether to declare a pecuniary or a non-pecuniary interest under the Council's Code of Conduct, Members are requested to pay particular attention to paragraph (11) of the Code in addition to the more familiar requirements.

This requires the declaration of a non-pecuniary interest in any matter before Overview & Scrutiny which relates to a decision of or action by another Committee or Sub-Committee of the Council, a Joint Committee or Joint Sub-Committee in which the Council is involved and of which the Councillor is also a Member.

Paragraph (11) of the Code of Conduct does not refer to Cabinet decisions or attendance at an Overview & Scrutiny meeting purely for the purpose of answering questions or providing information on such a matter.

5. MINUTES (Pages 7 - 22)

To confirm the minutes of the meeting of the Committee held on 26 July 2022.

6. MATTERS ARISING AND OUTSTANDING ACTIONS

To consider any matters arising and outstanding actions from the minutes of the previous meeting(s) that are not covered elsewhere in this agenda.

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

(Democratic & Electoral Services Team Manager) To receive questions submitted by members of the public and any requests to address the Committee, in accordance with Article 6 (Overview and Scrutiny) of the Council's Constitution.

(a) Public Questions

Members of the public may ask questions of the Chairman of Overview and Scrutiny Committee at ordinary meetings of the Committee, in accordance with the procedure set out in the Constitution.

(b) Requests to address the Overview and Scrutiny Committee

Any member of the public or a representative of another organisation may address the Overview and Scrutiny Committee on any agenda item (except those dealt with in private session as exempt or confidential business), due to be considered at the meeting.

8. EXECUTIVE DECISIONS - CALL-IN

(Democratic & Electoral Services Team Manager) To consider any matter referred to the Committee for decision in relation to a call-in, in accordance with Article 6 (Overview and Scrutiny) of the Council's Constitution.

9. CORPORATE PLAN 2023 - 2028 (Pages 23 - 36)

To review the proposed new Corporate Plan 2023 – 2028 attached.

10. QUALIS BUSINESS PLAN

Report to follow.

11. CHAIRMEN TO REPORT ON THEIR SELECT COMMITTEE BUSINESS (Pages 37 - 44)

(Chairmen of the Select Committees) To report to the meeting on progress against the achievement of the current work programme, as is required under Article 6 (Overview and Scrutiny) of the Constitution, and for any recommendations for consideration by the Overview and Scrutiny Committee.

For information: the current work programme for each select committee is attached as an appendix to this agenda.

12. OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME (Pages 45 - 46)

Progress towards the achievement of the work programme for the Overview and Scrutiny Committee is reviewed at each meeting.

(a) Current Work Programme

The current work programme for the Committee is attached as an appendix to this agenda.

(b) Reserve Programme

A reserve list of scrutiny topics is developed as required, to ensure that the work flow of overview and scrutiny is continuous. When necessary, the Committee will allocate items from the list appropriately, once resources become available in the work programme, following the completion of any ongoing scrutiny activity.

Members can put forward suggestions for inclusion in the work programme or reserve list through the adopted PICK process. Existing review items will be dealt with first, after which time will be allocated to the items contained in the reserve work plan.

13. CABINET BUSINESS (Pages 47 - 66)

Recommendation:

That the Committee review the Executive's current programme of Key Decisions to enable the identification of appropriate matters for the overview and scrutiny work programme and the overview of specific decisions proposed to be taken over the period of the plan.

Article 6 (Overview and Scrutiny) of the Constitution requires that the Committee review the Executive's programme of Key Decisions (the Cabinet Forward Plan) at each meeting, to enable the identification of appropriate matters for the overview and scrutiny work programme and to provide an opportunity for the overview of specific decisions proposed to be taken over the period of the plan.

The Constitution (Article 14 (Decision Making)) defines a Key Decision as an executive decision which:

- (a) involves expenditure or savings of £250,000 or above which are currently within budget and policy;
- (b) involves expenditure or savings of £100,000 or above which are NOT currently within budget and policy;
- (c) is likely to be significant in terms of its effect on communities living or working in an area comprising two or more wards;
- (d) raises new issues of policy;
- (e) increases financial commitments (i.e. revenue and/or capital) in future years over and above existing budgetary approval;

- (f) comprises and includes the publication of draft or final schemes which may require, either directly or in relation to objections to, the approval of a Government Minister; or
- (g) involves the promotion of local legislation.

Wherever possible, Portfolio Holders will attend the Committee to present forthcoming key decisions, to answer questions on the forward plan and to indicate where appropriate work could be carried out by overview and scrutiny on behalf of the Cabinet.

The Executive's current programme of Key Decisions of 1 September 2022 is attached as an Appendix to this report.

14. EXCLUSION OF PUBLIC AND PRESS

Exclusion

Democratic & Electoral Services Team Manager) To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

Background Papers

(Democratic & Electoral Services Team Manager) Article 17 - Access to Information, Procedure Rules of the Constitution define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential information and in respect of executive reports, the advice of any political advisor.

The Council will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

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EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee:	Overview & Scrutiny Committee	Date:	Tuesday, 26 July 2022
Place:	Council Chamber - Civic Offices	Time:	7.00 - 8.40 pm
Members Present:	Councillors H Kane (Chairman), D Wixley (Vice-Chairman), C Amos, R Balcombe, P Bhanot, S Heather, R Jennings, J Lea, J McIvor and S Murray		
Members Present (Virtually):	Councillor S Patel		
Other Councillors:	Councillors L Burrows, S Kane, A Lion, J Philip, C Whitbread and H Whitbread		
Other Councillors (Virtually):	Councillor L Mead		
Apologies:	R Baldwin, R Bassett, E Gabbett, I Hadley and J H Whitehouse		
Officers Present:	A Small (Section 151 Officer), A Buckley (Higher Level Apprentice (Internal Communications)), N Cole (Corporate Communications Officer), M Hassall (Interim Acting Service Director (Strategy, Delivery and Performance)), T Larsen (PMO Support), V Messenger (Democratic Services Officer) and G Woodhall (Team Manager - Democratic & Electoral Services)		
Officers Present (Virtually):	J Gould (Interim Service Director (Community & Wellbeing)), L Kirman (Democratic Services Officer), S Lewis (Customer Services Manager), P Maginnis (Service Director (Corporate Services)), N Richardson (Service Director (Planning Services)), M Thompson (Interim Acting Service Director (Technical)) and J Warwick (Interim Acting Service Director (Contracts))		

13. WEBCASTING INTRODUCTION

The Democratic and Electoral Services Team Manager 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.

14. SUBSTITUTE MEMBERS

The Committee noted that Councillor C Amos had been appointed as substitute for Councillor J H Whitehouse.

15. DECLARATIONS OF INTEREST

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

16. MINUTES**RESOLVED:**

That the minutes of the meeting held on 16 June 2022 be taken as read and signed by the Chairman as a correct record, subject to the following amendment:

Sentence starting “It was felt the Council could make improvements in communicating better with residents”, by replacing the words ‘as some had to phone several times to speak to a staff member’ under Corporate Priorities (Minute no 7), to read: “It was felt the Council could make improvements in communicating better with residents, as a resident had to phone seven times but could not get an issue resolved until Councillor D Wixley helped sort it out”.

17. MATTERS ARISING AND OUTSTANDING ACTIONS

There were no matters raised or actions from the previous meeting.

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

The Committee noted that no public questions or requests to address the meeting had been received.

19. EXECUTIVE DECISIONS - CALL-IN

The Committee noted that no executive decisions had been called-in for consideration since the previous meeting.

20. CORPORATE PLAN KEY ACTION PLAN YEAR 5 2022/23 - QUARTER 1 CORPORATE PERFORMANCE REPORTING

M Hassall (Interim Acting Service Director (Strategy, Delivery and Performance)) introduced quarter 1. The report detailed project status summaries, key milestones and RAG status for those projects identified as a ‘priority project’ within the portfolio aligned to the Council’s corporate objectives. All KPIs regardless of status were also included. Project closure reports were an ongoing area of work within the Project Management Office (PMO).

It was requested if a glossary could accompany this report in future to explain the abbreviations being used and could more information be provided in the ‘comments’ section. It was agreed this would be helpful and a glossary would be provided for the minutes.

(a) Priority projects – Quarterly progress updates

Project CPP141, M3PP – it was noted that the M3 software was no longer supported by the supplier.

Project COO154, Green agenda programme – it was noted the PMO now had an action plan although it was showing as ‘remained unassigned’.

(b) Quarterly KPI reporting**Customer Services**

Customer complaints received related to Ride London, the Biffa waste crisis and dissatisfaction over the Elections. The question was asked as to the nature of the complaint regarding Elections. The Democratic and Electoral Services Team Manager, G Woodhall, advised that a formal complaint had been received about lighting in the Conder building car park during the count and the noise of the generators. S Lewis (Customer Services Manager) advised we received some customer complaints regarding confusion over where a polling station was, residents confused as to whether they were registered to vote, and information related to candidates.

The KPI target on first point resolution was 45% and actual 70.9%, but should the target be increased? The Customer Services Manager stated that the target would be reviewed later in the year and the intention was to increase it.

Shouldn't the overall customer satisfaction target be 100% if we wanted to satisfy all our customers and was the measure based on how happy the customer was with the service from the officer who dealt with them? The Customer Services Manager replied that customer satisfaction was based on the outcome that the customer wanted and that we could not always meet our residents' expectations. This was reiterated by A Small (Strategic Director) who added that whilst it was good to aspire higher, realistic targets had to be achieved.

Community Health and Wellbeing

The Q1 KPI figures showed a 7% increase in homelessness approaches compared with the same period last year. There was a corresponding increase in the numbers in temporary accommodation (Q1 snapshot reporting an 8% increase compared with the same period last year). J Gould (Interim Acting Community and Wellbeing Project Director) advised that the single biggest cause of homelessness was still friend/family licence terminations but there had been significant increases in approaches as a result of domestic abuse, the ending of assured shorthold tenancies and (non-violent) relationship breakdown – approximately 50% increases in each of these causes of approach (although actual numbers were still relatively small). Homelessness demand was being monitored closely given the increases reported and to gauge the impact of the rising cost of living and potential demand from Ukrainian refugees whose sponsorship placements would soon be reaching the initial 6-month term. Government had also written to local authorities regarding the ongoing demand for accommodation from the varying Afghan resettlement schemes of last year.

Was it anticipated that the abolition of the section 21 notice, which landlords could serve on tenants to vacate a property for any reason, would additionally impact on homelessness? The Interim Acting Community and Wellbeing Project Director acknowledged that the Council was seeing some private landlords exiting the rental market because of planned changes in private sector renting regulations and more might leave the sector when planned changes came into effect. The Committee acknowledged that the Council had no families in bed and breakfast accommodation, which was a good to have achieved.

The KPI for the Council's engagement in community, physical or cultural activity was extremely positive, and the number of events organised over the summer was greatly appreciated.

Contracts

J Warwick (Interim Contracts Service Director) stated that the casual swimming KPI needed to be removed as this was no longer reported on by Places Leisure to the Leisure Management Contract Partnership Board. The other leisure centre KPIs were supplied by Places Leisure. Not all the data had been available for this report, but gym memberships had increased across all sites especially at Loughton where a current promotion had resulted in a rise. Unfortunately, the figures did not represent the pre-Covid pandemic levels. The latest figures would be reported to the Partnership Board on 1 August 2022.

Why had Ongar seen a 35% increase in swimming memberships? The Interim Contracts Service Director replied that the Ongar Leisure Centre refurbishment works continued to attract new members. Swimming could not be done at home, but other exercises could after the Covid pandemic. Places Leisure was currently promoting gym membership at Ongar and working with the Council on incentives.

The waste recycling rate KPI was slightly below target and although the reasons were attributed to staff shortages and fewer refuse vehicles on the road, could anything be done about the missed collections? The Interim Contracts Service Director advised the Council was working with Biffa to resolve this and Biffa directors would shortly be meeting with Cabinet to discuss the ongoing problems. The recent hot weather had caused additional staffing issues. The website was being regularly updated to keep residents informed. Further information on this was provided in the Contracts and Commissioning Portfolio Holder report to Council on 28 July 2022. It was also noted that the vehicles were all new at the same time and could breakdown at similar times, so this needed to be looked at in the next contract, as there did not seem to be a back-up plan in place.

Planning and Development

The following Planning and Development KPI figures for quarter 1 were reported at the meeting:

- Percentage of applications determined within agreed timelines: Major – actual 100% (target 90%)
- Percentage of applications determined within agreed timelines: Minor – actual 75.3% (target 80%)
- Percentage of applications determined within agreed timelines: Other – actual 72% (target 80%)

Housing Delivery Test progress – this was reported yearly and would be reported later in the year.

N Richardson (Planning Services Director) reported that all major applications were dealt with on time within 13 weeks. However, the KPI target had been missed for minor applications, as officers were working through a backlog and going over the 8-week time limit. Planning officers could ask for an extension, which relied on applicants agreeing to this but if they did not agree there were no other penalisation.

People

The Committee queried why the KPI on the percentage of workforce by ethnicity showed 19.3% withheld this information and 4.61% were unknown. Did staff misunderstand why this data was being collected and could telling staff the reasons for collecting this data increase the percentages of staff filling in their ethnicity?

P Maginnis (Corporate Services Director) advised that 'unknown' was a category and therefore, staff had made a choice to choose this option. The People team did remind staff about filling in ethnicity, but it was their choice.

Could a copy of the ethnicity questionnaire be attached to the minutes and a brief explanation on how the information could be used beneficially? The Corporate Services Director replied she would provide this for the minutes.

If you were a white minority ethnic, i.e. traveller, which group category would apply? The Corporate Services Director replied under each broad heading were a number of sub-categories, so this would come under 'white – all' for the purposes of reporting. It was commented that it would help if the sub-categories could be attached to the minutes for information, which was agreed.

Did the KPI for the percentage of workforce with a disability include mental or physical disabilities? The Corporate Services Director advised this KPI included both disabilities and employees chose whether to answer this question.

If an employee tested positive for Covid was this now included in the normal sickness total? The Corporate Services Director replied that she would clarify this as there were not the same restrictions around Covid now and would provide an update for the minutes.

RESOLVED:

That the committee reviewed the FY22-23 Q1 Performance report; and

Actions:

- (1) That future Corporate Performance Reporting quarters would include a glossary and would also be provided for the minutes;
- (2) That more information in the 'comments' section would be helpful;
- (3) That the casual swimming KPI needed to be removed as Places Leisure no longer reported on this;
- (4) That the ethnicity sub-categories/questionnaire under the broad headings shown on this KPI be provided for the minutes with the additional information requested above; and
- (5) That the Corporate Services Director would clarify the descriptions for sickness absence including Covid and provide an update for the minutes.

(Post meeting updates:

- (1) *In response to action (1) above, please see attached glossary; and*
- (2) *In response to actions (4) and (5) above, please see attached information from the Corporate Services Director).*

21. CHAIRMAN TO REPORT ON THEIR SELECT COMMITTEE BUSINESS

(a) Stronger Communities Select Committee

Councillor J Lea, Chairman, reported that at the meeting on 12 July 2022 W Marshall, Chairman of the Tenant's and Leaseholders Forum, had been appointed

as a non-voting co-opted member of the select committee. The Committee had reviewed a report on cash paying customers at the Debden Broadway office which detailed that cash paying customers would be issued with Allpay cards. When this was in place, the Debden cash office could be closed, as other services would be transferred out of the Broadway Housing office. The Committee heard about the successful sheltered housing refurbishment of Frank Bretton House. There were lots of policy changes happening in the Housing sector, as the Committee reviewed the Housing Strategy 2022–2027 and the Changing Landscape of Housing Paper 1.

A Small commented that people would still be able to pay by cash, it would just be provided in a different way. Councillor D Wixley added that as most people using the Broadway Housing office lived in Debden, he could not support the suggestion that the office could be moved to Loughton High Road as this was approximately two miles away and would therefore, be inconvenient for local residents. However, he had subsequently heard that there would still be an office in The Broadway, located in the premises previously occupied by the Restore Community Church, which he found acceptable.

(b) Stronger Council Select Committee

Councillor J McIvor, Chairman, reported that the committee reviewed three reports – the People Strategy Overview 2022, Azure – move to the Cloud business case and the quarter 4 Budget Monitoring Report 2021/22. It had helped that officers had attended the meeting in person. The effectiveness of officers attending meetings via Zoom was an item that had been added to the work programme, but the parameters for scrutiny had yet to be determined. Hybrid meetings could be very effective but also ineffective as sometimes had happened at planning committee meetings, so a procedural and practical way forward with Zoom would be scrutinised.

Councillor H Kane commented that you would not be able to have all officers present, but it was helpful if they could attend via Zoom. Other comments received included that it would be important for people to share their experiences, so feedback from members and officers would be helpful.

(c) Stronger Place Select Committee

Councillor R Balcombe, Chairman, reported that its Terms of Reference had not been completed as the agenda had been published for the 5 July 2022 meeting before the Joint Meeting of the Overview and Scrutiny Chairmen on 28 June. The Committee had scrutinised the EFDC Litter Strategy but could not recommend the policy as there had not been enough detailed information within the strategy and a lack of solutions provided for rural communities. The Interim Acting Contracts Service Director would be recirculating an updated Litter Strategy, for members to review at the next meeting on 13 September 2022.

RESOLVED:

That the select committee Chairman reported on business undertaken at their last meetings.

22. OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME

(a) Current Work Programme

The following were noted:

- The new Corporate Plan would be scrutinised at the September 2022 meeting;
- It was likely the Qualis 4-Year Business Plan would be presented in November; and
- Epping Forest Youth Council would be attending the April 2023 meeting.

(b) Reserve Programme

There were no reserve work items. It was noted that scrutiny was focussed on the Council this year. However, if the Committee wanted to invite an outside organisation, this could be held as an all-member briefing instead to facilitate more engagement with other councillors.

RESOLVED:

That the Committee reviewed its current work programme and reserve Programme.

23. CABINET BUSINESS

Cabinet's Key Decision List (KDL) of 1 July 2022 was scrutinised by the Committee and the following points were raised.

(a) Portfolio – Leader

Local Government Council Size and Boundary Review – this was ongoing. The initial consultation had closed in July 2022. The number of councillors would most likely reduce to 54 and changes to ward boundaries would need to be made to accommodate this. The Council was waiting for a response from the Commission and would then have the opportunity to make further comments.

(b) Portfolio – Place

Air Quality Action Plan – this would be pre-scrutinised by Stronger Place Select Committee in January, as Cabinet was due to make a decision on 13 March 2023.

(c) Portfolio – Contracts and Commissioning

Charging for additional Waste Containers – Stronger Place Select Committee had pre-scrutinised the Litter Strategy on 5 July 2022. In light of comments made at the meeting, an amended strategy would go to the meeting on 13 September and was due to go to Cabinet in November 2022.

It was unfair on a resident if their bin was damaged by someone else, so would they still be charged? The Contracts Service Director replied that if a bin was broken through wear and tear or by a Biffa operative, it would be replaced by the Council. However, if a bin was lost or could not be repaired, the resident would be charged. All the information would be in the report.

RESOLVED:

That the Committee reviewed the Executive's current programme of Key Decisions of 1 July 2022.

Agile Methodology	A method of project management which breaks up a project into several phases. Gathering on-going feedback making continuous improvements at every stage. The cycle takes a project through a cycle of planning, implementation, and evaluation
Alpha version	The initial phase of validating whether a system, product etc will perform as expected
BAU	Business as usual
Baseline	Represents the costs and schedules approved at the start of the project. They use baselines as a basis for monitoring and evaluating performance.
Benefit Realisation	The process of identifying and measuring benefits which enables officers to ensure the project is delivering the right outputs
Beta version	A system or product is tested with users
BPHR	Business Partner Human Resources
Budget	The sum of money allocated for a project. The term may also refer to a comprehensive list of revenues and expenses
Business analysis	The practice of identifying and solving business problems. It focuses on creating and implementing solutions to business needs via organizational development, process reengineering, or any number of other methods.
Business case	A documentation of the potential outcomes of a new project, including benefits, cost, and effects. It shows the reasoning for starting the project.
Common Operation Model (COM)	It represents how the organisation will deliver its services via its structure
Change management plan	A Change management plan details the change control process. It is created to ensure all changes are managed according to procedure. Change management plans can be created for individual projects or for organizations undergoing transitions.
Client/Customer	The people who will directly benefit from a project. A team executes a project with specific attention to a client's requirements.
Closing phase	The final phase of the project management life cycle, in which all aspects of the project are officially completed and closed. This includes making sure that all deliverables have been given to the client, that the team notifies suppliers of completion, and that the team updates stakeholders regarding the end of the project and overall project performance.
Concept	The beginning phase of the project management life cycle. In the concept phase, the team presents the opportunity or problem (along with possible solutions) and examines the general feasibility of the project
Contingency plan	An alternative or additional course of action planned in anticipation of the occurrence of specific risks.
Deliverable	A final product or product component that must be provided to a client or stakeholder according to contractual stipulations.
Dependency	A logical relationship between project activities in a network diagram that determines when a dependent activity may begin.

Duration	The amount of time taken to complete an activity or task from start to finish.
Effort management	The most efficient allocation of time and resources to project activities.
Fallback plan	A predetermined alternative course of action adopted if a risk occurs, and a contingency plan proves unsuccessful in avoiding the risk's impact.
Fast tracking	A schedule compression technique or duration compression technique in which the duration of a critical path is shortened by performing sections of some critical path activities concurrently instead of consecutively.
Feasibility study	An evaluation of how likely a project is to be completed effectively, or how practical it is, taking resources and requirements into consideration.
Fishbone diagram	A fishbone diagram is used in project management to identify and categorize the possible causes of an effect
Flowchart	A diagram that lays out the complete sequence of steps in a process or procedure.
Forecast	A prediction or estimation of future project status based on available information.
Gantt chart	A Gantt chart is a type of bar chart that shows all the tasks constituting a project. Tasks are listed vertically, with the horizontal axis marking time. The lengths of task bars are to scale with tasks' durations.
Go/No go	A point in a project at which it is decided whether to continue with the work.
Goal	An objective set by an individual or an organization. It is a desired endpoint reached by setting and working towards targets.
Handover	In the project life cycle, a handover is the point at which deliverables are given to users.
High-Level requirements	The high-level requirements explain the major requirements and characteristics of the final product, including its purpose as a product and within the company. (See also product description)
Initiation phase	The formal start of a new project. It involves receiving proper authorization and creating a clear definition for the project.
Internet	is a worldwide system of computer networks which enables access to a range of information
Intranet	is an organisations' private network which shares information
ILM	Institute of Leadership and Management – a qualification body
Kick-off meeting	The first meeting between a project team and stakeholders. It serves to review project expectations and to build enthusiasm for a project.
Key performance indicator (KPI)	A Key performance indicator is a metric for measuring project success. Key performance indicators are established before project execution begins
Lead/Lead time	The amount of time an activity can be brought forward with respect to the activity it is dependent upon.

Lessons learned	The sum of knowledge gained from project work, which can be used as references and points of interest for future projects.
Life cycle	The entire process used to build its deliverables. Life cycles are divided into a number of phases. A variety of life cycle models are in use in project management.
Milestone	Milestones indicate specific progress points or events in project timelines. They mark progress needed to complete projects successfully.
Objective	A clear, concise statement about what an activity is meant to accomplish. Objectives are written to be SMART: specific, measurable, achievable, realistic, and time bound. A successful project meets all its stated objectives.
Off-Boarding	Employee exit process
On-Boarding	Employee induction process
Output	In project management, an output is the (usually physical) end product of a process.
People Days	An opportunity for our employees to engage with their teams or colleagues across the Council and are hosted by the People Team
Percent complete	The percent complete indicates the amount of work completed on an activity as a percentage of the total amount of work required.
Performance reporting	Performance reporting is formally informing stakeholders about a project's current performance and future performance forecasts. The aspects of performance to be reported are typically laid out in a communications management plan.
Perkbox	An employee benefits and rewards platform, giving access to employees to discounts and benefits, wellness sessions, ability to recognise colleagues and healthcare
Phase	A distinct stage in a project life cycle.
Planning	The development of a course of action to pursue goals or objectives.
Planning phase	In project management, planning refers specifically to a phase of the life cycle that involves creating plans for management, control, and execution, as well as for what a project is meant to accomplish.
PM	Project Manager, the person tasked with initiating, planning, executing, and closing a project, and with managing all aspects of project performance through these phases. The term is typically used for a project management professional. Project managers are able to use organizational resources for projects. They serve as contact points for sponsors, program managers, and other stakeholders.
PS	Project sponsor is a person or group who owns the project and provides resources and support for the project, program or portfolio in order to enable its success. Every project has at least one project sponsor. They are the reason for the project.
PMO	Project Management Office
Portfolio	A collectively managed set of programs and projects

Portfolio management	The collective management of portfolios and their components in line with concepts of organizational project management.
Power Hour Sessions	HR Business Partners take employees through key HR policies, processes and systems and answer questions
PRINCE2	PRINCE2 is an acronym for projects in controlled environments, version 2. It is a project management methodology that emphasizes business justifications for projects. PRINCE2 management is based on clear organization of project roles and responsibilities and managing, when necessary, rather than by obligation. It involves planning and executing projects in a series of stages, with stipulated requirements for each work package
Problem statement	A problem statement concisely states and describes an issue that needs to be solved. It is used to focus and direct problem-solving efforts.
Process	A process is a repeatable sequence of activities with known inputs and outputs. Processes consume energy.
Process management	The act of planning, coordinating, and overseeing processes with a view to improving outputs, reducing inputs and energy costs, and maintaining and improving efficiency and efficacy.
Program	A collectively managed set of projects.
Program charter	An approved document that authorizes the use of resources for a program and connects its management with organizational objectives
Program management	The collective management of programs and their components in line with concepts of organizational project management.
Program manager	A program manager has formal authority to manage a program and is responsible for meeting its objectives as part of organizational project management methods. They oversee, at a high level, all projects within a program.
Project	A temporary, goal-driven effort to create a unique output. A project has clearly defined phases, and its success is measured by whether it meets its stated objectives.
Project baseline	Comprises the budget and schedule allocations set during the initiation and planning phases of a project. Assuming the scope of the project remains unchanged, it may be used to determine variance from budget or schedule.
Project charter	Document that details the scope, organization, and objectives of a project. It is typically created by a project manager and formally approved by the sponsor. A project charter authorizes the project manager's use of organizational resources for the project and is understood to be an agreement between the sponsor, stakeholders, and project manager. (See also project)
Project definition	A project definition or project charter is a document created by a project manager and approved by a project sponsor that details the scope, organization, and objectives of a project. It authorizes a project manager's use of resources for a project and constitutes an agreement between the sponsor, stakeholders, and project manager.

Project management software	Project management software is a family of tools typically used in the management of complex projects. They provide the ability to: calculate estimates; create and manage schedules and budgets; track and oversee project activities and progress; assign and allocate resources; optimize decision making; and communicate and collaborate with members of a project team.
Project phase	A distinct stage in a project management life cycle. Each phase comprises a set of project-related activities.
Project plan	A document formally approved by the project manager, sponsor, and other stakeholders which states the approved cost, schedule, and scope baselines. It guides project execution, control, and quality and performance assessment. The project plan also forms the basis for communication between parties involved in a project. Project plans can vary in their levels of detail.
Project stakeholders	Broadly, stakeholder is any party which may be affected by a project. In project management, the term usually refers to parties with an interest in the successful completion of a project.
Project team	A project team is responsible for leading and collectively managing a project and its related activities through the project's life cycle. Project teams may contain members from several different functional groups within an organization. Depending on the nature of the project, a project team may be disbanded upon completion of a project.
Pulse Survey	An employee engagement tool which asks a small and regular set of questions to continuously gain their insight in subjects such as the work environment, leadership, communications
Quality assurance	A set of practices designed to monitor processes and provide confidence that result in deliverables meeting quality expectations. It may involve quality audits and the stipulated use of best practices.
RAID log	RAID is an acronym for risks, assumptions, issues, and dependencies. The RAID log is a project management tool that records developments in these four aspects of project work for the stakeholders' benefit and for an end-of-project review.
RC1	Release Candidate 1. This is a further cycle when developing an IT system which will be close to the finished product.
Resource allocation	The assigning and scheduling of resources for project-related activities, ideally in the most efficient manner possible. Resource allocation is typically handled by a project manager, though they may be overridden by a program manager if resources are to be shared between multiple projects.
Resources	The elements needed for a project to successfully meet its objectives. Examples of resources include equipment, staff, locations, facilities, and money.
Return on investment (ROI)	The expected financial gain of a project expressed as a percentage of total project investment. It is used to assess the overall profitability of a project.

Risk	The probability of occurrence of a specific event that affects the pursuit of objectives. Risks are not negative by definition. In project management, opportunities are also considered risks.
Risk acceptance	Risk acceptance involves acknowledging a risk and not taking pre-emptive action against it.
Risk assessment	An activity that involves identifying possible risks to a project and examining how these risks, if they occur, would affect objectives.
Risk avoidance	Risk avoidance focuses on avoiding threats that can harm an organization, its projects, or assets. Unlike risk management, which is geared toward mitigating the impact of a negative event, risk avoidance seeks to address vulnerabilities and make sure those events do not occur.
Risk efficiency	A concept based on the idea of maximizing the return-to-risk ratio. It can do this in two ways: by minimizing exposure to risk for a given level of expected return or by seeking the highest possible expected return for a given level of risk.
Risk management	A subset of management strategies that deals with identifying and assessing risks and acting to reduce the likelihood or impact of negative risks. Risk managers seek to ensure that negative risks do not affect organizational or project objectives.
Root cause	The primary reason an event occurs.
SD	Service Directors
SM	Service Managers
TM	Team Managers
Waterfall	A linear approach to project management which relies on careful planning, documentation, and a chronological implementation
WorkBuzz	The name of the platform the Council uses to carry out its pulse surveys and provides the insight back to the Council

SICKNESS ABSENCE REASONS

(Minutes – actions 4 & 5)

Back Problems
Benign & Malignant Tumours - Cancers
Burns/Poisoning/Frostbite/Hypothermia
Chest & Respiratory
Cold/Cough/Flu
*Covid-19 Vaccination Side Effects
*Covid19
*Covid19 - Long Covid
Dental and Oral
Ear/Nose/Throat
Endocrine & Glandular
Eye Problems
Gastrointestinal
Genitourinary & Gynaecological
Headache / Migraine
Heart - Cardiac & Circulatory
Infectious Diseases
Menopause/Related Absence
Mental Health - Anxiety/depression/other psychiatric illnesses
Mental Health - Non-Work-Related Stress
Mental Health - Work Related Stress
Musculoskeletal - Other
Pregnancy Related

***Covid is included in an employee's absence figures**

Ethnic classification

Asian/Asian British - Any other Asian background
Asian/Asian British – Bangladeshi
Asian/Asian British – Chinese
Asian/Asian British – Indian
Asian/Asian British – Pakistani
Black/Black British - African
Black/Black British - Any other Black Background
Black/Black British - Caribbean
Do not wish to disclose
Mixed - Any other Mixed/Multiple background
Mixed - White and Asian
Mixed - White and Black African
Mixed - White and Black Caribbean
Other Ethnic Group - Any other ethnic group
Other Ethnic Group – Arab
*Unknown
White
White - Any other White background
White - English/Welsh/Scottish/Northern Irish/British
White - Gypsy or Irish Traveller
White - Irish

*** Unknown – this is a separate category for employees to use if they do not know their ethnic heritage**

The benefits of collecting equality, diversity and inclusion data include;

- A deeper understanding of our workforce, provides better decision/policy making, reduces assumptions. You can look at underlying trends and set targets if appropriate
- Identifying any existing biases (unconscious or otherwise), discriminatory practices gaps or issues and work towards improving them
- Ensuring fair employment practices at recruitment and promotion stages and access to development opportunities
- Promoting a fair and equal workplace – improve health and wellbeing of employees and employee engagement
- Having a diverse workforce brings a range of skills and ways of thinking, collecting data will provide that insight
- Ensuring our workforce reflects the communities we serve



SCRUTINY



Report to Overview and Scrutiny

Date of meeting 27th September 2022

Portfolio: Leader of Council (Cllr C Whitbread)

Subject: Corporate Plan 2023 - 2027

Officer contact for further information: Nikki Gambrill, 01992 564000 x2150

Democratic Services Officer: Vivienne Messenger 01992 564243

Recommendations:

- (1) To consider any matters of concern in relation to the Corporate Plan for 2023 - 2027 to the Cabinet arising from the Overview and Scrutiny function.
- (2) That the Corporate Plan 2023-2027 be recommended to Cabinet for approval with final adoption to be by Council.

Report:

The Corporate Plan 2018 to 2023 is the authority's current key strategic planning document. The lifetime of the current Corporate Plan comes to an end 31 March 2023, a new Corporate Plan has been developed to take the authority forward over the period from 2023 to 2027.

The Council's main areas of focus for the four-year lifetime of the new Plan have been captured in a new set of corporate aims. In addition, a new set of key results have been developed to support the aims and key objectives. These Corporate aims will be reviewed annually through Objectives and Key Result measures to deliver and work towards the achievement of each objective that year.

Corporate Plan 2023 to 2027

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction for the authority for the lifetime of the plan, and as such informs all other plans produced by the Council. The Corporate Plan does not cover everything that the authority does, focusing instead on a number of key areas that it needs to focus on over the lifetime of the Plan. These include issues arising from the financial context within which the Council operates, things that matter most to our residents, and local challenges arising from the social, economic and environmental background of the district. Therefore, as a strategic document, the Corporate Plan does not contain specific information on the wide range of services that the authority provides, or how it delivers statutory duties or enforces legislation.

2. The Corporate Plan is an important element in the Council's performance management framework and corporate business planning processes. It provides a framework for the development of detailed annual directorate business plans and other detailed service plans which in turn provide details of service provision and how the work by services directly contributes to the achievement of the Council's aims and objectives. The Corporate Plan also provides the policy foundation for the authority's Medium-Term Financial Strategy and helps in the prioritization of resources to provide quality services and value for money.

3. As the lifetime of the current Corporate Plan comes to an end on 31 March 2023 a new Corporate Plan has been developed to take the authority forward over the period from 2023 to 2027. The draft new Corporate Plan is attached at Appendix 1 to this report.

4. The new Plan includes many of the sections found in the organisation's previous Council Plans including an overview of the district, a vision for the district, together with the corporate aims, objectives and key results pertinent to the life of the Plan.

5. The corporate aims, objectives and key results are a central element of the Corporate Plan and as such the new Corporate Plan has been developed around them in a focused and interrelated way. The new Plan is a forward looking and organised document, shorter than the existing Corporate Plan, and whilst directed internally, it is written in plain English and is easily understandable to members of the public.

6. Like the existing Corporate Plan, and to minimise expenditure associated with the production of the new Plan, it will be primarily available via the Council's website. Should it be required in other formats assistance will be provided to facilitate access to the Plan.

Reason for decision: The identification and adoption of the Council's high level strategic aims and the key objectives to support the aims, for the four-year period of the new Corporate Plan, provide an opportunity for the Council to focus specific attention on how areas for improvement will be addressed, opportunities exploited, and better outcomes delivered for local people.

Options considered and rejected: Not applicable

Resource implications: The design and production costs of the new Corporate Plan have been met from within the existing budget of the Performance Management Office for 2022/23. Publication of the new Corporate Plan will be primarily electronically via the Council's website. Resource requirements for actions to achieve specific key objectives will be identified by the responsible service director and reflected in the budget for the year.

Legal and Governance Implications: There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific key objectives 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 corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific key objectives will be identified by the responsible service director.

Consultation Undertaken: The new Corporate Plan is a strategic planning document for the Council. It is not considered that formal consultation with customers or external organisations is required. Senior Leadership Team, Cabinet Members and Internal EFDC staff have been involved in the content of the draft document through collaboration at purposeful workshops.

The Plan will be considered by the Cabinet and the Overview and Scrutiny committee during its development and these forums are open to the public to comment.

Background Papers: None

Risk Management: The respective service director will have identified any risk management issues arising from proposals for the Council's Objectives and Key Results for 2023/24 as set out in this report.

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

Your Epping Forest

Our Plan 2023 – 2027



Add logos as appropriate

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1. Introduction – Our commitment to you

Councillor Chris Whitbread – Leader of Council

With its ancient forest, market towns and beautiful villages, Epping Forest is one of the most sought-after places in the UK. Close to London, linked by the Central Line and motorways, Epping Forest is the place to be for access to London and the southeast.

We have the forest and so much more. The royal history of Waltham Abbey stretches back over a thousand years. Chipping Ongar was the site of a medieval castle. Roman remains have been found in Chigwell. Loughton and Buckhurst Hill grew with the coming of the railways. Winston Churchill was our MP. Charles Dickens was inspired by our hospitality, and North Weald Airfield was our front-line in the Battle of Britain.

Steam trains run once again on the Epping and Ongar railway line. Families explore our industrial heritage at the Royal Gunpowder Mills. They walk, cycle, and relax beside the river Lee.

From the cafes and boutiques of Loughton and Buckhurst Hill to Epping Forest Shopping Park and the markets of Epping and North Weald, we are a thriving commercial and retail destination.

Epping Forest is the place to raise your family and grow your business.

The population of Epping Forest has increased by 8.3%, from around 124,700 in 2011 to 135,000 in 2021 (ONS Census). We are in demand, but the things that make our district special also bring challenges. The post-covid exodus from London has placed Epping Forest under pressure. As [Bloomberg News](#) reported, people are moving out of the city and Epping Forest is one of the most favoured destinations.

Leader of Council Foreword to follow

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2. Our Values and Behaviours

Epping Forest District Council - A good neighbour to our residents, a good provider to our customers, a good employer to our people.

Why are we here?

Epping Forest is our place of work. It is where we grow up and where we grow old. It is our family and our community – it is the people we serve, and it is our home.

- To lead and support our community.
- To help our residents build better lives through
 - equality of opportunity by recognising and treating everyone as individuals,
 - tailoring our services to people's individual needs,
 - helping everyone achieve their maximum potential.
- For people to create happy and healthy places to live, work and play.
- To speak on behalf of our district.

What we do

We work for our district, the people and places that make Epping Forest special and unique.

- Bringing all our skills, expertise, and resources together for the benefit of our community.
- Delivering excellent services as effectively and efficiently as possible.
- Making Epping Forest a better place than it is now.

How will we do it?

Working together with the people we serve.

- We will listen.
- Target our resources where they are needed most.
- Make a positive impact on people's lives by
 - making every penny count,
 - striving to improve services,
 - and delivering value for money.
- Working with our partners to focus on health, wellbeing, housing, life-expectancy and equality

These commitments are enshrined in our values and behaviours:

Trust - We will be open and honest with each other and our customers. We will treat everyone with respect and take responsibility for our actions.

Performance - We will take pride in our work and celebrate our achievements. We will learn from our mistakes and always do what we say we will do.

One Team - We will work together as One Council, supporting each other and our partners to achieve better results for everyone.

Customer - We will put our customers at the heart of everything we do, providing services that are tailored to the different needs of our communities.

Innovation - We will seek new ways of working to improve and change to meet new challenges.

DRAFT

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3. Our Key Objectives

Council, Community, Place

In an unpredictable environment, Epping Forest District Council must maintain agile services and flexible policies to respond swiftly to the changing needs of our community.

[Stronger Communities](#)

[Stronger Place](#)

[Stronger Council](#)

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Stronger Communities

We will safeguard vulnerable people. Our teams will support residents in need, providing support and equality of opportunity in a district that is safe for everyone.

- Consistent in our approach, we will strive to ensure all our residents can live in a safe and well-maintained environment.
- Break the cycle of domestic abuse by working in partnerships to reduce violence against women and girls.
- Use our place on the Epping Forest Community Safety Partnership with Essex Police, County Council, Fire and Rescue, and community groups, to deal with emerging local threats and issues.

We will work with our partners to achieve wellbeing and health equity for all our residents.

- Helping people to become healthier, we will focus on wider issues such as alcohol, smoking, obesity and social deprivation measured by the Robert Wood Johnson method*.
- Focussing our partnerships, resources and capacity in key locations, we will address individual needs to reduce health inequalities across the district.
- We will take a leading role in partnership projects to address strategic priorities in the Epping Forest Health and Wellbeing Strategy 2022-2026:
 - Improve mental health and wellbeing
 - Reduce loneliness and social isolation
 - Increase physical activity
 - Support residents in relation to the rising cost of living
 - Tackle alcohol and substance misuses issues

We will listen to our communities and work with them when making decisions, developing policies, and designing services.

- We will coordinate our consultation and engagement to ensure residents' views shape the services we provide.
- Strengthen and empower individuals and communities to help themselves.
- Invite families living in council housing to help us develop a resident involvement strategy, with a range of options to support involvement in our decision making.

*The Robert Wood Johnson Foundation works to build a culture of health in society.

[Stronger Communities](#)

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Stronger Place

We will strive to reduce pollution and protect our environment, encouraging jobs, housing and infrastructure that complements, rather than competes with the natural world.

- Investment and innovation to reduce energy consumption. Adopt cleaner forms of energy. Enable reduction of the council's carbon emissions to net-zero by 2030.
- Use regulatory and policy tools as well as our influence as a leader of place to encourage wider reductions in carbon emissions across the district.
- Reduce, reuse and recycle more of the waste generated within local homes and businesses.
- Work toward agreed strategic targets as set out in the Council's adopted sustainability guidance and as part of the Harlow and Gilston Garden Town partnership.

We will improve existing spaces and create new places for people to live, play, gain skills and do business.

- Providing places for new businesses to start and opportunities for existing businesses to grow.
- Maximising economic investment, potential and growth through partnerships and commercial opportunities.
- Providing affordable homes within sustainable developments, served by transport, leisure, health and other infrastructure to meet our residents' needs.
- Consultation and engagement with our residents in decisions affecting their place.

We will protect and enhance our green spaces for future generations while providing decent, safe homes to meet all our needs.

- Negotiate developer contributions towards green spaces and the environment as part of planning applications.
- Meet standards for good quality homes in sustainable locations enshrined within the Local Plan.
- Protect, maintain and enhance the ecology, landscape and heritage of our District.

[Stronger Communities](#)

[Stronger Place](#)

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Stronger Council

We will be a strong, well-managed, and efficient council in a post-pandemic world – adapting and responding to change in a district of opportunity.

- Maximising organisational capacity and capability:
 - Achieving our organisational goals through a high-performing, motivated workforce
 - Attracting, developing, and retaining great people
- Effective Leadership values and culture:
 - Developing people skills and behaviours to make EFDC an employer of choice
 - Developing our leadership to develop and inspire our people
- Employee experience:
 - Embracing change to support EFDC's cultural and digital evolution
 - Nurturing a culture of engagement and wellbeing

We will improve customer access to our services.

- Generating higher customer satisfaction through better accuracy and faster response.
- Making high-quality digital services the default choice for most residents, businesses, and visitors.
- Maintaining traditional channels and support for those customers who need them.
- Understanding and delivering better outcomes through data use, capture, and sharing according to our customers' needs.
- Providing digital solutions within a secure online environment, keeping us and our customers safe.

We will provide the highest standards of financial, competence management and governance.

- Ensuring value for money in the use of resources and delivery of services.
- Maintaining low Council Tax, embracing commercial opportunities, and achieving long-term financial sustainability.
- Optimising decision making and risk management through strong governance and best practice.
- Being accountable through transparent finance, governance and decision making.

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4. Delivering our plan

We deliver a huge range of services. We also work in partnerships for joined up services. Our list of partners is constantly growing and evolving.

Some of what we do

- Building Control
- Council Housing
- Private Sector Housing (landlords)
- Grants
- Waste and Recycling
- Planning applications, enforcement and the Local Plan
- Leisure, Arts, Culture, Health and Wellbeing
- Environmental Health
- Housing Benefits and Council Tax collection
- Community Safety
- Local Democracy and Elections
- Economic Development
- Commercial Property
- Carparks
- Grounds Maintenance (parks, verges, and public spaces)

Public Sector Partners

Central government plays an important role in the regulation of what we do. It also provides significant funding for local projects and services. Other significant partners include:

- Essex County Council
- Police Fire and Crime Commissioner, in association with
 - Essex Police Service
 - Essex Fire and Rescue
- National Health Services, in association with
 - The West Essex Integrated Care Board
- Town and Parish Councils
- Department of Work and Pensions
- Environment Agency
- Lea Valley Regional Park

- The Corporation of London
- Homes England
- The Innovation Corridor – linking London and Cambridge
- The DIZ – Digital Innovation Zone
- NEPP (North Essex Parking Partnership)

We represent the interests of our community further afield too. We talk with neighbouring London boroughs, the Mayor of London, Transport for London and any other organisations outside our district.

Voluntary Sector Partners

The voluntary sector makes a vital contribution to our community. Local organisations are coordinated and supported by Voluntary Action Epping Forest. The development of council-supported community hubs combine the expertise of the council with other government organisations such as the DWP, and voluntary organisations such as Epping Forest Food Bank and Citizens Advice.

Commercial Partners

We work with commercial partners to deliver many of our services. Major contractors include:

- Qualis - a group of private companies created by and wholly-owned by the Council.
- Biffa – household waste and recycling.
- Places Leisure – leisure centres and swimming pools.

Qualis is one of our most significant innovations. As the sole 'share-holder', Qualis gives Epping Forest District Council a competitive edge and access to private sector know-how.

Qualis is delivering major developments in Epping and Waltham Abbey. It is maintaining the Council's housing for more than 6,000 tenants and their families. Qualis is making commercial property investments to provide further long-term income returns to the Council. Money earned supports public services.

We also support services and keep Council Tax low through commercial partnerships at North Weald Airfield, Epping Forest Retail Park, industrial estates and retail units. We have innovated beyond traditional income. The arrival of Regus (office lettings) on the top floor of the Civic Offices has created another income stream.

We will continue to develop income from assets such as North Weald Airfield (Masterplan), to support front-line services and keep Council Tax low.

Harlow and Gilston Garden Town

Partnerships cross boundaries. Epping Forest District Council is working hard with other councils to meet the demand for new housing. 16,000 sustainable new homes are planned across Harlow and Gilston Garden Town by 2033, of which 3,900 of are proposed in the Epping Forest council area.

HGGT comprises:

- Epping Forest District Council
- Harlow District Council
- East Herts District Council
- Essex County Council
- Hertfordshire County Council

People need more than houses. HGGT is building sustainable communities. Transport, employment, schools and health services are all factored in. Infrastructure will include everything from water and electricity to broadband for environmentally friendly communities.

Advocate for our Community

Apart from Epping Forest District Council, many organisations provide local public services. For example

- Essex County Council
 - Highways
 - Social Services
 - School
- Utility Companies
 - Gas
 - Electricity
 - Water
 - Broadband
- Open Spaces
 - The Corporation of London – Epping Forest
 - Lee Valley Regional Park
- Public Transport
 - Transport for London buses and trains

We work to engage, influence, and encourage other organisations on behalf of our residents.

5. Objective Key Results - OKRs

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An agile organisation must be flexible to changing circumstances. It must also have targets and results to measure its performance.

Objective Key Results (OKRs) are part of our monitoring and review. They provide objective benchmarks alongside the Scrutiny and Select Committees which oversee, challenge, and hold to account the performance of the Cabinet and the Council.

OKRs need to reflect an agile working environment and changing circumstances. As such, OKRs may evolve, or be replaced as changing circumstances dictate. OKRs will be monitored and reported through quarterly statistics and annual performance review reports to members and the council website ([link to OKR webpage to be inserted here](#)).

New and revised OKRs are introduced from April 2023.

Stronger Communities Select Committee

Work Programme 2022/23

Chairman: Cllr J Lea

Stronger Communities Corporate Programme Alignment focuses on People living longer, healthier and independent lives; Adult and Children were supported in times of need; and People and Communities achieve their potential.

No.	Item	Meeting	Progress and Comments		Owner (Officer)	Programme of Meetings
12 July 2022						
1.	Overarching Housing Strategy	EFDC's current Housing Strategy reaches end of life in March 2022. A revised strategy will need to be taken through governance structure ahead of formal adoption in August 2022.	Completed		J. Gould	July
		July 22 Considering the draft Strategy and make recommendations to Cabinet.				
2.	Sheltered Housing Refurbishment Programme	July 2022 Review of Frank Bretton Court and further recommendations.			D Fenton	
3.	Changing Landscape of Housing Paper 1 – Building Safety Bill & Fire Safety Bill & H&S Analysis	July 2022 To review the report on the new social housing regulation			D. Fenton	
4.	Cash paying customers at Debden Broadway	July 2022 To consider the report			S. Lewis	
5.	Transfer of services from the Broadway Housing Office	July 2022 To consider the proposed closure and re-provision of the service			D. Fenton	
20 September 2022						
6.	"What are our customers telling us?" and the Customer Services Strategy		Update reporting on a 6-month basis		S. Lewis	September

7.	Six-month report on the work of the Council-funded Police Officers		Six-month update report		C. Wiggins	
8.	Sheltered Housing rebrand and support model		Introduction and approval to progress to Cabinet.		D. Fenton	
9.	Changing Landscape of Housing Paper 2 – Social Housing Regulation		To review the report on the new social housing regulation		D. Fenton	
10.	Changing Landscape of Housing Paper 3 – Social Housing Regulation		To review the report on the social housing white paper		D. Fenton	
11.	HRA – Proposed regeneration plans for housing estates		To review the proposal. (Cabinet decision due 7 October 2022 for approval on 5-year regeneration plans)		D. Fenton	
12.	Tenant Satisfaction Measures Consultation				D. Fenton	
13.	Review of caretaking in blocks		To review the proposal. (Links to TSM, residents will rate the cleaning in blocks)		D. Fenton	
14.	Harveyfields		Report on the impact of the estate improvements at Harveyfields, Waltham Abbey. Creating great places where people want to live		R. Smith	
15 November 2022						
15.	Annual Lettings Report		To scrutinise allocations and lettings performance for 21/22		J. Gould	
16.	Domestic Abuse Act		A briefing to members on the Act and the Strategy and impact on EFDC.		J Gould/C Wiggins	
17.	Resident Involvement Strategy		Introduction and approval to progress to Cabinet.		R Smith	
18.	Museum collection rationalisation programme		To scrutinise the rationalisation programme of work that is reducing and consolidating the museum collection		J. Gould / F. Pellegrino	

19.	Epping Forest Health & Wellbeing Strategy 2022-2026		To be refreshed.		G Wallis	
17 January 2023						
20.	HRA Business Plan		Yearly Performance update		D. Fenton	January
21.	Annual Housing performance report		Report on annual housing KPI's including compliance around the Building Safety Act.		D. Fenton	
2 March 2023						
22.	Community Safety Partnership annual report and review of the district Strategic Intelligence Assessment	2 March 2023	Annual Report		C. Wiggins	March
23.	Presentation from the District Commander for Epping Forest and Brentwood	2 March 2023	Annual report		C. Wiggins	
21 March 2023						
24.	"What are our customers telling us?" and the Customer Services Strategy	21 March 2023	Update reporting on a 6-month basis		S. Lewis	March
Date to be confirmed						
25.	Customer Services (Overall satisfaction)		To receive a recovery plan on this failing KPI		S Lewis	
26.	Unaffordable rents	Completed	To report on the numbers of social rents and affordable rents for properties being built under the Council Housebuilding programme and those being bought under right to buy receipts. (O&S 12.10.21)	completed	J. Gould/ D Fenton	Verbal report at O&S 16.06.22 and written report attached to the minutes

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**Stronger Council Select Committee
Work Programme 2022/23
Chairman: Councillor J McIvor**

No.	Item	Deadline	Progress and Comments	Programme of Meetings	Lead Officers
				21 July 2022	
1.	People Strategy	21 July and 24 Nov. 2022 – 24 January & 18 April 2023 Project reporting, issues focussed.		01 Sept. 2022 26 Sept. 22 – extra meeting 25 Oct. 2022	Paula Maginnis Jo Budden
2.	Digital Enablement	Prioritisation of Council Technology strategy.		24 Nov. 2022 24 January 2023 21 Feb. 2023 18 April 2023	Paula Maginnis Nichola Gambrill
3.	Financial Planning	Scrutiny of MTFP 22/23 onwards Nov 2022			Andrew Small Christopher Hartgrove
4.	Budget scrutiny	Qtr. 1 Budget Monitoring Rtp. 2022/23 – 01 September 2022; Qtr. 2 Budget Monitoring Rtp. 2022/23 – 24 November 2022; Qtr. 3 Budget Monitoring Rtp. 2022/23 – 18 April 2023 2023/24 budget setting 24 January 2023	Budget Monitoring Reports (Revenue and Capital Outturn for 2022/23)		Andrew Small

5.	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
6.	Quarterly Budget Monitoring Report	Q4 2021/22 – 21 July 2022			Andrew Small/ Chris Hartgrove
7.	Quarterly Qualis Monitoring	01 Sept 2022			Andrew Small
8.	Report on new election legislation on Voter ID and any financial implications for the Council. when information was available.	TBC			Gary Woodhall
9	Customer Services (Overall satisfaction)	TBC	To receive a recovery plan on this failing KPI		
10	Housing and Asset Management System	01 September 2022			Deborah Fenton
11	Review of Officers appearing via Zoom at various meetings – especially Planning meetings	TBC			

**Stronger Place Select Committee
Work Programme 2022/23**

Chairman: Cllr R Balcombe

No.	Item	Deadline	Progress and Comments	Lead Officer	Programme of Meetings
1.	Litter Strategy	5 July 2022, and 13 Sept 2022	Recommendations to strengthen the strategy, circulate to members of the committee and reconsider at next meeting 13 Sept 2022	J Warwick	5 July 2022 13 Sept 2022 - (postponed) 8 Nov 2022 16 Jan 2023 7 Mar 2023
2.	Local Plan	tbc	Update	N Richardson	
3.	Leisure Services Contract Update	13 Sept 2022	To be considered by Cabinet 17 Oct 2022.	J Warwick	
4.	Waste Management Update	8 Nov 2022		J Warwick	
5.	Parking Update	16 Jan 2023	Update on impact of tariff change and attendance by NEPP	J Warwick	
6.	Sustainable Transport	8 Nov 2022	Update on Sustainable Transport	S Llyod Jones	
7.	Essex Highways	n/a	Remove: External update from ECC Portfolio Holder – wider interest part of members briefing Removed from work programme		
8.	Air Quality Action Plan	16 Jan 2023	To be considered by Cabinet 13 March 2023	M Thompson	
9.	Climate Change Action Plan	7 March 2023	Update	N Richardson	
10.	Epping Forest District Market Policy	13 Sept 2022	To be Considered by Cabinet 19 Sept 2022	M Thompson/D King	

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Overview and Scrutiny Committee Work Programme 2022/23

Chairman: Councillor H Kane

#	Item	Meeting date	Progress/comments	Lead Officer
1	Cabinet Business	Ongoing	To review the Executive's programme of Key Decisions at each meeting, to identify appropriate matters for the work programme and provide an opportunity for the overview of specific decisions. To consider any call-ins, as and when they arise.	
2	Corporate Priorities 2022/23	16 June 2022	The Leader of Council presented the Council's corporate priorities. (First meeting of each municipal year)	
3	Select Committees – Memberships 2022/23	16 June 2022	Nominations for membership of and appointment of the Chairman and Vice-Chairman for each Select Committee. (First meeting of each municipal year)	G Woodhall
4	Scrutiny committees – Work Programme 2022/23	16 June 2022	Work programmes agreed for Overview and Scrutiny Committee and each of the select committees for 2022/23. (First meeting of each municipal year)	A Small
5	Update of rent types	16 June 2022	Written report provided in minutes following verbal reply.	D Fenton
6	Overview and Scrutiny 2021 – 22 Annual Report	16 June 2022	Final draft reviewed prior to approval by Council on 28 July 2022.	V Messenger
7(i)	Corporate Plan Year 5 2022/23 Q1 Performance	26 July 2022	To review Q1 Corporate performance reporting	C Graham
8	Corporate Plan 2023 - 2028	27 September 2022	To pre-scrutinise the new Corporate Plan. (Cabinet decision due 10 October and Council approval due on 13 December 2022)	N Gambrill
11	Qualis Business Plan	27 September 2022	Pre-Scrutiny of Qualis Business Plan prior to Cabinet.	A Small

#	Item	Meeting date	Progress/comments	Lead Officer
7(ii)	Corporate Plan Year 5 2022/23: Q2 Performance	17 November 2022	To review Q2 Corporate performance reporting.	C Graham
7(iii)	Corporate Plan Year 5 2021/22: Q3 Performance	31 January 2023	To review Q3 Corporate performance reporting.	C Graham
9	Epping Forest Youth Council	20 April 2023	Annual Report from the Epping Forest Youth Council on completed and proposed activities.	V Gayton
7(iv)	Corporate Plan Year 5 2021/22: Q4 Performance	20 April 2023	To review Q4 Corporate performance reporting.	C Graham
10	Overview & Scrutiny 2022 – 23 Annual Report	20 April 2023	To review the draft annual report.	V Messenger
	Transfer of Services to Qualis	tbc	To pre-scrutinise the business case for the transfer of MOT and Fleet. (Cabinet decision TBC)	A Small
	Transfer of Services to Qualis	tbc	To pre-scrutinise the business case for the transfer of Grounds Maintenance. (Cabinet decision TBC)	A Small



THE KEY DECISION LIST

INCLUDING PROPOSED PRIVATE DECISIONS

(01 September 2022)

The Key Decision List including Proposed Private Decisions

There is a legal requirement for local authorities to publish a notice in respect of each Key Decision that it proposes to make, at least 28 days before that decision is made. There is also a similar requirement to advertise those decisions, whether they are Key Decisions or not, which it is proposed to be made in private with the public and press excluded from the meeting. This Key Decision List, including those decisions proposed to be made in private, constitute that notice. Copies of the Key Decision List are available for inspection at the Council's Civic Offices, as well as on the Council's website in the 'Your Council' section.

Any background paper listed can be obtained by contacting the relevant Officer in the first instance, or failing that the Democratic Services Officer listed below.

Key Decisions

The Council's Constitution defines key decisions as:

- (i) Any decision within budget and policy that involves expenditure/savings of £250,000 or more in the current municipal year;
- (ii) Any decision not within budget and policy that involves expenditure/savings of £100,000 or more in the current municipal year;
- (iii) Any decision that raises new issues of policy;
- (iv) Any decision that increases the Council's financial commitments in future years, over and above existing budgetary approval;
- (v) Any decision that involves the publication of draft or final schemes, which may require either directly, or in relation to objections to, the approval of a Government minister;
- (vi) Any decision that involves the passage of local legislation; and
- (vii) Any decision that affects two or more wards, and has a discernible effect on the quality or quantity of services provided to people living or working in that area.

Borrowing or lending decisions undertaken under delegated authority by the Chief Financial Officer are not defined as a key decision.

The Council has also agreed the following additional requirements in relation to key decisions:

- (a) Key decisions cannot be made by officers;
- (b) Key decisions not within budget and policy can only be made by the Council;

- (c) Key decisions within budget and policy but involving expenditure/savings in excess of £1million can only be made by the Cabinet and/or Council;
- (d) Key decisions within budget and policy but involving expenditure/savings between £250,000 and £1million can be made by the relevant Portfolio Holder;
- (e) Portfolio Holders can only make key decisions affecting their wards if the decision is based upon a recommendation by a Service Director or as one of a range of options recommended by a Service Director.

Private Decisions

Any decisions that are proposed to be taken in private will be reported as such. The paragraph number quoted relates to Part 1 of Schedule 12A of the Local Government Act 1972, and their definitions are as follows:

- (1) Information relating to any individual.
- (2) Information which is likely to reveal the identity of an individual.
- (3) Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- (4) Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
- (5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- (6) Information which reveals that the authority proposes:
- (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
- (7) Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Corporate Aims & Key Objectives 2022/23

Stronger Communities

- (1) People live longer, healthier and independent lives:
 - (a) supporting healthy lifestyles; and
 - (b) promoting independence for older people and people with disabilities;
- (2) Adults and Children are supported in times of need:
 - (a) safeguarding and supporting people in vulnerable situations; and
- (3) People and Communities achieve their potential:
 - (a) enabling Communities to support themselves;
 - (b) Providing culture and leisure opportunities; and
 - (c) Keeping the District safe.

Stronger Place

- (1) Delivering effective core services that people want:
 - (a) Keeping the District clean and green; and
 - (b) Improving the District housing offer;
- (2) A District with planned development:
 - (a) Planning development opportunities; and
 - (b) Ensuring infrastructure supports growth; and
- (3) An environment where new and existing businesses thrive:

- (a) Supporting business enterprise and attracting investment;
- (b) People develop skills to maximise their employment potential; and
- (c) Promoting retail, tourism and the visitor economy.

Stronger Council

- (1) Customer satisfaction:
 - (a) Engaging with the changing needs of our customers;
- (2) Democratic engagement:
 - (a) Robust local democracy and governance;
- (3) A culture of innovation:
 - (a) Enhancing skills and flexibility of our workforce; and
 - (b) Improving performance through innovation and new technology; and
- (4) Financial independence with low Council Tax:
 - (a) Efficient use of our financial resources, buildings and assets; and
 - (b) Working with commercial partners to add value for our customers.

Cabinet Membership 2022/23

Chris Whitbread	Leader of the Council
Nigel Bedford	Place
John Philip	Finance
Holly Whitbread	Housing & Community
Aniket Patel	Wellbeing & Community Partnership
Alan Lion	Customer
Nigel Avey	Contracts and Commissioning
Ken Williamson	Technical Services
Sam Kane	Internal Resources
Les Burrows	Review & Efficiency

Contact Officer

Adrian Hendry
Democratic Services Officer

Tel: 01992 564246
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WORK PROGRAMME - 1 SEPTEMBER 2022 TO 31 DECEMBER 2022
PORTFOLIO - LEADER

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Peoples Strategy - Ongoing	To establish the Council's new Common Operating Model as part of the People Strategy. To consider further details for the next stage of the Common Operating Model.	Yes		Cabinet		Georgina Blakemore 01992 564233	PID P170 - Peoples Strategy Common Operating Model - Management Structure
Risk Management	Review of Current Risk Register.	Yes		Cabinet		Andrew Small 01992 564278	
Local Government Council Size and Boundary Review	To review the number of Councillors. Council Submission to LGBCE. To review the Warding Pattern.	Yes	16 Dec. 2021 24 February 2022 Ongoing	Council Council Council		Georgina Blakemore 01992 56 4233	
Christmas and New Year Arrangements	To agree Council Offices shut down over the Christmas period.	No	19 September 2022	Cabinet		Joanne Budden 01992 562312	
Financial Planning Framework 2023/24 to 2027/28	To agree the approach to Financial Planning for 2023/24 to 2027/28 including the reporting and governance timescale.	No	19 September 2022	Cabinet		Christopher Hartgrove 01992 56 4386	
Corporate Plan (2023-2028)	To accept the new Corporate Plan for EFDC.	Yes	27 Sept. 2022 10 October 2022 13 Dec. 2022	O&S Cttee. Cabinet Council		Nichola Gambrill 01992 564000 ext.2150	

WORK PROGRAMME - 1 SEPTEMBER 2022 TO 31 DECEMBER 2022
PORTFOLIO - PLACE

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Implementatio n of the Local Plan - Ongoing	Quarterly update report on progress. To become a delivery report once Plan agreed by the Inspector.	Yes	Ongoing Next report – 7 th November 2022	Cabinet		Nigel Richardson 01992 564110	
Latton Priory Masterplan Area - approval for consultation	Report for approval of Latton Priory Masterplan for 6 week consultation.	Yes	10 October 2022	Cabinet		Ione Braddick, Nick Finney, Nigel Richardson 01992 56 4110, ,	See Cabinet Report C-007-2022/23 - July 2022
HGGT Governance / Joint Committee	Update on and approval of HGGT Joint Committee delegations Framework.	Yes	7 November 2022	Cabinet		Ione Braddick, Nigel Richardson 01992 56 4110,	See Cabinet report HGGT Stage 1 Governance report - Feb. 2022 - C-042-2021-22
Air Quality Action Plan	Approval of AQAP to mitigate air pollution in the Air Quality Action Area.	Yes	13 March 2023	Cabinet		Mandy Thompson 01992 564076	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Qualis Monitoring - Ongoing Quarterly	Financial reporting plan update.	Yes		Cabinet		Andrew Small 01992 564278	

WORK PROGRAMME - 1 SEPTEMBER 2022 TO 31 DECEMBER 2022
PORTFOLIO - CONTRACT AND COMMISSIONING

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
North Weald Airfield Masterplan	To report back on the interest to develop the identified Masterplanning area on North Weald Airfield. Item to be taken to a Cabinet workshop for discussion.	Yes	19 September 2022	Cabinet		Nick Dawe 01992 56 4000 (2541)	
EFDC Litter Strategy	To approve the EFDC Litter Strategy.	Yes	10 October 2022	Cabinet		James Warwick 01992 56 4350	
Waste Contract Extension Approval	To determine if the Waste Contract goes out to procurement.	Yes	7 November 2022	Cabinet		James Warwick 01992 564350	Stronger Place - Nov. 2021 Cabinet Report - January 2021
Charging for additional Waste Containers	Approval for charging residents for additional and replacement Waste Containers.	Yes	7 November 2022	Cabinet		James Warwick 01992 564350	
Epping Leisure Centre - Award of Contract	Decision to award the contract to build Epping Leisure Centre. Dependent on Qualis programme of works.	Yes	13 March 2023	Cabinet		James Warwick 01992 564350	

WORK PROGRAMME - 1 SEPTEMBER 2022 TO 31 DECEMBER 2022
PORTFOLIO - HOUSING AND COMMUNITY

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Social Housing White paper	Review of the Tenant Satisfaction Measures and Impact on EFDC.	No	16 June 2022	Overview & Scrutiny Committee		Deborah Fenton 07988860412	
Review of CDM policy and Building Safety Bill	Impact of changes and legislation on EFDC.	No	16 June 2022	Overview & Scrutiny Committee		Deborah Fenton 07988860412	CDM Policy
Changing Landscape of Housing Paper 2, Special Housing Regulations	New Social Housing Regulations.	No	12 July 2022	Stronger Communities Select Committee		Deborah Fenton 07988860412	
Changing Landscape of Housing - Paper 3, Social Housing Regulations	The Social Housing White Paper.	No	12 July 2022	Stronger Communities Select Committee		Deborah Fenton 07988860412	
Regeneration Update - Lime Estate	Update on the plans and processes to regenerate Limes and Copperfield estate.	No	12 July 2022	Stronger Communities Select Committee		Deborah Fenton 07988860412	HRA Business Plan
St. Johns Development	Approval to progress to build subject to planning.	Yes	18 July 2022	Cabinet		Deborah Fenton 07988860412	
Review of CDM policy and Building Safety Bill	Impact of changes and legislation on EFDC.	No	18 July 2022	Cabinet		Deborah Fenton 07988860412	CDM Policy - Penningtons Report
Sheltered Housing Review	Approval on actions created by the updated Ark review.	No	18 July 2022	Cabinet		Deborah Fenton 07988860412	Ark Report
Charter for Social Housing	Report on the proposed TSM and impact on EFDC.	No	18 July 2022	Cabinet		Deborah Fenton 07988860412	
Tender -	Approval to award a contract	Yes	19 September	Cabinet		Deborah Fenton	HRA Business Plan

Limes	in respect of the Limes and Copperfield Regen.		2022			07988860412	
Housing and Asset Management System	Progress Report on the implementation of the new Housing and Asset Management System.	Yes	19 September 2022	Cabinet		Deborah Fenton 07988860412	
Impact report Harvey Fields	Report on the impact of the improvements at Harvey Fields – its more than bricks and mortar.	No	19 September 2022	Cabinet		Deborah Fenton 07988860412	
Housing Management System	Data pass report.	No	19 September 2022	Cabinet		Deborah Fenton 07988860412	
Changing Landscape of Housing - Paper 2, Social Housing Regulation	New Social Housing Regulations.	No	19 September 2022	Cabinet		Deborah Fenton 01992 56 4221	
Changing Landscape of Housing - Paper 3, Social Housing Regulations	The Social Housing White Paper.	No	19 September 2022	Cabinet		Deborah Fenton 01992 56 4221	
HRA - Proposed regeneration plans for housing estates	Approval for 5-year regeneration plans for housing estates.	No	10 October 2022	Cabinet		Deborah Fenton 07988860412	Paper to O&S on 16 June
Sheltered Housing rebrand and support model	Introduction and approval to progress to Cabinet.	No	27 September 2022	Overview & Scrutiny Committee		Deborah Fenton 07988860412	
HRA Proposed Regeneration Plans for Housing Estates	Recommendation to go to Cabinet for approval on 5-year regeneration plans.	No	27 September 2022	Overview & Scrutiny Committee		Deborah Fenton 07988860412	HRA Business Plan
Annual Housing	Report on annual housing KPI's including compliance	No	27 September 2022	Overview & Scrutiny Committee		Deborah Fenton 07988860412	

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Performance Report	around the Building Safety Act.						
Review of Caretaking in Blocks	Links to TSM, residents will rate the cleaning in block.	Yes	27 September 2022	Overview & Scrutiny Committee		Deborah Fenton 01992 56 4221	
Impact and ROI report Harvey Fields	Report on the impact of the improvements at Harvey Fields – creating great places where people want to live.	No	15 November 2022	Stronger Communities Select Committee		Deborah Fenton 07988860412	
Resident Involvement Strategy	Introduction and approval to progress to Cabinet.	Yes	15 November 2022	Stronger Communities Select Committee		Deborah Fenton 07988860412	
Housing Strategy	EFDC's current Housing Strategy reaches end of life in March 2022. A draft strategy is being consulted on and taken through governance structure ahead of formal adoption in October 2022 subject to Cabinet approval in September 2022.	Yes	5 December 2022	Cabinet		Jennifer Gould 01992 564073	
Resident Involvement Strategy	Approval of the proposed resident involvement strategy.	Yes	5 December 2022	Cabinet		Deborah Fenton 07988860412	Report to SC on 20 September
Annual Housing Performance Report	Report on annual housing KPI's including compliance around the Building Safety Act and the big 6.	No	5 December 2022	Cabinet		Deborah Fenton 07988860412	
Sheltered Housing rebrand and support model	Approval to adopt the proposed Resident Involvement Strategy.	Yes	5 December 2022	Cabinet		Deborah Fenton 07988860412	
Review of Tenancy Strategy - update on Changes	Ongoing Updates.	No		Cabinet		Deborah Fenton 01992 56 4221	
New Fees and Charges	Report requiring a decision regarding charging for non-statutory services.	Yes		Cabinet		Deborah Fenton 01992 56 4221	
Proposed Change to Service Charges RTB	Policy outlining who we allocate right to buy receipts.	Yes		Cabinet		Deborah Fenton 01992 56 4221	

Receipts - New Policy							
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ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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WORK PROGRAMME - 1 SEPTEMBER 2022 TO 31 DECEMBER 2022**PORTFOLIO - TECHNICAL SERVICES**

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Transfer of Services to Qualis	To consider the business case for the transfer of MOT and Fleet.	Yes		Cabinet		Andrew Small 01992 56 4055	
Transfer of Services to Qualis	To consider the business case for the transfer of Grounds Maintenance.	Yes		Cabinet		Andrew Small 01992 56 4055	
Markets Policy	To establish a new Markets Policy for the District.	Yes	19 September 2022	Cabinet		Mandy Thompson 01992 564076	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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