



## ***Overview & Scrutiny Committee Thursday, 20th April, 2023***

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

**Council Chamber - Civic Offices**  
on **Thursday, 20th April, 2023**  
at **7.00 pm**.

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

**Democratic Services  
Officers:**

Gary Woodhall & V Messenger Tel: (01992) 564243  
Email: [democraticservices@eppingforestdc.gov.uk](mailto:democraticservices@eppingforestdc.gov.uk)

**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 Corporate Communications Manager on 01992 564542.**

**1. WEBCASTING INTRODUCTION**

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](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 - 32)**

To confirm the minutes of the meeting of the Committee held on 31 January 2023.

**6. MATTERS ARISING AND OUTSTANDING ACTIONS**

To consider any matters arising and outstanding actions from the minutes of the previous meeting 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. ANNUAL REVIEW OF THE WORK UNDERTAKEN BY EPPING FOREST YOUTH COUNCIL (Pages 33 - 44)**

To receive an annual progress report on the work undertaken by the Community, Culture and Wellbeing Team with the Epping Forest Youth Council.

**10. CORPORATE PLAN KEY ACTION PLAN YEAR 5 2022/23 - QUARTER 4 PERFORMANCE REPORTING (Pages 45 - 84)**

To review the attached FY 2022/23 quarter 4 Corporate Performance Report.

**11. OVERVIEW AND SCRUTINY 2022-23 ANNUAL REPORT (Pages 85 - 108)**

To consider and comment on the draft Overview and Scrutiny 2022–23 Annual Report attached.

**12. CHAIRMEN TO REPORT ON THEIR SELECT COMMITTEE BUSINESS (Pages 109 - 116)**

(Chairmen of the Select Committees) To report to the meeting on progress against achievement of the current work programme, as 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.

**13. OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME (Pages 117 - 118)**

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.

**14. CABINET BUSINESS (Pages 119 - 134)**

**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 is attached as an Appendix to this report.

**15. 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.

## EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

<b>Committee:</b>	Overview & Scrutiny Committee	<b>Date:</b>	Tuesday, 31 January 2023
<b>Place:</b>	Council Chamber - Civic Offices	<b>Time:</b>	7.00 - 9.20 pm
<b>Members Present:</b>	Councillors H Kane (Chairman), D Wixley (Vice-Chairman), R Balcombe, R Bassett, R Brookes, I Hadley, S Heather, J Lea, J McIvor, S Murray, S Patel and J H Whitehouse		
<b>Members Present (Virtually):</b>	Councillors P Bhanot		
<b>Other Councillors:</b>	Councillors S Heap, S Kane, A Lion, J Philip, D Stocker, C Whitbread, H Whitbread and K Williamson		
<b>Other Councillors (Virtual):</b>	Councillors C McCredie		
<b>Apologies:</b>	R Baldwin and R Jennings		
<b>Officers Present:</b>	G Blakemore (Chief Executive), T Carne (Corporate Communications Team Manager), J Gould (Interim Strategic Director), V Messenger (Democratic Services Officer), A Small (Section 151 Officer), G Woodhall (Team Manager - Democratic & Electoral Services), C Graham (Project Team Manager (Performance)), T Larsen (PMO Support), R Moreton (Corporate Communications Officer), P Wharfe (Interim Service Director (Housing Revenue Account)), M Moore (ICT Business Applications Team Manager) and K Sarama (PMO Support Officer)		
<b>Officers Present (Virtually):</b>	A Hendry (Democratic Services Officer), R Pavey (Service Director (Customer Services)), N Richardson (Service Director (Planning Services)), M Thompson (Interim Acting Service Director (Technical)) and J Warwick (Interim Acting Service Director (Contracts))		
<b>Also in attendance:</b>	S Jevans (Qualis Group Managing Director) and B Johnson (Qualis Management Managing Director)		

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### 55. 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.

### 56. SUBSTITUTE MEMBERS

The Committee noted that Councillor R Brookes had been appointed as substitute for Councillor R Baldwin.

**57. DECLARATIONS OF INTEREST**

- (a) Pursuant to the Council's Members' Code of Conduct, Councillor R Bassett declared a non-pecuniary interest in item 9 (Qualis – Overview), as he was a Non-Executive Director of the Qualis Group Board. The Councillor stated that he would remain in the meeting but would only listen to the debate.
- (b) Pursuant to the Council's Members' Code of Conduct, Councillor S Murray declared a non-pecuniary interest during the discussion of item 12 (Overview and Scrutiny Committee – work programme) because he referred to Roding Valley High School where he was a teacher.

**58. MINUTES**

It was noted that the minutes of 3 November meeting previously circulated were amended slightly at Minute no 43 (Transfer of Service to Qualis) to replace, 'on 1 April 2023' with 'in April 2023'. This was because it contradicted the agenda report on quarter 3 Corporate Performance Reporting under project CPP054, where the transfer of Grounds Maintenance had been updated to 'about 17 April 2023'.

**RESOLVED:**

That the minutes of the meetings held on 3 and 17 November 2023 be taken as read and signed by the Chairman as a correct record.

**59. MATTERS ARISING AND OUTSTANDING ACTIONS**

It was noted that there were no matters raised or outstanding actions from the minutes of the previous meetings.

**60. 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.

**61. EXECUTIVE DECISIONS - CALL-IN**

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

**62. QUALIS - OVERVIEW**

The Chairman introduced Qualis Group Managing Director, S Jevans, and the Managing Director of Qualis Management, B Johnson, who gave a presentation. This encompassed an oversight of the property management and housing repairs service Qualis provided on behalf of the Council. It also covered Qualis' values, complaints and lessons learnt, performance in 2020 / 21 and how the Council monitored Qualis and its key objectives.

Before the Chairman took members questions, the webcast was stopped for around ten minutes regarding a private letter a councillor wanted to refer to at the meeting. On earlier advice received from the Monitoring Officer, the Chairman and Chief Executive would not allow the councillor to refer to the letter, even in a generalised way, as its contents were being investigated.



B Johnson answered a range of questions with help from S Jevans, a selection of which are detailed below.

- More expensive repairs over £600 needed approval from the Housing Asset Team as it was about managing the budget for the Council.
- In reply to whether the Council was saving money with Qualis, the Agreement was set up on historic pricing. Qualis was doing slightly less than the previous contractor but it was a challenging market as materials and staff costs were increasing. The Strategic Director and 151 Officer, A Small, added that Qualis' performance had been looked at and the productivity ratio had increased. Unless you go out to competition, you do not know the costs. Finance Portfolio Holder, Councillor J Philip, continued that officers were going through a procurement exercise for best value. Although this cost money, it was important to do benchmarking on costs and that the prices Qualis was charging were fair.
- Qualis was insourcing and employing people directly and delivering a better price usually, so doing more in-house repairs was better value for money.
- If a service failure complaint was received by the Council but it was Qualis' responsibility, it would be transferred to the Qualis Contact Centre unless both of us were involved in which case the Council would take the lead.
- Assurance was given Qualis did prioritise its service around Council tenants' vulnerabilities and did not just focus on productivity, as customer satisfaction was important, in reply to a concern our criteria threshold with vulnerable people seemed too high.
- Feedback from staff who had transferred to Qualis liked the cultural difference of working for a commercial company, its values, the measures in place, the positive culture and focus on delivering and improving performance. An engagement survey would also be undertaken.
- There was a request for the presentation to be circulated as part of the minutes, which was agreed.
- Of the 75 staff at Qualis, 25 were from the Council.
- Qualis was considering applying for Investors in People accreditation and it was agreed that updates on the process would be provided in due course.
- Voluntary Action provided help on small jobs around tenants' homes. Councillor H Whitbread advised there was a small service charge but there was quite a long waiting list.
- Qualis took over the boiler repair contract from Gracelands in April 2022 and it was a legal requirement to service tenants' gas boilers.
- In reply to a spike in demand for boiler repairs during the December cold snap when tenants used their heating, back up contractors had been used, not Gracelands.
- Amazon Cloud was a web-based product used remotely and backed up to the cloud.
- On customer surveys, Qualis focussed on transaction surveys which were followed up with the HRA to make improvements. The Council, as a social housing provider, undertook a different survey that was required by the regulator. This would be undertaken by the Council in the next 12 months and data would be corroborated with Qualis. As the regulator's questions were prescribed, it was easy to compare results with other local authorities.

**RESOLVED:**

That the Committee received an overview of Qualis.

**Action:**

- (1) That the Qualis presentation be included as part of the minutes.

**63. CORPORATE PLAN KEY ACTION PLAN YEAR 5 2022/23 - QUARTER 3 PERFORMANCE REPORTING****(a) Priority projects – Quarterly progress updates**

The Committee raised the following queries.

**CPP009 Housing & Asset Management System**

The HRA Interim Service Director, P Wharfe, advised members that as the project was in the red for quarter 3, an external review of progress took place in December 2022. The project's delivery would be rebased in January 2023 with a revised timeline.

**CPP026 Waste Management Contract**

The Interim Acting Service Director (Contracts), J Warwick, informed the Committee the current contract with Biffa was until 4 November 2024. The Finance Portfolio Holder, who had attended the Waste Management Partnership Board meeting earlier today, continued that it looked hopeful waste collections would improve if Biffa delivered what it was promising to improve matters, as the backlog had been cleared. The Waste Management Team was working with a difficult situation and wanted a reliable service as did residents, so the Council needed to ensure waste collection services improved. It was acknowledged the Customer Contact Team had employed more staff to answer residents' phone calls.

When a councillor was concerned a Biffa refuse vehicle's wing mirror had brushed the top of her head while walking along a pavement in Waltham Abbey recently, J Warwick assured the councillor he would raise this issue with Biffa as pedestrian care was paramount. He was also not aware if side mirrors had to be a certain height.

**CPP054 Transfer Services into Qualis**

Although a councillor was unhappy quarter 3 status was at green because in his opinion Grounds Maintenance should not have been transferred, the Finance Portfolio Holder was pleased as the project was on schedule and would deliver what was expected.

**CPP090 North Weald Master Planning/Enterprise Zone**

In reply to a query, the Project Management Office Manager, C Graham, advised the project sponsor would be updated. The Finance Portfolio Holder added that he was having regular project meetings with D Goodey, Service Manager (Commercial).

**(b) Quarterly KPI reporting****Customer Services: Overall Customer Satisfaction**

R Pavey, Service Director (Customer), replied there were a number of ways customer satisfaction was monitored and included how customers were treated but that they might not get the answer they wanted.

**Customer Services: First Point Resolution**

R Pavey advised the Committee the target would be reviewed in the following year and moved up.

**Community Health and Wellbeing: No of homelessness approaches**

When the 22% increase on the same period last year was queried for quarter 3, J Gould, Strategic Director, confirmed a response would be provided for the minutes by the Homelessness Team Manager, D Blake.

**Community Health and Wellbeing: Engagement in community, physical or cultural activity**

Play in the Park was acknowledged as being a very popular children's activity, but as EFDC had increased its prices significantly for next year, Loughton Town Council had halved its bookings. J Gould acknowledged these changes to the programme, but the Council would be monitoring these activities over the next 12 months.

**Contracts: No of people on Learn to Swim Programme (Swimming lessons)**

As a councillor had received complaints that lessons were being cancelled and there was currently no teacher for the older children, J Warwick reported that it was an ongoing process and Places Leisure was continually recruiting. It was quite a lengthy process to train swimming teachers and get DBS checks done.

**Housing Management: Rent Arrears**

Answering a query on why 102% of the rent due from council home tenants was paid, P Wharfe advised more rent debits and recovery of other monies from previous years had been collected.

**Planning and Development: Percentage of applications determined within agreed timelines: Minor and Other**

The Planning Services Director reported that the Local Plan should go to Council for adoption but the policies in the emerging Local Plan were being used in the decision-making process. Although performance was still on red status, the percentage of applications determined on time had improved. Planning officers had been very busy and removed the backlog.

Less agency staff were being used as Planning Services now had staff who had been with EFDC for several years. Hopefully when the Local Plan was adopted, more applications would be submitted, but Planning Services might need to bring in additional resources.

**RESOLVED:**

That the committee reviewed the FY 2022-23 Corporate Performance reporting for quarter 3.

**Actions:**

- (2) CPP090 North Weald Master Planning/Enterprise Zone – that C Graham update the project sponsor.
- (3) Community Health and Wellbeing: No of homelessness approaches – that the Homelessness Team Manager provide information on why there had been a 22% increase.

**(Post meeting update:**

*Action (3): the Homelessness Team Manager provided this reply after the meeting. The 22% increase in homelessness applications was being caused by three main areas in particular, domestic abuse, family and friend's no longer being able or willing to accommodate and people's accommodation within the private rented sector coming to an end.*

*There were a number of factors contributing to those three increasing causes of homelessness, but in the main:*

1. **Domestic Abuse** - *The Domestic Abuse Act received royal assent in April 2021, and we have continued to see a rise in presentations where domestic abuse was the reason for homelessness. In Q3 of 2021, we took a total of 6 homeless applications with domestic abuse as the sole reason for the approach. In Q3 of 2022, we took a total of 14 applications where domestic abuse was the sole reason for approach – **that was an increase of 133% on the same period last year.***
2. **Family License Terminations** – *This had always been the leading cause of homelessness within Epping Forest District, as it was for most councils, but we were seeing a steady rise in applications where family were no longer willing to accommodate each other and I think, certainly for last quarter and those moving forward, this could largely be attributed to the cost-of-living crisis first and foremost. In Q3 of 2021, we took a total of 22 homeless applications where family/friends were asking a member of their household to leave. In Q3 of 2022, we took a total of 38 homeless applications where family/friends were asking a member of their household to leave – **that was an increase of 72% on the same period last year.***
3. **End of privately rented accommodation** – *This was the second leading cause of homelessness within Epping Forest District. We were seeing an increasing number of landlords selling their accommodation because of financial hardship. Equally, the main reason for customers approaching us from this type of tenure was because they were worried about being able to afford it. In Q3 of 2021, we took a total of 10 applications where the ending of privately rented accommodation was the reason for homelessness. In Q3 of 2022, we took a total of 19 applications where the ending of privately rented accommodation was the reason for homelessness – **that was an increase of 90% on the same period last year.***

#### 64. CHAIRMEN TO REPORT ON THEIR SELECT COMMITTEE BUSINESS

##### (a) Stronger Communities Select Committee

The January meeting had been cancelled but two meetings were scheduled for March. Councillor J Lea remarked that a lot of items had been completed but she wanted the select committee to scrutinise a housing association.

##### (b) Stronger Council Select Committee

Councillor J McIvor reported that on 24 January the select committee had received an interesting presentation on the onboarding/induction process and was updated on the developments of the Wellbeing Hub, which set a high standard for other local authorities. Members also pre-scrutinised the Cabinet's draft budget proposals for 2023/24.

##### (c) Stronger Place Select Committee

The select committee had reviewed an update on parking, the Off Street Civic Parking Enforcement Policy, and the Air Quality Action Plan. Councillor R Balcombe added that progress of the Local Plan and sustainable transport were due on 7 March. Members also wished to know when the Climate Change Action Plan would

be scrutinised. They also wanted to add scrutiny of Planning to their work programme and A Small offered to liaise with the Chairman on this.

Following a query on internal communications to councillors before the local media, Councillor C Whitbread commented that press releases, agendas, minutes and emails were regularly sent out. He further clarified that on a recent Biffa matter there was a slight delay before communications were announced, as progress and agreement between the waste contractor and the Council had to be agreed first.

**RESOLVED:**

That the select committee Chairmen reported on progress against the achievement of their respective current work programme.

**65. OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME**

**(a) Current Work Programme**

The Overview and Scrutiny Committee reviewed progress against its work programme and noted that pre-scrutiny of the business case for the transfer of MOT and Fleet was on hold and no longer on the Cabinet's Key Decision List, so this item would be removed from the current work programme. Also, the Epping Forest District Museum's operating model would be scheduled for the next municipal year.

**(b) Reserve Programme**

There were no reserve work programme items.

Councillor S Murray commented that quite rightly external scrutiny of the Epping Forest Sixth Form Consortium had not been undertaken, as the sixth forms in the consortium of schools had always operated independently. However, he announced that Roding Valley High School had an outstanding sixth form following a recent OFSTED report.

**RESOLVED:**

That the Committee reviewed its current and reserve work programmes.

**Action:**

- (4) That the business case for the transfer of MOT and Fleet be removed from the work programme.

**66. CABINET BUSINESS**

Cabinet's Key Decision List (KDL) of 3 January 2023 was scrutinised by the Committee and the following points were raised.

**(a) Portfolio – Leader**

**Local Government Council Size and Boundary Review** – Councillor C Whitbread advised the final proposals from the Boundary Commission for England were expected by early March.

**(b) Internal Resource**

**Pay strategy** – to clarify a query if this future decision would involve moving away from national agreements, Councillor S Kane replied, no. The Council was required to publish a mandatory statement on our pay strategy on the website.

**RESOLVED:**

That the Committee reviewed the Executive's current programme of Key Decisions of 3 January 2023.

**CHAIRMAN**



**Oversight & Scrutiny  
31st January 2023**

# Agenda

- Overview of Capability and What we Deliver
- Our Values
- Complaints and Lessons Learnt
- Performance in 2021/22
- How the Council monitors our performance
- Key objectives in 2022/23





# Our Services



- ✔ General repairs – outside and inside your home and in communal areas
- ✔ Gas heating breakdowns/repairs
- ✔ Annual gas safety checks
- ✔ Electrical safety checks
- ✔ Void (empty) properties – Preparing them to hand back to EFDC to rent
- ✔ Planned works programme – full replacement of kitchen and bathroom installations and electrical rewires
- ✔ Customer Feedback including compliments, complaints and customer satisfaction (see contact below)

#### Contact Qualis Customer Service Centre

- ☎ 0333 230 0464
- @ repairs@qualismanagement.co.uk
- qualismanagement.co.uk
- 💬 Available via our website above (Mon-Fri 10:00 – 16:30 except bank holidays)

**For Qualis Management Customer Feedback please contact:  
Call our Customer Service Centre on the number above or**

- @ feedback@qualismanagement.co.uk
- qualismanagement.co.uk/feedback/

- ✔ Major planned works programmes (incl. full window replacement, front and rear door replacement, complete roof replacement and estate regeneration)
- ✔ Properties with major structural issues.
- ✔ Some larger works will be referred to EFDC where their Housing Assets team will manage
- ✔ Authorisation for alterations to your home
- ✔ Estates and Land / Ground maintenance
- ✔ Disabled adaptations to your home following Occupational Therapist (OT) referral
- ✔ Tenancy and Housing enquiries
- ✔ Rent enquiries
- ✔ Home ownership/leaseholder enquiries

EFDC cover a wide range of services including council tax, recycling and rubbish collections, planning applications as well as many more services and these can be found on their website listed below.

#### Contact EFDC Customer Service Centre

- ☎ 01992 564000
- @ www.eppingforestdc.gov.uk/



# Resource- Operatives

- 75 staff
- Repairs 80% self delivered
- Voids 25% self delivered
- Gas 95% self delivered
- Electrical 50% self delivered





# Resource- Customer Contact Centre

- Team Leader and 6 staff
- Amazon Connect (New in Jan 22)
  - Webchat
  - Call back
  - Quality monitoring
- Number of calls 24,300 (per year)
- Customer Experience Assistant

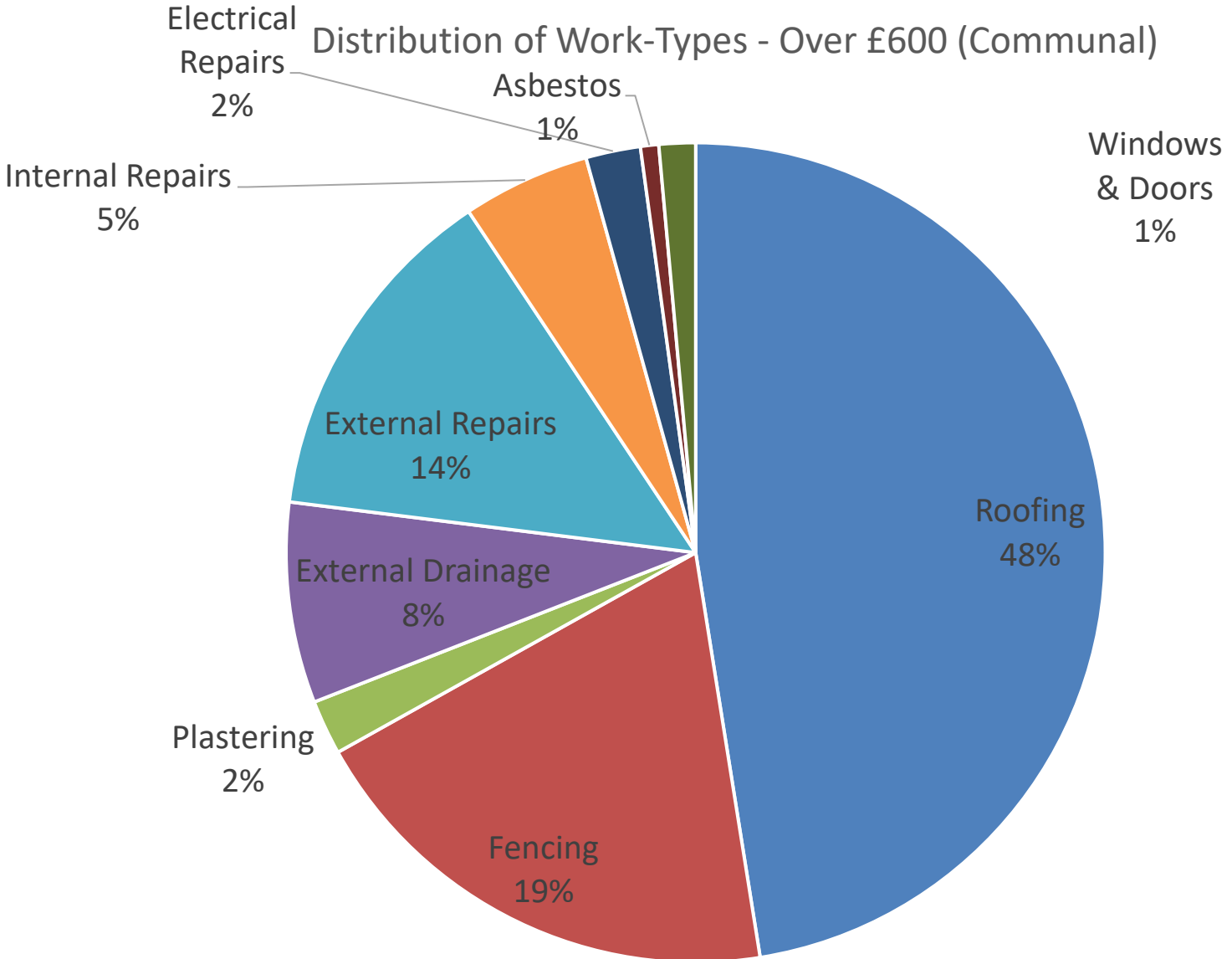


# SLA Model

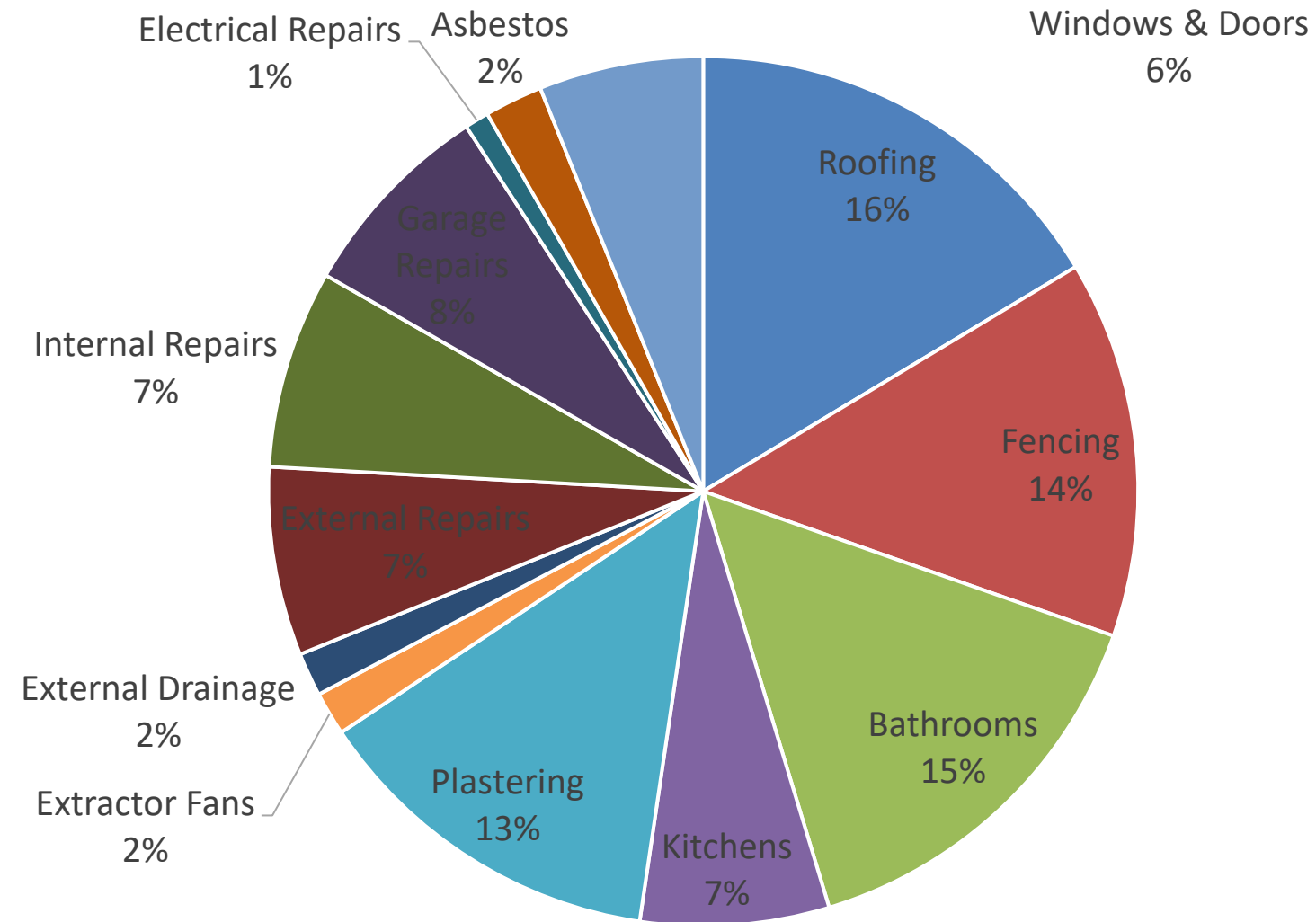


	Historic	QM	EFDC
Repairs (6253)	£452 ppp	£420 - £600	Over £600 Approval
Voids (352)	£5,300 ppv	£5,301 - £10k	Over £10k Approval
Gas (6253)	£195 ppp	£171 pp	BER Approval

# SLA Model



Distribution of Work-Types - Over £600 (Dwellings & Garages)



# Our Values



Page 23

A large green graphic with a central text block and four surrounding hexagonal icons. The central text reads "Our Values" in a large white font, followed by "Our values are critical to our success and are core to how we deliver high quality services to our customers" in a smaller white font. The four hexagonal icons, each with a white icon and text below it, are: "We are customer focused" (person icon), "We think commercially" (brain icon), "We take personal ownership" (flag icon), and "We work as one team" (group of people icon). A small white arrow icon is located in the bottom right corner of the green area.

**Our Values**

Our values are critical to our success and are core to how we deliver high quality services to our customers

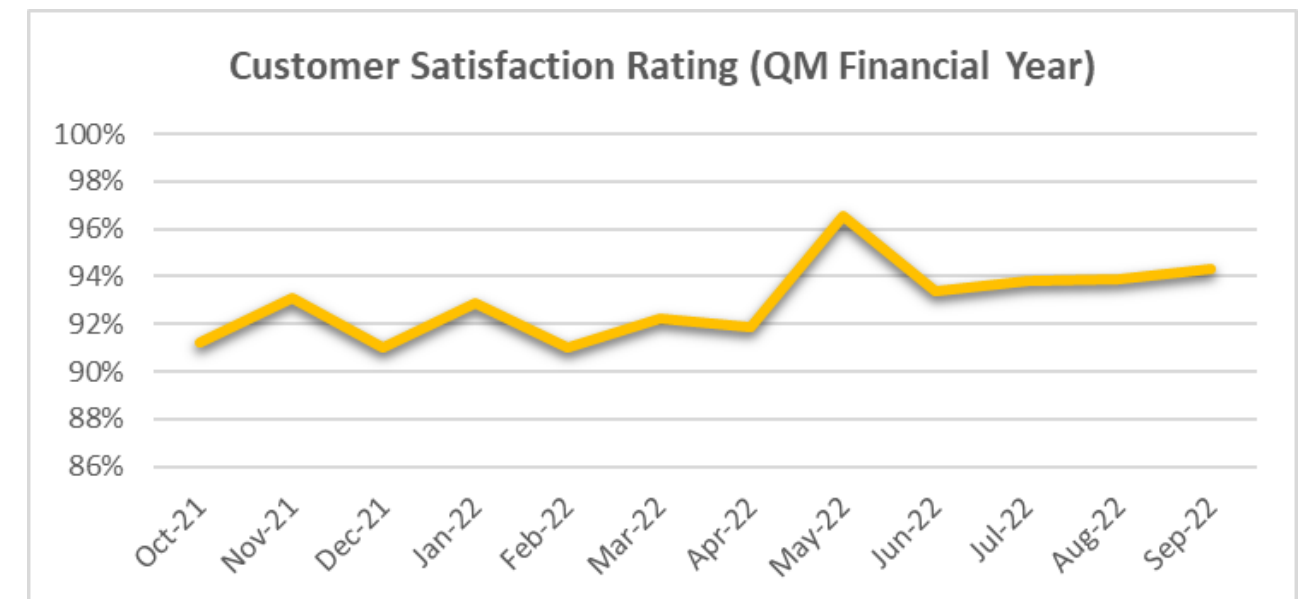
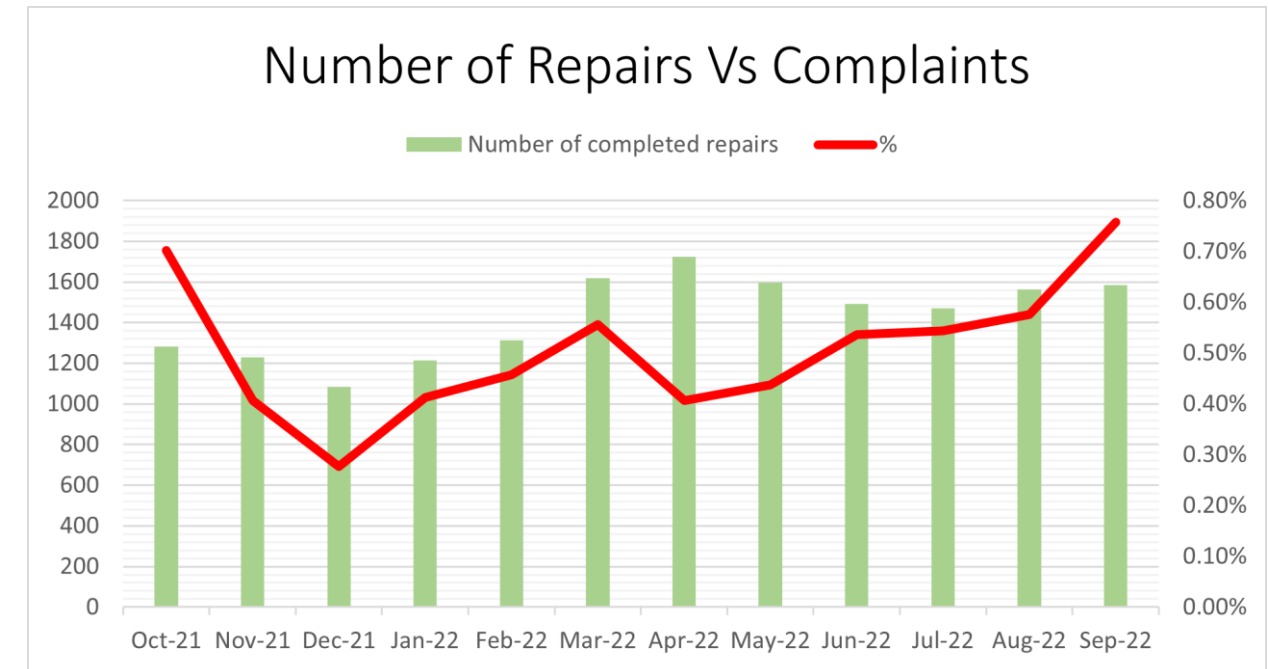
- We are customer focused
- We think commercially
- We take personal ownership
- We work as one team



# Customer feedback Oct 21 – Sep 22

- 17,174 completed repairs
- 22% return rate (plus EFDC surveys in next few months)
- 93% customer satisfaction (surveys)
- 1,112 compliments (6.4% of total repairs completed)
- 88 complaints (**0.5% of total repairs completed**)
- Total feedback - 7% complaints vs 93% compliments
- 91% complaints responded to within target (since Jan 22 100% of complaints responded to within target)

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# Complaints Reasons & Resolutions



## Main causes of complaints

- Length of time to complete repairs
- Material supply issues
- Communication

## Case study

- Sometimes it goes wrong but important that we learn and make changes
- Customer called and said that heating isn't getting up to temperature.
- Our call operative didn't ask about vulnerability and put on a 10-day repair.
- Customer wasn't happy and put a google review and contacted Councillors but didn't make a formal complaint.
- Resolution attended that afternoon.
- Further training and monitoring of Contact Centre operator



# Complaints Reasons & Resolutions



## General Improvements

- Customer complaints re. delays and issues with blown and broken glass units when needed replacing – brought on Crystal Clear to deal with blown units to reduce wait times and costs.
- Customer complained the electrical testing was unclear and there was no option on the phones to select for electrical testing – We changed the wording on all letters to make it clearer and added an option for customers to select if they had electrical testing queries.
- Customers complaining of delays for heating repairs – changed procedure of using one supplier and sourced two alternative suppliers so if it takes over a certain number of days to get a part, we will source through another supplier to speed up the repair.



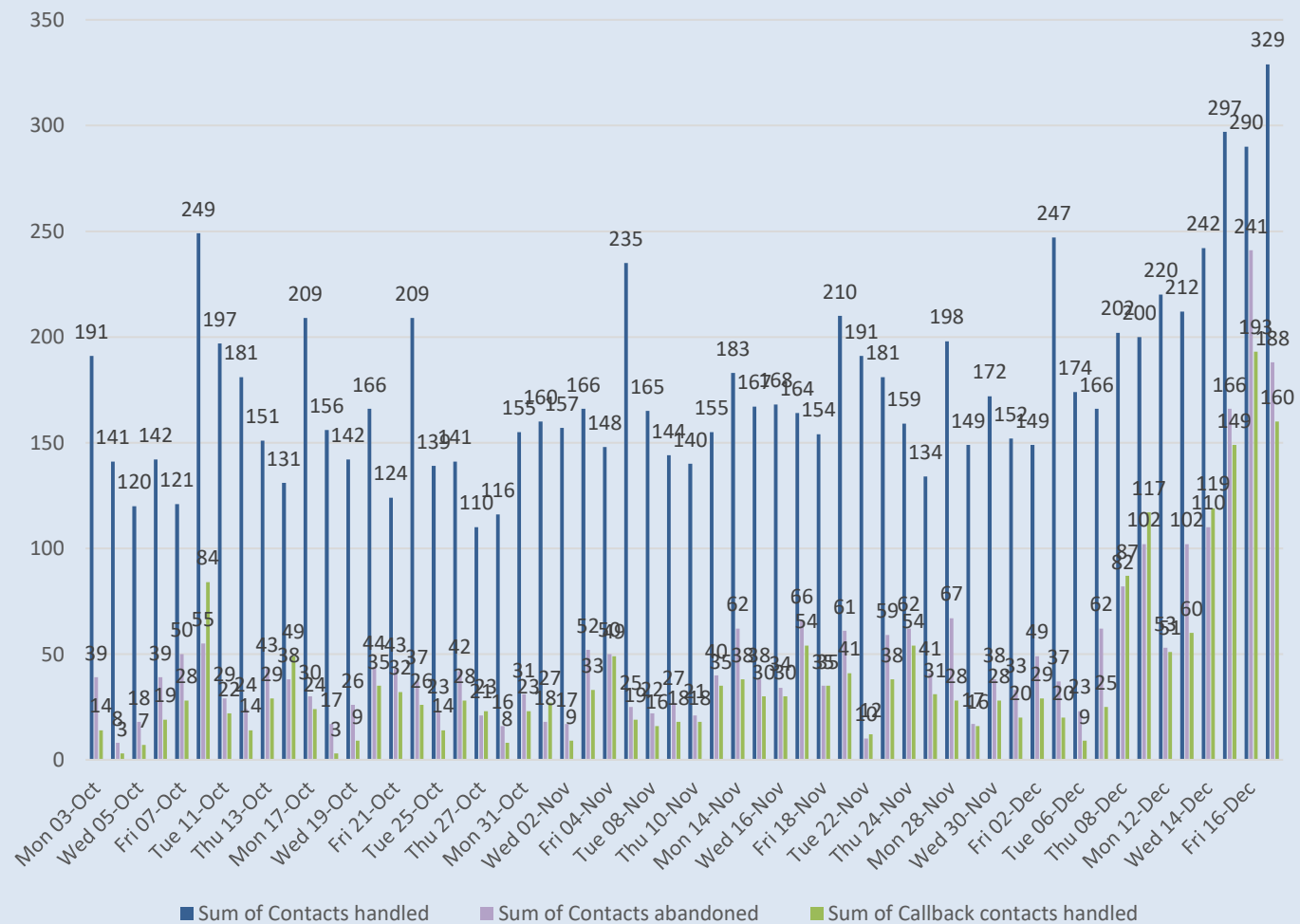
# Performance Impact



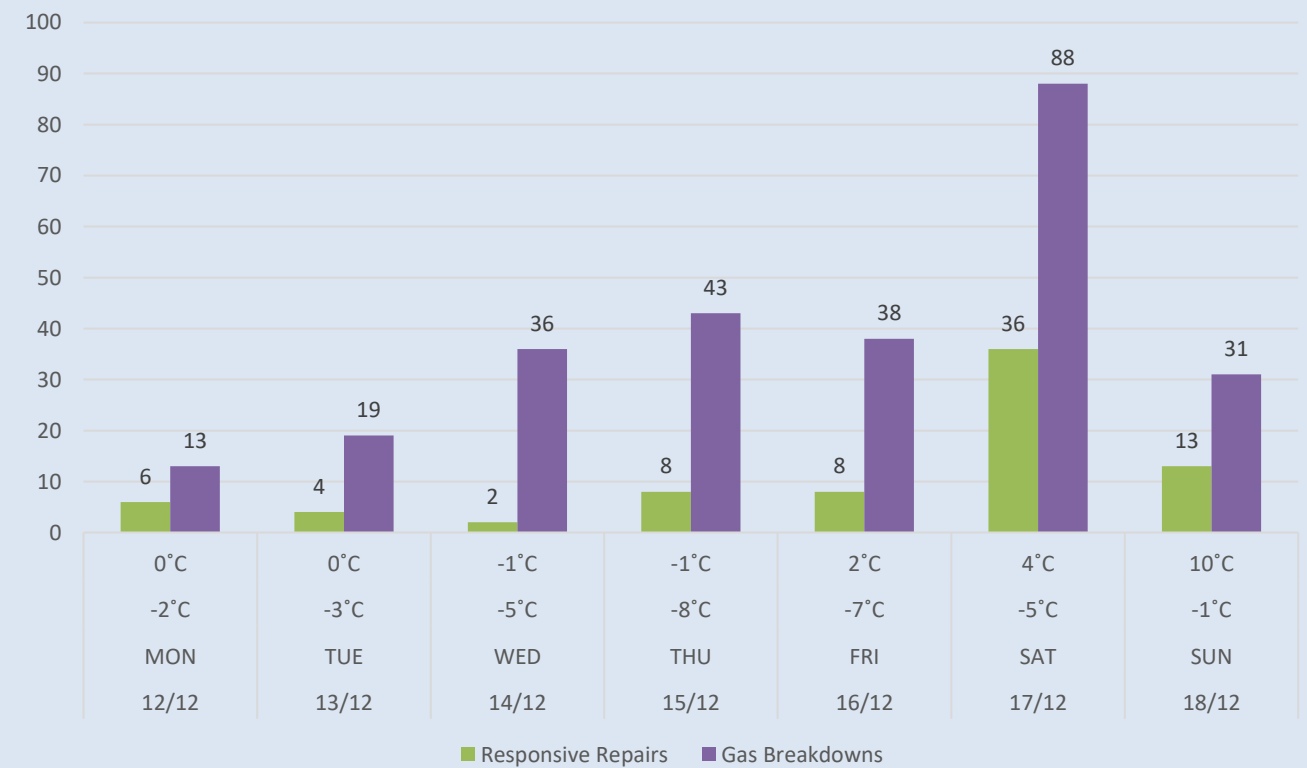
- Cold weather in December- Very high demand for gas breakdowns.
- Contact Centre calls doubled.

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Breakdown of number of calls by weekday: 03/10/22 - 19/12/22



Out of Hours 12/12 to 19/12



# Performance 2021/22 Year End (Sept to Oct)



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<b>RESPONSIVE REPAIRS AND GAS</b>	<b>Year End 20/21</b>	<b>Year End 21/22</b>	<b>Bench mark</b>	<b>Target 21/22</b>	<b>Target 22/23</b>
Responsive Repairs (all priorities) Completed at Customer Convenience within Target.	76%	84%	90%	90%	90%
Customer Satisfaction Survey	96%	93%	89%	90%	92%
Productivity- Average Jobs per Operative (per day)	3.4	3.7	4.0	4.0	4.0
Repairs Completed on First Visit % (FTF)	80%	86%	87%	80%	85%
Gas Servicing – Compliance	N/A	99.6%	N/A	100%	100%
<b>VOIDS</b>	<b>Year End 20/21</b>	<b>Year End 21/22</b>	<b>Bench mark</b>	<b>Target 21/22</b>	<b>Target 22/23</b>
Percentage of Void Priorities Completed within Target Time	56%	95%	97.8	90%	90%
Average Void Turnaround Time (working days)	22 Days	20 Days	23 Days	25 Days	23 Days

# How EFDC Monitor our Performance



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Providing high quality property solutions to our customers



# What We Delivered in 2021/22



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## We are extremely proud of our end of financial year performance and achievements



17,174 completed responsive repairs



3,144 Gas services



313 Voids



21 formal complaints and 65 informal resolved



Identified £0.5m of ongoing savings through offering new contracts at a reduced cost against previous contract arrangements



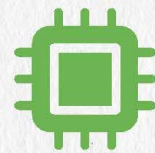
Profitable at year end



Offered four apprentice roles to the local community



Reduced the use of contractors and more work insourced, creating circa 20 new roles



Technology introduced to track individual performance and productivity



New cloud-based telephony solution, call back and Artificial Intelligence technology



Mobilised three new service work streams



Providing high quality property solutions to our customers

# Key Objectives



## 2022/23

- Increase in-sourcing of works.
- New work streams successfully mobilised
- Exploring external works opportunities
- Review of our customer experience standards
- Increasing apprenticeships



# How to Contact us



## Councilor Contact

- Members Briefing
- [CouncillorContact@qualisgroup.com](mailto:CouncillorContact@qualisgroup.com)







## SCRUTINY



### **Report to Overview & Scrutiny Committee**

**Date of meeting: 20 April 2023**

**Portfolio:** Wellbeing & Community Partnerships (Councillor Aniket Patel)

**Subject:** Annual review of the work undertaken by Epping Forest Youth Council (EFYC)

**Officer contact for further information:** Vanessa Gayton – Team Manager Culture & Community

**Democratic Services Officer:** Gary Woodhall (564470)

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

That the Overview & Scrutiny Committee receives an annual progress report on the work undertaken by the Community, Culture and Wellbeing Team with the Epping Forest Youth Council.

#### **Report:**

Epping Forest Youth Council is a high-profile national award-winning Youth Council, comprising 23 young people, representing 8 Epping Forest secondary schools and the New City College (Epping Forest Campus). There is also one independent Youth Councillor who is schooled online. These young people represent the views of their peers and wider school communities. The current cohort will stand down in May 2024. Member support has enabled the Youth Council to continue creating youth friendly projects to engage with and benefit our communities.

On Thursday 20 April the Youth Council will make a presentation to the Overview and Scrutiny Committee highlighting their excellent work over the past year. They have been meeting weekly with the Young Persons' Officer, building on their training programme, taking part in consultations, learning about their local community from guest speakers and creating new projects.

The Youth Council will refer to the key areas of work undertaken in their first year.

#### **1. EFYC project 2022/23 'Repair My Pocket'**

EFYC's latest youth project for 2022/23, focuses on the cost-of-living crisis. The Youth Councillors designed a 12-question survey and conducted street interviews at the Essex Police and EFDC, community day of action. The survey has been shared with all EF secondary schools to complete. The aim is to assess how young people are being affected by financial pressures and to get a better understanding of how services can help them. The findings will be presented at the Overview and Scrutiny Committee.

#### **2. Jack Petchey Foundation Funding**

The Youth Councillors received £1k from the Jack Petchey Foundation to help educate young people about scammers. They purchased 800 of the 'Little Book of Scams' and arranged a presentation to Year 10 and above in their own school during the spring term and distributed the resources. The book has been produced by Thames Valley Police and is a valuable resource to avoid being scammed and losing money.

### 3. Independent Advisory Group (IAG) Safety Survey

Three Youth Councillors attend the Brentwood and Epping Forest IAG. A survey was conducted over December 2022 – January 2023 with Davenant Foundation school pupils, to identify how safe young people are feeling in their area and in their schools. It covers safety, including speeding, inappropriate parking, street lighting, scams and crime. The survey was conducted with Roding Valley High pupils in February and with all schools by the end of the spring term. The results will be presented at the Overview and Scrutiny Committee.

### 4. MiLife Blue (legacy project)

Due to the success of the schools' MiLife C19 mental health project which was designed by the 2021/22 cohort of Youth Councillors, EFDC and The Red Balloon Foundation worked on a new model to update the resources. The project remains available to EF schools in the new format and to schools outside the EF district at a cost. The project renamed MiLife Blue, supports a trauma informed response to young people dealing with mental health issues. This will sit alongside the inaugural award winning MiLife Green project which relates to more general mental health awareness.

### 5. EFYC Training

EFYC have completed their intensive induction training, covering professionalism, team building, leadership, presentation skills and public speaking. Their training continues to address projects such as Dementia Friends, Hate Crime, Gaming and Gambling addiction, the environment, Ride London and positive mental health.

#### **Reason for decision:**

It was agreed that the Overview & Scrutiny Committee would receive an annual update on the work undertaken by the Community, Culture and Wellbeing Team with Epping Forest Youth Council.

#### **Options considered and rejected:** N/A

#### **Consultation undertaken:**

A range of consultations are taken with the Youth Councillors about current issues which inform future projects that will benefit young people in our communities, engaging, educating and signposting them to ensure the environment they live in is a healthier, happier place. These will be included in the presentation.

**Resource implications:** There has been no change to the core funding for day to day support and running costs of the Youth Council. However, there is no additional funding for Youth Council project work in 2023/24. This will be sourced through external funding where required.

#### **Legal and Governance Implications:** N/A

#### **Safer, Cleaner, Greener Implications:** N/A

#### **Background Papers:** N/A

**Impact Assessments:** Equality Impact Assessment completed

**Risk Management:** N/A

**Equality:** Equality Impact Assessment completed

# Equality Impact Assessment

## Section 1: Identifying details

Your function, service area and team: Community & Wellbeing Directorate – Community, Culture & Wellbeing service, Epping Forest Youth Council

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: N/A

Title of policy or decision: Epping Forest Youth Council annual report and expenditure of core funds.

Officer completing the EqIA: Vanessa Gayton: Ext:4559  
Email: [vgayton@eppingforestdc.gov.uk](mailto:vgayton@eppingforestdc.gov.uk)

Date of completing the assessment: 15<sup>th</sup> February 2023

## Section 2: Policy to be analysed

2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? No, it is part of an ongoing decision-making process.
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision): EFDC core funds enables the Epping Forest Youth Council to deliver targeted projects which benefit young people and the residents of Epping Forest. What outcome(s) are you hoping to achieve (i.e., decommissioning or commissioning a service)?</p> <p>The projects delivered are designed taking in to account the concerns currently facing young people and the support they require which will impact positively on local people's lives and build stronger communities.</p>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none"><li>• service users</li><li>• employees</li><li>• the wider community or groups of people, particularly where there are areas of known inequalities?</li></ul> <p>The decision will affect the wider community, including groups of people where there may be inequalities.</p> <p>Will the policy or decision influence how organisations operate? The Youth Council will continue to collaborate with partners to develop practical solutions to very real problems and concerns and fears facing young people in our communities.</p>

2.4	Will the policy or decision involve substantial changes in resources? No
2.5	Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes? No

### Section 3: Evidence/data about the user population and consultation<sup>1</sup>

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g., service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>What does the information tell you about those groups identified? Evidence is gathered from application forms and supporting information. Consultation takes place with partnering organisations. The information identifies that young people wish to have a voice.</p>
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision? Young people are consulted with at the biannual Epping Forest Youth Conference and the concerns highlighted are what becomes the focus for Youth Council projects. Youth Councillors consult with their peers within their schools. Consultation is undertaken with other Youth providers to ensure synergy and shared information.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary: N/A</p>

## Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	Positive Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people all groups can benefit from the outcomes. (The age range applied is 12 – 17 years)	L
Disability	Positive Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people all groups can benefit from the outcomes no matter what their ability or disability may be.	L
Gender	Positive Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people of any gender; all groups can benefit from the outcomes.	L
Gender reassignment	Positive Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people of any gender; all groups can benefit from the outcomes.	L

Marriage/civil partnership	<p>Positive</p> <p>Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people all groups can benefit from the outcomes including those who are married or within civic partnerships.</p>	L
Pregnancy/maternity	<p>Positive</p> <p>Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people all groups can benefit from the outcomes.</p>	L
Race	<p>Positive</p> <p>Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people all groups can benefit from the outcomes irrespective of race.</p>	L

Religion/belief	<p>Positive Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people all groups can benefit from the outcomes irrespective of religion/belief.</p>	L
Sexual orientation	<p>Positive Epping Forest Youth Council criteria ensures that no unfair restrictions on membership/ participation is acceptable in terms of accessing support. Although projects are designed for young people all groups can benefit from the outcomes, irrespective of sexual orientation.</p>	L



## Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqlA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' <b>YES</b> ,' use the action plan at <b>Section 6</b> to describe the adverse impacts and what mitigating actions you could put in place.

## Section 6: Action plan to address and monitor adverse impacts

Is this required?

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

## Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.  
(A typed signature is sufficient.)**

Signature of Head of Service: *Gill Watts*

Date: 15.2.23

Signature of person completing the EqIA: *V Gayton*

Date: 15.02.23

### Advice

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

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## SCRUTINY



## **Report to Overview and Scrutiny Committee**

**Date of meeting: 20<sup>th</sup> April 2023**

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

**Subject: Q4 Corporate Performance Reporting**

**Officer contact for further information:**

Charlotte Graham (cgraham@eppingforestdc.gov.uk)

**Democratic Services Officer:** V Messenger (01992 564265)

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

- 1. That the committee reviews the FY22-23 Q4 Performance report and raises any areas for scrutiny.**

### **Report:**

As agreed with Overview and Scrutiny, the report will detail a project status summary, key milestones and RAG status for those projects identified as a 'Priority Project' within the portfolio and for which align to EFDCs Corporate Objectives. All KPIs regardless of status are included in this report.

**Reason for decision:** To enable Overview and Scrutiny Committee to review exceptions for quarterly performance measurement delivery.

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

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

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

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

### **Consultation Undertaken:**

Leadership Team  
Service Directors

**Background Papers:** Strategy and Corporate plan




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

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


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

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

**Reporting Guide**

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

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Project ID	Project Name	Project Description	Service Area	Project Sponsor	Progress Summary Update	Key Milestones	Status	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
CPP001	Financial ICT Systems Replacement. (Previous Financials Management System (Inc e-Financials upgrade)	The need for EFDC to undertake a review of its options on finance system must be completed so that improving the business processes and wider system integration can	Finance	Andrew Small	Project Exec, Corp Director & Key Senior Board Members reviewed delivery options & agreed the project delivery methodology; on-board	Corporately agree implementation timeline & strategic direction -March 23.	Service Design/ Scoping	No data	No data	Green	Green 


		bring efficiencies to the team in completing their work. Introducing better forecasting, better budget control, more seamless purchase to pay workflow, central document management as well as cloud-based technology could dramatically improve functionality. Objectives - Engage employees in roll – out to mitigate risk			Advanced Cloud Financials, utilise Moore Insight as implementation partners to support EFDC teams, develop finance models & configs in collaboration with Colchester City Council. A revised SoW has been received from Advanced post multiple meetings. Re-engaged with Moore Insight in meetings held to scope out their support & both organisations' requirements. EFDC has engaged with Colchester's newly appointed Project Sponsor. And Project's Teams Channel set-up, Project Team	Finalise backfilling requirement -April 2023.  Direct Colchester SME collaboration in-flight -April 23.  Agree Advanced SoW & Contact -May 23.  Agree Moore Insight SoW & Contract -May 23.				
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					membership further developed, initial meeting held.						
CPP009	Housing & Asset Management System	Implementation of an integrated housing and asset management solution to replace the legacy system (Northgate OHMS) that has reached end of life, and to replace manual processes and spreadsheets in order to: - enable agile and mobile working. - improve the management information and improve analytics to identify improvements - implement a "fit for purpose" system to enable EFDC to fulfil housing and asset management functions	Housing & Property Services	Pam Wharfe	Project Management: The Project Manager is leaving EFDC; a replacement has been engaged and will commence on an initial x3 day a week basis from April. Project is also engaging the services an independent consultant with Civica Cx on Cx implementations.  Revised timeline for Phase 1 developed following review with Civica and presented to HAM Project Team, Housing and Property Services	Data pass 4 -May 2023.  Complete testing -September 2023.  Complete training -October 2023.  Phase 1 Go-live -October 2023	In Delivery  After an external review of progress, the project was rebased in January 2023.	Green	Red	Red	Amber 


					<p>Management Team, and Corporate ICT.</p> <p>Provisional dates for remaining Asset Management Workshops identified for April - May 2023.</p> <p>Data Migration: Preparation for planned Data Pass in April-May 2023 has continued. Document Management / SharePoint EDRMS Scoping Study: Workshops led by TSG have been completed across the Housing and Property Service. Follow-up Sessions have been undertaken - draft Report setting out findings from Workshops</p>						
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					<p>issued for EFDC review and EFDC has provided feedback. The first draft of the Functional Requirements Document (this is the main output from the Scoping Study) is due w/c 27<sup>th</sup> March. Business Case to be developed and reviewed at April PMO / Steering Committee.</p> <p>Change management – Change Impact Assessment (CIA) review meetings for Phase 1 completed for Repairs / Asset Management, Home Ownership,</p> <p>Corporate Debt (Former Tenant Arrears).</p>						
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					Log of Actions from CIA Meetings has been developed and is maintained on an ongoing basis.						
CPP019	Epping Leisure Centre - Contract Agreement & Implementation	Contract and agreement between Epping Forest District Council and Places Leisure Management Ltd for the design, build, operation and maintenance of the proposed new Epping Sports Centre. Places for People Leisure Management Ltd. were appointed in April 2020 to lead on the development and construction of the new Epping Leisure Centre. The existing Design, Build, Operate and Maintain arrangement in the existing Contract will form the basis of the project and	Contract & Technical	James Warwick	In January 2021, Cabinet agreed that the new leisure centre in Epping is to be delivered by Places Leisure under the DBOM contract (as the Waltham Abbey Leisure Centre). A formal Deed of Variation has been issued and an external legal adviser has been appointed to prepare and negotiate the DBOM contract variation. Tenders have been received and evaluated for the construction of the new leisure centre. A report	Cabinet Report to award construction contract and request for additional capital funding approved. -March 2023.  Construction starts on Leisure Centre -Q3 2023.	In Delivery	No data	No data	Green	Green 


		<p>will be agreed through Deed of Variation.</p> <p>Objectives - Agree contract variation and subsequent management fee. Successfully build a new leisure center in Epping, on time and within budget."</p>			<p>requesting additional capital funding approved by Cabinet on 13<sup>th</sup> March. The construction phase of the new Epping Leisure Centre is expected to Q3 2023, with a two-year construction period.</p>						
CPP026	Waste Management Contract (Extend or Procure)	<p>To review options in respect of the waste management contract with Biffa at the end of the first ten-year term on 4 Nov 2024 and decide whether to extend for another ten years or go out to procurement.</p> <p><b>Objectives</b> - Determine whether to extend the Waste Contract or go out to procurement</p>	Contract & Technical	James Warwick	<p><b>November:</b> Informal cabinet meeting on 17th August where Biffa presented current issues and additional costs for contract extension.</p> <p>Biffa have still not formally presented waste contract extension proposals and costings.</p> <p>Ongoing service delivery issues</p>	<p>Cabinet report for waste depot approved in Feb &amp; procurement of waste fleet approved.</p> <p>-Feb &amp; Mar 2023</p> <p>Procurement Notice and documentation to be issued to Market.</p> <p>-March 2023.</p>	In Delivery	Green	Green	Green	Green 

				<p>with current contractor.</p> <p>A PIN (Prior Information Notice) was issued on 24 August as a soft market exercise to see if waste contractors would be interested in bidding if the contract were to go to procurement. 6 waste contractors have expressed interest to date, meetings have taken place and all contractors are interested in tendering if contract goes to market.</p> <p>Cabinet Report asking for formal approval to go out to procurement for the waste contract will be determined on 10th October.</p>	<p>Evaluation of SQ Submission -14<sup>th</sup> April to 5<sup>th</sup> May 2023.</p> <p>Notification of Shortlisting to Invitation to Submit Initial Tender (ISIT) Stage -w/c 8<sup>th</sup> May 2023</p>				
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					Portfolio Holder Advisory Group on Waste approved at Cabinet in November.						
CPP054	Transfer Services into Qualis	It is proposed that the transfer of Grounds Maintenance will take place on or about 17th April 2023. The reason for the transfer is with the Council's support, Qualis has established a vision for itself as a property company promoting and undertaking property development, management, and maintenance. The Council has the opportunity to use this vehicle to group together and transfer services which fall under this heading to Qualis Management with the intention that they can be run in a	Technical Services	Mandy Thompson	<p>Progress: Staff Consultation completed.</p> <p>Client-side Role profile evaluated, agreed assimilation.</p> <p>SLA drafted – developing KPI's.</p> <p>3-month secondment agreed for back-office support 2 days weekly</p> <p>Action Plan: Agreed secondment of BS staff to support transfer 2 days per week.</p>	<p>RTL Consultation - Completed</p> <p>Cabinet Update -circulated 23/01/23</p> <p>TUPE Consultation started - 14/02/23.</p> <p>Transfer of Service – rescheduled to 01/05/23 for administration and financial simplicity.</p>	Service Design/ Scoping	No data	No data	Green	Green 

		more agile way, benefiting from a private sector performance approach, and by using their skills and equipment to attract other new, non-Epping Forest District Council business. This will constitute a relevant transfer under the Regulations.			Agree SLA and KPI						
CPP090	North Weald Master Planning/Enterprise Zone	To support programme for delivery. A master planning exercise to best inform EFDC as to the options available to make best use of the employment land Objectives - To achieve maximum value from development opportunities in line with council ambition to be set out at the conclusion of the master planning exercise.	Economic Development	Darren Goodey	The latest version of the Master plan has been reviewed by Simon Rutter from Qualis and the Exec Team. After that The North Weald Airfield Master Plan has been endorsed by Cabinet and so this project is now complete.	Final Master Plan revision made by RPS following comments by Senior Officers. - Dec 22  Master Plan agreed by Senior officers. - Jan 23  Master Plan presented to Cabinet - March 23	Service Design/Scoping	Not Started	Green	Green	Blue 




<p>CPP096</p>	<p>Local Plan</p>	<p>Adoption of the emerging Local Plan. It sets out the vision, objectives and policies for meeting and shaping the districts development needs and its distribution up to 2033 - replacing the existing 2006 and 2008 Local Plans.</p>	<p>PP &amp; Implementation</p>	<p>Nigel Richardson</p>	<p>The emerging Local Plan is at an advanced stage in its Examination following the Main Modifications (MM's)          Consultation in Summer 2021 and the collated representations published online and provided to the Inspector in October 2021, who then went on maternity leave. Despite assurances that her final report would be issued by April 2022, she was replaced instead by a new inspector who on 16 June 2022 issued to us a schedule containing necessary changes &amp; reasons for them in order to meet the tests</p>	<p>Consultation of Further MM's for 6 weeks (end date 9 December 2022). - 28 October 2022          Further MM's reps collated and sent to Planning Inspectorate (PINS) - Dec 2022          MM word changes sent to Council - 6 Jan 2023          Final schedule of MM's sent back - 13 Jan 2023          Report sent from PINS to be fact checked by Council and returned. - early Feb 2023          Final receipt of report from</p>	<p>In Delivery</p>	<p>Amber</p>	<p>Amber</p>	<p>Amber</p>	<p>Green  </p>
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					<p>of soundness as set out in the National Planning Policy Framework. We responded to his 50 actions and publicly consulted on a new schedule of further MM's which finished on 9 December 2022. The Inspector has considered these and requested the Council prepare and return the final schedule. DLUHC have viewed his report and it is now on its way for fact checking. Anticipated adoption report to meeting of Council in Q4.</p> <p>The emerging Local Plan is at an advanced stage in its Examination following the</p>	<p>PINS - Mid Feb 2023</p> <p>Report to meeting of Council for Local Plan adoption - End Feb/ early March 2023</p>					
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					<p>Main Modifications (MM's) Consultation in Summer 2021 and the collated representations published online and provided to the Inspector in October 2021, who then went on maternity leave. Despite assurances that her final report would be issued by April 2022, she was replaced instead by a new inspector who on 16 June 2022 issued to us a schedule containing necessary changes &amp; reasons for them in order to meet the tests of soundness as set out in the National Planning Policy Framework. His 50 actions were</p>							
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					responded to and publicly consulted on a new schedule of further MM's which finished on 9 December 2022. The Inspector and DLUHC issued their final report and considered the Local Plan to be sound. Local Plan and report adopted at meeting of Council on 6 March 2023. Any legal challenge must be made by 22 April 2023, following the publication of the adoption statement on 14 March 2023.						
CPP141	M3 PP Proposal	M3 PP is a case management system used for complaints management, regulatory systems and enforcement.  The project is	Commercial & Regulatory	Mandy Thompson	Secured date for Civica Demo (to be held with only Project Sponsor & Project Manager at this stage). There is NEC positive	Complete workshops & receive indicative quotes from all 4 main suppliers - February 23	Service Design/ Scoping	Green	Green	Green	Green 

		<p>required due to the current M3 system being decommissioned shortly. Any point imminently, EFDC will get notification of 12 months to closure. From then on it will be unsupported – i.e., no upgrades being done, and it will therefore not be secure.</p> <p>Year ago, the idea was to transfer into Azure, but after initial work, Azure worked out too expensive.</p>			<p>system engagement ongoing. We have received ARCUS indicative cost profile.</p> <p>Satisfied NEC requirements will enable indicative cost profile to be built. Project has been notified that NEC will release formal notification of M3's de-support in early April 23</p> <p>Civica &amp; NEC supplier workshops were held with key members of Public Protection, and indicative pricing was confirmed from Civica &amp; NEC</p> <p>Project Board debated all supplier</p>	<p>Board agrees preferred delivery option in advance of seeking Steering Group approval to proceed - March 23</p>					
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					<p>solutions &amp; agreed a preferred supplier</p> <p>Project requests Joint Portfolio &amp; Stronger Communities Steering Group approval to proceed with preferred option; direct award to NEC to migrate from M3 to Assure (cloud hosted).</p> <p>Project Sponsor to present a slide to support the Projects decision.</p>						
CPP153	People Programme	The People Strategy Programme is a multi-layered programme consisting of a number of workstreams, the current People Strategy will conclude April 2022 with a newly designed People Strategy commencing April	People	Paula Maginnis	<p><b>Attracting Onboarding &amp; Retaining Talent (CPP100)</b></p> <p>Project has launched and further developments will now be included in BAU.</p>	<p>Moving into LIVE environment - 31/12/2022</p> <p>Roll out of new system- 31/03/2023</p> <p>Finalizing version 1 of the strategy (post Corporate</p>	In Delivery	Green	Green	Green	Green 

		<p>2023 to April 2027:</p> <p>Attracting Onboarding &amp; Retaining Talent (CPP100) - Fully integrated iTrent iRecruitment system to manage the complete candidate journey from attraction, selection, onboarding and retention. Development of new People Strategy 23/27</p>			<p><b>Development of new People Strategy 2023/2027</b></p> <p>Final draft of the new People Strategy has been completed and was be sent to Exec/SLT/WLT for review and feedback WC 6th Feb 23. Feedback was reviewed WC 20th Feb and amends were added to the People Strategy.</p> <p>Final draft of the new People Strategy has been completed and was sent to Portfolio Holder for review and feedback. Feedback is being reviewed any amends to the People Strategy will be made.</p>	<p>Plan finalizing) - 31/01/2023</p> <p>Session with SLT to finalise strategy – Feb/March 2023 – Completed</p> <p>Session with Portfolio Holder to finalise strategy– March 2023</p> <p>Finalising Strategy Scrutiny Committee session – April 2023</p> <p>Finalising Strategy Cabinet session– June 2023, after meeting with Scrutiny Committee – If Required</p> <p>Roll out of new strategy - 01/04/2023</p>					
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					Development of new People Strategy 2023/2027 Exec and SLT/WLT signed off People Strategy early March 2023. Review of feedback and any amends incorporated into People Strategy to reflect – Final version stage – March 2023						
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Progress updates will be presented as agreed to Overview and Scrutiny on a quarterly basis and reflect the previous reporting quarter.

The Corporate Performance Report reflects key progress updates for identified Priority Projects within the EFDC Portfolio and KPI targets and actuals.

**Strategic Projects - Quarterly Progress Updates**

**Quarterly KPI Reporting**



Key Performance Indicator	Owner	22/23	Target	Actual	Comments
<b>Customer Services:</b> Overall Customer Satisfaction	Rob Pavey	Q1	80%	55.85%	Most dissatisfaction came around the Waste services, Ride London, the Energy Rebate for Council Tax, and elections
		Q2	80%	54.60%	Continued dissatisfaction regarding missed waste collections and some concerning the energy rebate, with customer expectation on when receiving payments.
		Q3	80%	58.18%	Customer Satisfaction is low primarily due to the issues with the waste service and continuous missed collections. This was aggravated further by the spell of bad weather at the beginning of December, and Biffa unable to catch up with missed collections. This has resulted in an increased volume of calls and emails to the contact center, with increased wait times for residents holding to speak to advisors.
		Q4	80%	60.53%	Still some dissatisfaction remaining around the waste and recycling services, this is improving but the result reflects the dissatisfaction expressed following the Christmas to New Year period to date. With the introduction of the data capture process, we will have a better insight into where the dissatisfaction is coming from.
<b>Customer Services:</b> First Point Resolution	Rob Pavey	Q1	45%	70.90%	Team performs well and changing the target is under consideration. The earliest suggestion is for next year due to amount of pressure that the team is going through right now.

		Q2	45%	73.9%	The contact centre continues to work with technical areas to enhance & update the agent scripts, enabling increased first point resolution. The intention is to increase the target next year.
		Q3	45%	66.8%	There has been a slight decrease in the number of calls resolved at first point, this is down to the knock-on effect of the waste service issues.
		Q4	45%	69.44%	The team continue to perform well. Working with service areas ongoing to continuously improve agent scripts has been of great benefit. The intention is to increase the target to 70% on the proviso that we get agreement to the website improvements project which means that we can deflect more customers to digital, freeing up time to work with back-office teams, further enhancing the agents' scripts & in turn increasing FPR.
<b>Customer Services:</b> Complaints resolved within SLA	Rob Pavey	Q1	85%	89%	Last Qtr 88 complaints in total, significant increase this Q1 to 128 due to the Biffa Crisis with a total of 51 formal complaints for Waste. 40% of all complaints are waste/missed collection related.
		Q2	85%	94%	Q1 128 complaints in total, a significant increase this quarter to 192. 71% of these complaints are regarding the ongoing waste collection issues. 98% of waste complaints were responded to within SLA, hence the 94% result.
		Q3	85%	90%	153 complaints for Q3, a reduction on the previous quarter, however still significantly high volumes driven by missed collections, impacted by adverse weather, and missed collections between Christmas & New Year.
		Q4	85%	94%	<ul style="list-style-type: none"> <li>• 258 complaints for Q4, a significant increase on the previous quarter.</li> <li>• 94% handled within 10 working days.</li> <li>• 7 escalated to the stage 2 process (a reduction on last quarter)</li> </ul>

					<p><b>Service Areas with significant volume</b></p> <ul style="list-style-type: none"> <li>• <b>Waste</b> - 59% of the complaints received are relating to the Missed Bin/Biffa situation. 97% were responded to within SLA.</li> <li>• <b>Qualis</b> - complaints continue to be boiler/heating related and for expectations of appointments. 96% were responded to within SLA.</li> </ul>
<p><b>Community Health and Wellbeing:</b> No of homelessness approaches</p>	<p>Danielle Blake</p>	<p>Q1</p>	<p>n/a</p>	<p>277</p>	<p>This represents a 7% increase on the same period last year. Q1 last year 258 (av. 86 per calendar month) vs. 277 this year (av. 92 per calendar month)</p>
		<p>Q2</p>	<p>n/a</p>	<p>313</p>	<p>Q2 last year 229 (av. 76 pcm) vs. 301 (av. 100 pcm)  This represents a 31% difference on the same period last year.</p>
		<p>Q3</p>	<p>n/a</p>	<p>247</p>	<p>Q3 last year 191(av. 63 pcm) vs. 247 (av. 82 pcm)  This represents a 22% increase on the same period last year.</p>

		Q4	n/a	Data to Follow	Data to Follow
<b>Community Health and Wellbeing:</b> No of households in Temporary Accommodation	Eleanor Green	Q1	n/a	116	This represents an 8% increase on the same snapshot figure last year and is comparable with the increase in homeless approaches.
		Q2	n/a	126	This represents an 24% increase on the same snapshot figure last year and is comparable with the increase in homeless approaches.
		Q3	n/a	120	Slight reduction from last quarter which is normal for this time of year. (In December and over the Christmas period 'good will' from family and friends prevent people needing temporary accommodation)
		Q4	100	115	Another slight reduction from last quarter due to the hard work of the team, however this still represents a 5% increase compared to the same period last year.
<b>Community Health and Wellbeing:</b> Engagement in community, physical or cultural activity	Gill Wallis	Q1	3500	3207	The target is even per quarter, but there is higher engagement in the summer quarter due to holiday activities. The actual numerical value matches one that EFDC achieved last year.
		Q2	3500	5713	Last quarterly we were slightly under this and may also be in Q3 and Q4 as there is an increase in our provision over the summer months with our holiday programming.
		Q3	3500	3114	Q3 is less than Q2 due to the additional provision in the summer months.
		Q4	3500	3253	Data to Follow

<b>Community Health and Wellbeing:</b> No of families in B&B accommodation for 6 weeks+	Eleanor Green	Q1	0	0	This is a national target – no families in B&B for more than 6 weeks. We try not to use B&B for families in any event and have so far been able to avoid it.
		Q2	0	0	This is a national target – no families in B&B for more than 6 weeks. We try not to use B&B for families in any event and have so far been able to avoid it.
		Q3	0	1	Increased demand on our service due to Cost of Living Crisis – more people are now homeless.
		Q4	0	0	This is a national target – no families in B&B for more than 6 weeks. We have managed to avoid this, this quarter.

<b>Contracts: Club Live membership (Fitness Membership)</b>	James Warwick	Q1	n/a	Epping: 1,253  Loughton: 3,779  Ongar: 1,121  Waltham Abbey: 2,449	Epping -26% decrease from previous quarter. Loughton -14% decrease from previous quarter. Ongar - 15% decrease from previous quarter. Waltham Abbey - 6% decrease from previous quarter.  The decrease in gym memberships is due to the rising costs of living and people are looking to make savings and cancelling gym memberships.
		Q2	n/a	Epping: 1,243  Loughton: 3,943  Ongar: 1,115  Waltham Abbey: 2,403	Epping - 10 less than previous quarter Loughton - Increase of 164 from previous quarter Ongar - 6 less than previous quarter Waltham Abbey - 46 less than previous quarter  The reduction in gym membership at Epping, Ongar and Waltham Abbey could be due to the rising cost of living and may also be due to seasonal changes, the summer months tend to see less gym usage and some memberships may have stopped over the summer months. Loughton ran a gym membership promotion during this quarter which we will look to run at the other centers.
		Q3	n/a	Epping:	Epping – 6 less than previous quarter

			<p>1,237</p> <p>Loughton: 3,795</p> <p>Ongar: 1,064</p> <p>Waltham Abbey: 2,319</p>	<p>Loughton – 148 less than previous quarter Ongar – 51 less than previous quarter Waltham Abbey – 84 less than previous quarter</p> <p>Decrease in club live memberships across all leisure centers this quarter. This is primarily due to cost-of-living concerns, as new research shows leisure centre users are cancelling memberships due to cost-of-living concerns. As a result of this, Places Leisure is offering discounts or promotion codes for monthly membership prices.</p>
	Q4	n/a	<p>Epping: 1,257</p> <p>Loughton: 3,860</p> <p>Ongar: 1,080</p> <p>Waltham Abbey: 2,580</p>	<p>Epping – Increase of 20 from previous quarter. Loughton – Increase of 65 from previous quarter. Ongar – Increase of 16 from previous quarter. Waltham Abbey – Increase of 261 from previous quarter.</p> <p>Good increase in club live memberships across all four centres. January - March is a vital quarter for the leisure industry and Waltham Abbey &amp; Loughton centres' club live figures have exceeded pre-Covid levels.</p> <p>Please note the KPIs for Q4 are indicative as the actual March 2023 figures are not yet out.</p>

<b>Contracts: Club Live membership (Swimming Membership)</b>	James Warwick	Q1	n/a	Loughton: 517  Ongar: 176  Waltham Abbey: 415	Loughton - 2% decrease from previous quarter. Ongar - 35% increase from previous quarter. Waltham Abbey - 9% increase from previous quarter.  Generally, the number of swimming memberships continues an upward trend and increases each quarter.
		Q2	n/a	Loughton: 518  Ongar: 164  Waltham Abbey: 446	Loughton - Increase of 1 from previous quarter. Ongar - decrease of 12 from previous quarter. Waltham Abbey - Increase of 31 from previous quarter  Small decrease at Ongar and increases at Loughton and Waltham Abbey.
		Q3	n/a	Loughton: 487  Ongar: 155  Waltham Abbey: 445	Loughton – Decrease of 31 from previous quarter. Ongar – Decrease of 9 from previous quarter. Waltham Abbey – Decrease of 1 from previous quarter.  Decrease in swimming memberships across the three centers this quarter. New national study reveals this is primarily due to cost-of-living concerns.



		Q4	n/a	Loughton: 471  Ongar: 151  Waltham Abbey: 288	<p>Loughton – Decrease of 16 from previous quarter. Ongar – Decrease of 4 from previous quarter. Waltham Abbey – Decrease of 157 from previous quarter.</p> <p>Decrease in swimming memberships across the three leisure centres. The increase in club live figures suggest more users are applying for fitness memberships to benefit from access to gyms, swimming pools and fitness classes (there have been discounts and promotions on monthly fitness membership prices).</p> <p>Please note the KPIs for Q4 are indicative as the actual March 2023 figures are not yet out.</p>
<b>Contracts:</b> No. of people on Learn to Swim Programme (Swimming Lessons)	James Warwick	Q1	n/a	Loughton: 2,776  Ongar: 861  Waltham Abbey: 1,731	<p>Loughton - 4% increase from previous quarter. Ongar - 8% decrease from previous quarter. Waltham Abbey - 15% increase from previous quarter.</p> <p>No. of people attending swimming lessons continues to increase monthly.</p>
		Q2	n/a	Loughton: 2,800  Ongar: 854	<p>Loughton - Increase of 24 from previous quarter. Ongar Decrease of 7 from previous quarter. Waltham Abbey - Increase of 77 from previous quarter.</p> <p>No. of people attending swimming lessons continues to increase at Waltham Abbey and Loughton but small decrease at Ongar. Shortage of swimming teachers has led to some lessons being cancelled.</p>

				Waltham Abbey: 1,808	
		Q3	n/a	Loughton: 2,803  Ongar: 841  Waltham Abbey: 1,725	Loughton – Increase of 3 from previous quarter. Ongar – Decrease of 13 from previous quarter. Waltham Abbey – Decrease of 83 from previous quarter.  No. of people attending swimming lessons continue to increase at Loughton Leisure Centre, however, there is a decrease at Ongar and Waltham Abbey. This is due to cost-of-living concerns and a shortage of swimming teachers which has led to some lessons being cancelled.
		Q4	n/a	Loughton: 2,492  Ongar: 777  Waltham Abbey: 1,685	Loughton – Decrease of 311 from previous quarter. Ongar – Decrease of 64 from previous quarter. Waltham Abbey – Decrease of 40 from previous quarter.  Decrease in the number of swimming lessons across all three leisure centres. This is primarily associated with cost-of-living concerns and a shortage of swimming teachers which has led to some lessons being cancelled.  Please note the KPIs for Q4 are indicative as the actual March 2023 figures are not yet out.
<b>Contracts Waste:</b> Recycling rate	James Warwick	Q1	60%	57.34%	Slightly below target due to missed collections (figures have not been verified by ECC)
		Q2	60%	58.32	Slightly below target due to missed collections.
		Q3	60%		Not available this quarter due to ongoing issues

		Q4		Data to Follow	Data to Follow
<b>Contracts Waste:</b> Reduction in household waste	James Warwick	Q1	0.100kg/ household	0.103kg	Marginally above our target as we have seen larger waste generated since the pandemic and more people working from home. There were also street parties this quarter due to the Jubilee that generate additional waste.
		Q2	0.100kg/ household	0.182kg	Marginally above our target as we have seen larger waste generated since the pandemic and more people working from home. Missed collections may also have an impact.
		Q3	0.100kg/ household	Data to Follow	Data to Follow
		Q4	0.100kg/ household	Data to Follow	Data to Follow
<b>Housing Management:</b> Rent Arrears	Pam Wharfe	Q1	<1.55%	1.49%	
		Q2	<1.55%	1.89%	There has been an increase in arrears due to system issues. This has resulted in delays in posting payments and also the Housing Benefit income. This is a short-term issue, and we expect the arrears figures to reduce agree from the end of Q3.
		Q3	<1.55%	1.83%	The department has been short of staff during the Christmas period, annual leave, one long-term sickness and one vacant post. This has impacted on performance, which will be better by the end of the financial year.

					<p>Breakdown:</p> <p>What % of the rent due from our council home tenants was paid? 100.00%Met: 100.2%</p> <p>Rent arrears of current housing tenants as a percentage of rent debit (both social and affordable rent) 1.85%Met: 1.83%</p> <p>Former tenant rent arrears collected (cumulative)£60,000.00Not met: £33099.27</p>
		Q4	<1.55%	Data to Follow	Data to Follow
<p><b>Planning and Development:</b> Percentage of applications determined within agreed timelines: Major</p>	<p>Nigel Richardson</p>	Q1	80%	100%	
		Q2	90%	100%	<p>Eight applications determined in time, including those where the end date has been extended with the agreement of the applicant.</p>
		Q3	80%	87%	<p>More complex applications, generally reported to planning committees. 2 out of 15 applications unfortunately went overtime, but despite this, the target is still being achieved.</p>
		Q4	80%	Data to Follow	Data to Follow

<b>Planning and Development:</b> Percentage of applications determined within agreed timelines: Minor	Nigel Richardson	Q1	90%	75%	A new system is currently in place which has resulted in KPI data not yet being available. Should the KPI data be received prior to O&S then this will be updated within the meeting itself. Should it not then this will be updated when Q2 data is collected.
		Q2	90%	64%	110 out of 173 determined in time. Performance affected by a combination of the crossover between the old and new planning application cloud-based system causing some registration delays in the summer. The issue has been overcome and registration is quicker as a result.
		Q3	90%	66%	194 out of 293 applications were made in time up to Q3, which improves on Q2, reflecting that the previous backlog of applications due to the air quality impact of new development on the Forest is gradually reducing.
		Q4	90%	Data to Follow	Data to Follow
<b>Planning and Development:</b> Percentage of applications determined within agreed timelines: Other	Nigel Richardson	Q1	90%	72%	A new system is currently in place which has resulted in KPI data not yet being available. Should the KPI data be received prior to O&S then this will be updated within the meeting itself. Should it not then this will be updated when Q2 data is collected.
		Q2	90%	72%	389 out of 537 determined in time. Performance affected by a combination of the crossover between the old and new planning application cloud-based system causing some registration delays in the summer. Issue has been overcome and registration is quicker as a result.

		Q3	90%	75%	666 out of 887 applications were decided in time in this category up to Q3. These are in the main household extensions and the majority are determined under officer delegated powers. Performance has improved for Q3.
		Q4	90%	Data to Follow	Data to Follow
<b>Planning and Development:</b> Housing Delivery Test progress	Nigel Richardson	Q1	n/a	Data will be provided following completion of Q4	This is KPI is measured annually. Data to follow
		Q2			
		Q3			
		Q4			
<b>People:</b> Diversity & Inclusion – % of workforce by Ethnicity	Paula Maginnis	Q1	No targets are set but People Team have developed workforce KPI data insights and dashboards. The district's Census	Black and Minority Ethnic 5.75%  White – all 70.03%  Not Stated 24.22%	This is voluntary information from employees and the actual figures may be higher than what is reported.  A large number of employees remain unwilling to disclose their ethnicity information however the People team will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022

		<p>data relating to ethnicity is not released until 29.11.2022</p>		
	<p>Q2</p>	<p>No targets are set but People Team have developed workforce KPI data insights and dashboards. The district's Census</p>	<p>Black and Minority Ethnic 6.13%</p> <p>White – all 70.58%</p> <p>Not Stated 23.29%</p>	<p>This is voluntary information from employees and the actual figures may be higher than what is reported.</p> <p>A large number of employees remain unwilling to disclose their ethnicity information. However, the People team will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022.</p>

		<p>data relating to ethnicity is not released until 29.11.2022</p>		
	<p>Q3</p>	<p>No targets set but as a comparison it is useful to know the local context via the Census data.</p> <p>Census data <b>2011</b>          White 90.5%          Ethnic Minorities 9.5%</p> <p><b>2021</b></p>	<p>Black and Minority Ethnic 6.68%</p> <p>White – all 71.18%</p> <p>Not Stated 22.14%</p>	<p>Internally, this is voluntary information from employees and the actual figures may be higher than what is reported.</p> <p>The number of employees unwilling to disclose their ethnicity information is reducing. The People Team are developing the onboarding process which will capture this information at the start of the candidate journey. Also, they will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022.</p>



		<p>White 84.1% Ethnic Minorities 15.9%</p>		
	<p>Q4</p>	<p>No targets set but as a comparison it is useful to know the local context via the Census data.</p> <p>Census data <b>2011</b> White 90.5% Ethnic Minorities 9.5%</p> <p><b>2021</b> White 84.1%</p>	<p>Black and Minority Ethnic 6.39%</p> <p>White – all 72.08%</p> <p>Not stated 21.53%</p>	<p>Internally, this is voluntary information from employees and the actual figures may be higher than what is reported.</p> <p>The number of employees unwilling to disclose their ethnicity information is reducing. The People Team are developing the onboarding process which will capture this information at the start of the candidate journey. Also, they will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022.</p>

			Ethnic Minorities 15.9%		
<b>People:</b> Diversity & Inclusion – % of workforce with Disability	Paula Maginnis	Q1	n/a The district's Census data relating to disability will not be released until January 2023	5.92%	<p>This is voluntary information from staff and the actual figure may be higher than what is reported.</p> <p>The People Team will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022. We are working towards Disability Confident Level 2 and working with external charities, e.g. Shaw Trust, Change 100, and the Living with Disability publication to increase our engagement and hiring of people with disabilities.</p>
		Q2	n/a The district's Census data relating to disability will not be released until January 2023	5.6%	<p>This is voluntary information from staff and the actual figure may be higher than what is reported.</p> <p>The People Team will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022. We are working towards Disability Confident Level 2 and working with external charities, e.g., Shaw Trust, Change-100, and the Living with Disability publication to increase our engagement and hiring of people with disabilities.</p>

		Q3	n/a The district's Census data relating to disability will not be released until January 2023	5.62%	<p>This is voluntary information from staff and the actual figure may be higher than what is reported.</p> <p>The People Team will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022. We are working towards Disability Confident Level 2 and working with external charities, e.g., Shaw Trust, Change-100, and the Living with Disability publication to increase our engagement and hiring of people with disabilities.</p>
		Q4	2021 14% 5.8% day-to-day activity impacted a lot 8.2% day-to-day activity impacted a little	5.29%	<p>This is voluntary information from staff and the actual figure may be higher than what is reported.</p> <p>The People Team will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022. We are working towards Disability Confident Level 2 and working with external charities, e.g., Shaw Trust, Change-100, and the Living with Disability publication to increase our engagement and hiring of people with disabilities.</p> <p>The Council only collects data on whether an employee considers themselves to have a disability.</p>
<b>People:</b> Staff Turnover %	Paula Maginnis	Q1	11%	2.78%	Target is based on public sector median turnover rate which is 11% per annum.

		Q2	11%	3.85%	Target is based on public sector median turnover rate which is 11% per annum.
		Q3	11%	2.81%	Target is based on public sector median turnover rate which is 11% per annum.
		Q4	11%	6.64%	Target is based on public sector median turnover rate which is 11% per annum. The increase in this quarter represents the impact of the reduction to the establishment due to the budget process and has meant turnover is greater than 11% over the year
<b>People:</b> Sickness Absence – average number of days per employee	Paula Maginnis	Q1	2.15 Days	1.63 Days	Target is based on the mean average number of days lost per employee per quarter in 2020. We expect lower numbers than the 2.15 average throughout spring / summer and higher numbers than the average in autumn / winter.
		Q2	2.15 Days	1.9 Days	Target is based on the mean average number of days lost per employee per quarter in 2020. We expect lower numbers than the 2.15 average throughout spring / summer and higher numbers than the average in autumn / winter.
		Q3	2.15 Days	2.51	It is expected that Q3 figures would be higher than the average as it covers the autumn months. Whilst the figures have increased, they are on target.
		Q4	2.15 Days	1.79	Winter months usually see an increase in absence figures however this is not the case in this quarter.

## **Report to Overview and Scrutiny Committee**

**Date of meeting: 20 April 2023**

**Subject: Overview and Scrutiny 2022–23 Annual Report**

**Officer contact for further information: V Messenger (01992 564243)**

**Committee Officer: V Messenger (01992 564243)**

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### **Recommendations/Decision Required:**

**To consider and comment on the draft Overview and Scrutiny 2022–23 Annual Report attached.**

### **Report:**

1. The new scrutiny regime set up by the Council in April 2005 incorporates the Overview and Scrutiny Committee and the three select committees. It is produced in accordance with Article 6, Overview and Scrutiny Rule 37 of the Constitution, which requires an annual report to be submitted to the Council each year.
2. The Overview and Scrutiny 2022–23 Annual Report highlights scrutiny business undertaken during this municipal year for all four scrutiny committees.
3. The Committee is asked to consider and comment on the first draft of the Annual Report.
4. For information: the final draft version, subject to the agreement of the Overview and Scrutiny Committee at the July 2023 meeting, will be submitted to Council for approval on 25 July 2023.

### **Reason for decision:**

Annual report is in accordance with the Constitution Article 6, Overview and Scrutiny Rule 37.

**Options considered and rejected: N/A**

### **Consultation undertaken:**

This first draft is being considered by the Overview and Scrutiny Committee on 20 April 2023.

**Resource implications: N/A**

**Legal and Governance Implications: N/A**

**Safer, Cleaner, Greener Implications: N/A**

**Background Papers: None**

**Impact Assessments: N/A**

**Risk Management: N/A**

### **Equality:**

There are no equality implications arising from the recommendations of this report.

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A stylized illustration of a forest scene. The background is a light blue sky with green foliage. In the foreground, two deer are silhouetted against the trees. The text 'Epping Forest District Council' is overlaid on the scene in white, with a logo to the left.

 Epping Forest District Council

# **Overview and Scrutiny**

## **2022 – 23**

# **Annual Report**

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Report by: V Messenger, EFDC Democratic Services Officer (April 2023)



## **Chairman's welcome and introduction**

May I welcome members of Epping Forest District Council and introduce the 2022 – 23 annual report.

This annual report highlights the work undertaken by the Council's four scrutiny committees, the Overview and Scrutiny Committee and the three select committees – Stronger Communities, Stronger Council and Stronger Place that are aligned to the Council's key objectives and aims within its Corporate Plan.

This year, I supported a greater focus on scrutinising the Council's services and activities. Scrutiny of outside bodies where the Council was unable to affect or influence their activities was agreed to be held as all-member briefings.

May I take this opportunity to thank the chairmen and members of the select committees and especially my Vice-Chairman, Councillor David Wixley, for all his help and support throughout this challenging year.

And of course, I would like to thank all the officers who have worked so hard to keep the members of the scrutiny committees informed and their help in providing any background information that members needed to carry out their investigations.

***Cllr Helen Kane***

**Chairman of Overview and Scrutiny Committee**



## What is scrutiny?

- ▶ Scrutiny in local government is the mechanism by which public accountability is exercised.
- ▶ In practice the purpose of scrutiny is to examine, question and evaluate in order to achieve improvement.
- ▶ Value of scrutiny is to use research and questioning techniques to make recommendations based on evidence.
- ▶ Scrutiny enables issues of public concerns to be examined.
- ▶ At the heart of all the work is consideration of what impact Cabinet's plans will have on the local community.
- ▶ Overview and scrutiny functions are not meant to be confrontational or seen as deliberately set up to form an opposition to the Cabinet. Rather the two aspects should be regarded as 'different sides of the same coin'. The two should complement each other and work in tandem to contribute to the development of the authority.

Alongside its role to challenge, the scrutiny function has continued to thrive. Scrutiny members have engaged positively with the Cabinet, which is why a Cabinet member cannot be a member of a scrutiny committee. This scrutiny has continued to provide valuable contributions to the Council and the Cabinet remained receptive to ideas put forward by the scrutiny committees throughout the year. The Constitution also allows members to call-in Executive decisions and for the public to ask questions at the Overview and Scrutiny Committee.

## Scrutiny committees

### Overview and Scrutiny Committee

The main scrutiny committee has sole responsibility to discharge the Council's statutory duties and responsibilities under the Local Government Act 2000, as defined in the Constitution under [Article 6 – Overview and Scrutiny](#). All the scrutiny committees have a Terms of Reference. Their work programmes are continually updated throughout the year to reflect the progress of their ongoing scrutiny of Council business in relation to corporate performance reporting, service areas, strategies, policies and Qualis.

The committee regularly reviews the Cabinet's Forward Plan of Key Decisions to identify suitable matters for its work programme and for the overview of specific decisions being proposed. The Cabinet can equally ask Overview and Scrutiny to pre-scrutinise any of its business.

### Select Committees

Restructured into three select committees at the start of the 2019/20 municipal year, they are mainly aligned with the Council's Corporate Plan 2018-2023 and the three pillars of its corporate ambitions:

- **Stronger Communities**
- **Stronger Council**
- **Stronger Place**

Their Terms of Reference are agreed by the Overview and Scrutiny Committee at its first meeting in the municipal year, which sets out a rolling programme of ongoing and cyclical issues specific to their corporate alignments. A lead officer of the Executive Leadership Team, appointed to each select committee, helps to facilitate this and co-ordinates member-led scrutiny throughout the year.

### Task and Finish Panels

These panels can be set up by the Overview and Scrutiny Committee to deal with ad-hoc projects or reviews that are included in the annual work programme for overview and scrutiny. The Panels are restricted to those activities which are issue-based, time limited and non-cyclical in character and also have clearly defined objectives.

## Overview and Scrutiny Committee

The Overview and Scrutiny Committee held six meetings this municipal year. The committee membership was approved at Annual Council on 26 May 2022. The first meeting of the Overview and Scrutiny Committee was held on 16 June 2022 when the 2022/23 membership appointments to the select committees and the chairmen and vice-chairmen positions were approved. Councillor C Whitbread, Leader of Council, also presented an overview of the Council's corporate priorities.

### Members for 2022–23



**CHAIRMAN:**  
**Councillor Helen Kane**

**VICE-CHAIRMAN:**  
**Councillor David Wixley**

### COUNCILLORS:

Raymond Balcombe, Roger Baldwin, Richard Bassett, Pranav Bhanot, Elizabeth Gabbett, Ian Hadley, Steven Heather, Bob Jennings, Jeane Lea, Jaymey McIvor, Stephen Murray, Smruti Patel Janet Whitehouse

Led by the new incoming Chairman of Overview and Scrutiny, a general set of principles was agreed with the newly appointed select committee chairmen and vice-chairmen at the first Joint Meeting of Overview and Scrutiny Chairmen and Vice-Chairmen on 28 June 2022.

### General principles

- Less scrutiny of outside bodies where the Council was unable to affect or influence their activities. Where members would like to understand the work of these bodies, this might take the form of an all-members briefing and not form part of the scrutiny function.
- A greater focus on the financial overview of the Council's activities.
- Cabinet members should be more accountable to scrutiny for their service responsibilities.
- The implementation of agreed actions should be tracked by each committee.
- Project closure reports be made generally available to all councillors and not just available upon request.
- The function of scrutiny should be to assist Cabinet through pre-scrutiny of decisions.
- Scrutiny committee chairmen would attend Cabinet to present their committee's discussion on items coming through scrutiny to Cabinet.

- Performance Reporting (KPIs) should focus on exceptions and better explanations would be provided for these. Accountable officers should be on hand (virtually) to provide further information, if required.
- Strategies and policies generally to go through the Select Committees unless central to the Council's Corporate Plan objectives.
- Key Qualis decisions to go through the Overview and Scrutiny Committee.




## Pre-scrutiny highlights

### Corporate Plan 2023 - 2028

The committee pre-scrutinised the Council's Corporate Plan 2023 – 2027 introduced by the Continuous Improvement Specialist (N Gambrell) on 27 September 2022. This key strategic plan detailed a new set of corporate aims including a new set of key results, developed to support the aims and key objectives. These corporate aims would be reviewed annually through objectives and key result measures, to deliver and work towards the achievement of each objective that year. The report included digital links to improve reader use. The committee made several suggestions during its scrutiny of the Corporate Plan. It was subsequently agreed by the Cabinet on 10 October and adopted by Council on 20 December 2022.

### Corporate Plan Key Action Plan Year 5 2022/23

Detailed pre-scrutiny by the committee was undertaken on a quarterly basis with quarter 1 on 27 July 2022, quarter 2 on 17 November, quarter 3 on 31 January 2023 and quarter 4 on 20 April. These reports detailed the project status summaries, key milestones and RAG status for those projects identified as 'priority projects' within the portfolio aligned to the corporate objectives of the Council. All KPIs regardless of status were also included with comparisons to previous quarters, so progress could be tracked. The committee reviewed the performance data in detail at their meetings.

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

### Qualis 1-Year Business Plan

The Strategic Director and Section 151 Officer, A Small, introduced the 1-Year Qualis Business Plan at the 27 September meeting. Currently, in the rapidly changing economic climate, considerable economic pressures were not limited to the Council's finances and residents, but also to the Council's partners, e.g., in the construction industry. Although Qualis should produce a 4-Year business plan under the Shareholder Agreement, in this time of great uncertainty, the decision had been taken that a 4-Year Business Plan would be too challenging and be out of date sooner than forecast. The appendix to the report detailed the financial conditions and how Qualis would address them. Qualis had assessed its opportunities. It had reviewed the Council's commercial assets / portfolio with some success and therefore, the transfer of assets seemed the right time, as Qualis had more opportunities to maximise return. The Conder Building had been demolished. Development of the Epping Sports Centre site had started. The Council was confident good governance was robust at Qualis. S Jevans, Qualis Group Managing Director, continued that Qualis was building strong skills. There were challenges but the report set out the savings made,

and had identified the key risks, strategic priorities and was optimistic on growth. The committee's many scrutiny questions were mainly answered by the Finance Portfolio Holder, Councillor J Philip.

Minutes of the meeting can be viewed at [Overview and Scrutiny Committee 27 September 2022](#)

### **Transfer of Grounds Maintenance Service to Qualis**

An extra meeting of the committee was scheduled on 3 November 2022 to pre-scrutinise the business case for the transfer of this service ahead of the Cabinet decision on 7 November. The Strategic Director and Section 151 Officer introduced the report, which proposed to transfer the service in April 2023. Qualis had established a vision for itself as a property company promoting and undertaking property development, management and maintenance. The report provided a high-level summary of the current costs of delivering the existing in-house service, including an indicative Contract payment in the event of the transfer of the Grounds Maintenance service. The business case for the transfer represented an efficient way to deliver this service. It enabled the Council to reduce its back-office costs and offset these against the Qualis Management charge.

A lively debate followed as the committee's questions covered a wide range of concerns, which were mainly answered by the Finance Portfolio Holder along with the Strategic Director and Section 151 Officer.

However, the committee's recommendation to the Cabinet was that at this stage the committee felt unable to support the transfer of Grounds Maintenance to Qualis, as a proposed motion was carried. The Finance Portfolio Holder addressed the concerns raised by scrutiny members at the subsequent Cabinet meeting on 7 November. The Cabinet's decision approved the transfer of the Grounds Maintenance service to Qualis in April 2023, in accordance with the broad terms and approach proposed within the Cabinet report.

[The recording of 3 November meeting is available to view](#)

### **Qualis – Overview**

As members felt that a lot of people did not understand what Qualis was all about and in light of the committee being unable to support the transfer of service above, the Qualis Management team was invited to attend the next meeting. At the 31 January 2023 meeting, the Chairman introduced Qualis Group Managing Director, S Jevans, and the Managing Director of Qualis Management, B Johnson, who gave a presentation. This encompassed an oversight of the property management and housing repairs service Qualis provided on behalf of the Council. It also covered Qualis' values, complaints and lessons learnt, performance in 2020 / 21 and how the Council monitored Qualis and its key objectives. This presentation was included in the minutes of the meeting for information. Qualis Management also replied to a variety of questions from the members present.

### **Annual review of work undertaken by the Epping Forest Youth Council**

Our high-profile and national award-winning Youth Council comprised 23 young people, who represented 8 Epping Forest secondary schools, New City College (Epping Forest Campus) and one who was an independent and home schooled. These young people represented the views of their peers and wider school communities. The current cohort would stand down in May 2024. The committee was presented with an annual review of the work they had undertaken at the meeting on 20 April 2023. Paarth Patel and Olu Ayandare from Davenant Foundation, Sarah Chufoon from King Harold Business Academy and William Ayrton from Chigwell School highlighted the key areas of their work, which encompassed:

- ▶ **EFYC project 2022/23 'Repair My Pocket'** – focused on the cost-of-living crisis. Youth councillors had designed a 12-question survey and conducted street interviews at the Essex Police and EFDC community day of action. The survey was shared with all the District's secondary schools for students to complete. The aim was to assess how young people were being affected by financial pressures and to get a better understanding of how services could help them. The findings were presented at the Overview and Scrutiny Committee.

- ▶ **Jack Petchey Foundation Funding** – £1,000 was received from the Jack Petchey Foundation to help educate young people about scammers. This was used to purchase 800 copies of the 'Little Book of Scams'. Youth councillors arranged a presentation to students in year 10 and above in their own schools during the spring term when these were distributed. Produced by Thames Valley Police, the Little Book of Big Scams was a valuable resource to avoid being scammed and losing money.
- ▶ **Independent Advisory Group (IAG) Safety Survey** – three youth councillors attended the Brentwood and Epping Forest IAG. Youth councillors presented the results of a survey that had been conducted in all schools by the end of the spring term to identify how safe young people were feeling in their area and in their schools. It covered safety, including speeding, inappropriate parking, street lighting, scams and crime.
- ▶ **MiLife Blue (legacy project)** – the successful MiLife C19 mental health project for schools was designed by the 2021/22 youth councillors. The Council and the Red Balloon Foundation jointly worked on a new model to update the resources. The project remained available to local schools in the new format but was only available to schools outside the District at a cost. The project renamed MiLife Blue, supported a trauma informed response to young people dealing with mental health issues. This would sit alongside the inaugural award winning MiLife Green project, which related to more general mental health awareness.
- ▶ **EFYC Training** – youth councillors had completed their intensive induction training, covering professionalism, team building, leadership, presentation skills and public speaking. Their training would continue to address projects such as Dementia Friends, Hate Crime, Gaming and Gambling addiction, the environment, Ride London and positive mental health.

### Routine scrutiny business

Scrutiny undertaken by the Overview and Scrutiny Committee at every meeting included:

- ▶ **Key Decision List** – regularly reviewing the Cabinet's Key Decisions enabled the committee to identify appropriate matters for the overview and scrutiny work programme and the overview of specific decisions proposed in the Forward Plan.
- ▶ **Work programme** – the committee regularly reviewed its progress on business transacted and also to identify additional items for its current work programme. Scrutiny of the Epping Forest District Museum's operating model was added to the work programme for 2023/24. It was envisaged the timeframe would extend to a 2-year period.
- ▶ **Select committees' business** – the Chairmen of the select committees had the opportunity to report back on their progress against the achievement of their respective work programmes and make any recommendations to the Overview and Scrutiny Committee.

### Public questions

Public scrutiny in action at the 17 November 2022 meeting saw a resident submit a question on safeguarding at the meeting. Responding to a question on whether any reports had been made in accordance with the provisions of paragraph 8.2 of the Shareholders Agreement with Qualis Group Ltd since it was signed in February 2020, the Chief Executive, G Blakemore, replied on behalf of the Chairman, "yes" and also replied to the follow-up question.

### Call-in of Executive decisions

When an executive decision is made by the Cabinet, a Portfolio Holder or a Cabinet committee, or a key decision is made by an officer with delegated authority, such a decision is published in a notice specifying when the decision will come into force and be implemented, unless it is called-in.



Further information in the Constitution under Article 6 (Overview and Scrutiny) provides details of the call-in arrangements and protocol for councillors. This year there were no decisions called-in.

### **Agendas and minutes**

Please view at this link [Overview and Scrutiny Committee](#)

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## **Joint Meeting of Overview and Scrutiny Chairmen and Vice-Chairmen**

The joint meeting is held twice a year, usually every six months. It provides the scrutiny chairmen and vice-chairmen with an opportunity to discuss any issues raised with the Executive Leadership Team and the Democratic and Electoral Services Manager. The following items were discussed at the joint meetings held on 28 June and 6 December 2022.

### **Overview and Scrutiny procedures – review**

The agreement of a set of general principles that all scrutiny committees would follow was led by the Chairman, Councillor H Kane, at the June joint meeting, as detailed above. This included the specific allocation of scrutiny review tasks between the work programmes of the four scrutiny committees.

### **External scrutiny**

Reviewing external scrutiny at the June joint meeting, it was noted there was a distinction between partner and external organisations. In previous years, external scrutiny had taken up a large part of those meetings, but the reality was that members could not influence an outside organisation to make any changes. Although the Overview and Scrutiny Committee was responsible for discharging the functions under the Local Government Act 2000, the legislation did not compel external organisations to attend a Council scrutiny meeting. It was one of the functions that the Council could choose to do, so a principle was agreed not to preclude external scrutiny but just do it in a different way as all-member briefings in future. At the joint meeting in December, it was also agreed that the Democratic and Electoral Services Manager would organise three all-member briefings throughout the municipal year, which should suffice, but this could be flexible.

### **Minute actions**

Since the Chairman was keen to track actions from previous meetings these were to be detailed in the minutes, so every scrutiny committee could review any actions identified to ensure replies had been provided and none were outstanding.

### **Scrutiny training**

A well-attended member training session with an external scrutiny trainer was held in the autumn at the Civic Offices. As the feedback from those present had been very positive, the Democratic and Electoral Services Team Manager, G Woodhall, advised members at the joint meeting on 6 December that further scrutiny training would be organised for the next municipal year. This should take the form of the external trainer presenting two courses – essential scrutiny questions in June 2023 and learning key questioning skills around September 2023.

The Local Government Association and East of England LGA did offer various courses to councillors one of which was on chairmanship skills that members were recommended to do. There was a range of information on the LGA website all aimed at councillors. LGA had also produced a scrutiny handbook for members.

### **Agendas and minutes**

**Joint meeting** agendas and minutes can only be accessed on the Intranet / Extranet (via the Members portal).

### **Waste Management Task and Finish Panel**

The Task and Finish Panel concluded most of its work at the last meeting in early March 2020 before the first Covid lockdown. At the Overview and Scrutiny Committee on 16 July 2020, a recommendation was made to reconvene the panel when there was any new information arising from the Environment Bill, which was re-introduced to Parliament on 30 January 2020 following the general election in December 2019, and /or any new legislation introduced by the Government.

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## Stronger Communities Select Committee

The Stronger Communities Select Committee held five meetings this municipal year. The membership was approved at the first meeting of the Overview and Scrutiny Committee on 16 June 2022. The first select committee meeting was held on 12 July 2022.

### Members for 2022–23



**CHAIRMAN:**  
**Councillor Jeane Lea**

**VICE-CHAIRMAN:**  
**Councillor Jodie Lucas**

#### COUNCILLORS:

Clive Amos, Raymond Balcombe, Ian Hadley, Stephen Murray, Chidi Nweke, Ronda Pugsley, David Stocker, David Wixley and Shane Yerrell

#### NON-VOTING MEMBER:

Mr Wyn Marshall – Chairman of the Tenants and Leaseholders Forum

Representing the views of the tenants' associations and acting as a consultative body for the Council on a range of housing issues, Mr Marshall was co-opted as a non-voting member of this select committee on 12 July 2022.

The select committee encompassed the corporate aims and objectives for stronger communities – people live longer, healthier and independent lives; adults and children are supported in times of need; and people and communities achieve their potential. Most of the work programmes were not cyclical apart from quarterly Customer Services updates, and the six-monthly update of the Council-funded Police officers' work.

### Pre-scrutiny highlights

#### Review of Housing Strategy 2022 – 2027

At the first meeting on 12 July 2022, the committee was informed that although the Housing Strategy was not a statutory requirement, it provided a cohesive direction of travel for cross-cutting housing related services. Introduced by the Interim Team Manager for Housing Strategy, the aim of the strategy was to reflect and facilitate the co-ordination of activities for those services that directly impacted on the current and projected need for and supply of affordable housing in the District. A review of the Housing Strategy commenced in May 2021 which was underpinned by reviews of the Allocations Scheme, the Tenancy Policy and the Homelessness and Rough Sleeping Strategy. Approved by the Cabinet on 1 March 2022, these would take effect in September 2022 for the period 2022-2027. Questions answered covered – retaining green spaces in schemes for recreational use that was a key feature of the Council's 'It's more than bricks and mortar' project;

working on proposals and funding with E-ON for a pilot scheme to retrofit older Council properties to become more energy efficient; and in relation to costs involved that the Housing Strategy planned a number of existing services and partnerships that would be delivered through greater collaboration between these services and partnerships.

### **Sheltered Housing Refurbishment Programme**

The Housing and Property Director reported on the successful pilot refurbishment of the sheltered housing scheme at Frank Bretton House, which was completed within six months. The Council wished to continue the refurbishment program at other sheltered schemes within the District to make the communal areas feel modern, welcoming, and desirable. Residents' feedback from 75% of tenants on this pilot refurbishment would assist with the order of works and help improve the customer experience going forward. In July, the select committee recommended to the Cabinet that approval be given to continue the sheltered housing refurbishment programme.

### **Transfer of services from the Broadway Housing Office**

Also, in July 2022, the Housing and Property Director advised the committee that following a review of the number of tenants visiting the Broadway office for housing purposes, it was felt that there was a better, more efficient way to provide the services for those people and spend more time in the housing estates. The proposal was to close the Broadway office creating a saving for the Council. Meanwhile, St John the Baptist Church in Loughton had contacted the Council to join up with partnerships and other professionals to provide a hub service for tenants and residents, thus enabling the Housing officers to provide a flexible service. The committee had supported this proposal. Furthermore, to assist cash paying customers using the Broadway office, Allpay cards would be issued for council tax and non-domestic rates. Following the initial rollout of the Allpay scheme, an opt-in service would be provided to other customers paying council tax and non-domestic rates.

### **Refresh of the Epping Forest Health and Wellbeing Strategy 2022 – 2026**

The strategy set out the aims and aspirations of the multi-agency Epping Forest Health and Wellbeing Board to improve the health and wellbeing of everyone living within the District. The partnership Board was made up of representatives from Epping Forest District Council, Essex County Council, the West Essex Health and Care Partnership and the NHS including a wide range of local health and voluntary sector organisations. The Board had published its original ten-year strategy back in 2018, but as a direct result of the Covid pandemic, the decision was taken to review and refresh the strategy early to ensure the District had a robust and meaningful roadmap to maximise resources and expertise to support the best possible outcomes for residents. Following a range of questions at the meeting on 15 November 2022, the select committee asked to receive an annual update.

### **Domestic Abuse and Domestic Abuse Workplace Policies**

On 2 March 2023, the Specialist Technical Services Officer, C Wiggins, introduced these policies to the select committee. Members were informed the Domestic Abuse Housing Alliance (DAHA) was launched in 2014 and was managed by Standing Together. The Council had aspired to achieve a DAHA Accreditation to support residents and staff by providing a positive, safe environment and encouraging them to have the confidence to approach the Council at a time of need. The policies set out the Council's commitment to take efficient and effective action to deal with all reports of incidents and explained how the Council would provide support tailored to the needs of the individual, working in partnership with specialist services to provide a coordinated response. The Specialist Technical Services Officer advised that Qualis would have their own policies, although the policies would be shared as they formalised the services already being delivered by the Council.

### **Essex Police presentation**

The select committee received a presentation at the meeting on 2 March from the Essex Police District Commander for Brentwood and Epping Forest, Chief Inspector Tina Cooper, who provided information on the following areas:

- Policing structure in the District
- The Force Plan 2022/25
- What community priorities were being delivered?
- Events held such as 'Walk with Us'
- ASB issues, actions, and outcome in Ongar
- Community Engagement events attended
- Performance of the last 12-month period to January 2023
- Public perception survey results

[The recording of the meeting on 2 March is available to view](#)

### **Epping Forest Community Safety Partnership Annual Strategic Assessment, Annual Report and Plan on a page**

The Specialist Technical Services Officer, C Wiggins, reported on 2 March 2023 that the Community Safety Partnership was required to complete an annual Strategic Assessment that was used to direct and guide their activities, under the requirements as responsible authorities of the Crime and Disorder Act 1998. The policing structure referred to in the annual report related to the Epping Forest District only and the officers were based at Loughton Police Station. The Crucial Crew event organised for the District's state primary schools would be relaunched and was to be held at the Civic Offices.

### **Discussion Paper – Overview and Scrutiny Committee Structure 2023/24**

The Democratic and Electoral Services Team Manager, G Woodhall, advised that the Constitution Working Group had considered a report on 16 March 2023 about the proposed Overview and Scrutiny Committee Structure for 2023/24 but had requested that a scrutiny committee also discuss the report – hence its discussion on 21 March 2023 by the select committee. The select committee supported the Working Group's recommendation of option 1, which would go to Council on 4 April 2023 for adoption.

### **Routine scrutiny business**

#### **Council-funded Police officers 6-month report**

The Council continued to fund the employment of an additional police sergeant and two police constables to supplement existing local policing resources. A third police constable funded by Essex Police joined the team in April 2022. The Police team, which started in July 2018 with an initial 3-year contract, had been extended. At the meeting on 20 September 2022, the Technical Services Specialist reported to the select committee that the police were tasked in-line with District Community Safety Partnership (CSP) priorities identified through the annual Strategic Assessment and aligned with the priorities set by the Police, Fire and Crime Commissioner's Police and Crime Plan 2021-2024 and Essex Police Crime Prevention Strategy 2021-2025. In response to a question, the Brentwood and Epping Forest District Commander provided a detailed reply after the meeting on whether the police could take enforcement action against drivers who obstructed pavements.

The next six-month report on the work and range of operations of the Council's funded Police team was presented on 2 March 2023 by the Specialist Technical Services Officer. The funded police team continued with the following primary functions of supporting functionality of Epping Forest District Council departments/teams; providing 'added value' to the District in supporting the Community Policing function; and targeting action against criminality in the District. By the end of 2022, the police team had accepted and completed thirty-nine tasking requests during that year.

#### **Museum collection rationalisation programme**

The Epping Forest District Museum was currently undertaking a review of its collections to ensure material held remained relevant, accessible, and safe for public and staff. This was a procedure recommended to be undertaken by all museums, and followed guidelines and ethics laid out by the Museums Association. The Heritage and Venues Team Manager, F Pellegrino, presented an

update on the progress of the project over the last year, which the select committee noted at its meeting on 15 November 2022.

### **Annual Lettings report**

The select committee reviewed the allocations and lettings performance between 1 April 2021 and 31 March 2022. Presented by the Interim Housing Strategy Manager, the report outlined the demand for social housing on 31 March 2022 from qualifying applicants in accordance with the Council's Allocations Scheme for 2018-2022. It covered typical waiting times and profiling information on age, mobility needs and ethnicity of the applicants that had been rehoused. Details were also provided on the number of mutual exchanges and management transfers that took place outside of the allocations scheme during the same period, and the number of properties that former tenants purchased from the Council under the Right to Buy. The select committee queried the appeals process, armed forces applicants and the statistics of applicants in different bands.

### **Housing Revenue Account Business Plan Update**

The Interim Housing & Property Director, P Wharfe presented an interim update on the HRA Business Plan on 21 March 2023. It was noted that the stock condition survey was underway, and an Asset Management Strategy would be produced alongside the HRA Business Plan. It would be presented to the Committee in October 2023 and annually onwards. Members asked a number of questions on the report and answers were provided by the officer in attendance.

### **What are our customers telling us?**

At the meeting on 20 September, the Service Manager (Customer Services), S Lewis, updated the committee progress over the last six months and answered several questions. These included – the wait time for customers phoning the Contact Centre, which was currently 5.5 minutes; Biffa was providing daily updates on waste collections which Customer Services passed on to residents; officers were working towards an automated response for all contact forms that would be part of the back office customer journey mapping; users of the Epping community hub were asked to complete a survey, so information could be compiled on where they had travelled from etc; and the Housing and Community Portfolio Holder, Councillor H Whitbread, advised that the idea was to recreate the community hub in other areas in the District in a similar form or as pop ups across the District. The Customer Service Manager would also raise any problems that members were experiencing with their Council devices or their own as not all devices were compatible with the Council's systems. A Members Portal had been created on the Council's website, which provided members with useful information plus access to committee agendas and minutes all in one place.

The Service Manager (Customer Services) presented a further Customer Services Strategy update report and what residents had been telling the Council on 21 March 2023. Members asked several questions on the report and answers were provided by the Officers and Portfolio Holder in attendance.

### **Other work programme highlights**

- ▶ **New support model for sheltered housing** (20 September 2022)
- ▶ **Review of proposal on caretaking in blocks** where residents rate the cleaning (21 March 2023)
- ▶ **Annual Housing performance report** (21 March 2023)
- ▶ **Estate improvements at Harveyfields, Waltham Abbey** creating great places where people want to live (20 September 2022)
- ▶ **Changing Landscape of Housing Paper 1** Building Safety and Health and Safety analysis (12 July 2022)

### **Agendas and minutes**

Please view at this link [Stronger Communities Select Committee](#)



## Stronger Council Select Committee

The Stronger Council Select Committee held five meetings this municipal year. The membership was approved at the Overview and Scrutiny Committee at its first meeting on 16 June 2022. The first select committee meeting was held on 21 July 2022.

### Members for 2022–23



**CHAIRMAN:**  
**Councillor Jaymey McIvor**

**VICE-CHAIRMAN:**  
**Councillor Smruti Patel**

### COUNCILLORS:

Richard Bassett, Rose Brookes, Elizabeth Gabbett, Ian Hadley, Steven Heather, Jayna Jogia, Richard Morgan, Sheree Rackham and Jon M Whitehouse.

The select committee had an overview of the Corporate aims and objectives for a stronger Council – democratic engagement; the People Strategy and a culture of innovation through improved workforce skills and performance through innovation and technology; and financial independence with low council tax. Therefore, much of the scrutiny work was of a cyclical nature, as the select committee regularly reviewed the following.

- ▶ Budget monitoring reports
- ▶ Qualis monitoring reports
- ▶ Financial planning
- ▶ Digital enablement
- ▶ People Strategy

### Pre-scrutiny highlights

#### Azure – move to the cloud

The select committee reviewed the business case for the move to Azure on 21 July 2022. For more than 12 months the Council had worked closely on this project with Microsoft and Agilisys to complete a detailed costing analysis and to spec out the Azure option. The Council's digitisation strategic plan included standardising its infrastructure and services to a cloud first strategy and this project would create a cloud platform that supported the longer-term digital ambitions of the Council. If our existing data centre was destroyed by fire, the Council would be completely without any IT structure. Also, the Government's advice was to move to the Cloud and not have a single point of failure. With the majority of staff working from home, we were almost in a cloud environment already. Members were assured there would not be a major issue on performance for the end user as many of the applications that we were moving to were designed to be used in the

cloud. What was changing was where the data was stored and how it was delivered but not the end use. The select committee commented on the business case. The decision taken to award a contract to Agilisys for the procurement of Azure – move to the cloud, which was made under delegated arrangement by the Internal Resource Portfolio Holder, Councillor S Kane, in July 2022 (IRS-001-2022/23).

### **Outsourcing of the Concierge Service**

On 24 November, members looked at the Concierge service provided at the Civic Offices. The service included numerous responsibilities – to open and close the building, manage and maintain our bookable spaces, monitor the employee car park, issue security cards, monitor CCTV and much more. The existing service covered 06.30-22.00 Monday to Friday, with out of hours, on site security being provided by a contractor between 22.00-06.30 on weekdays and across the whole weekend. Due to various operational and resource challenges, the Senior Leadership Team had agreed to explore the outsourcing of the Concierge Service by formally going out to tender, review the bids and then make a decision on whether the Council proceeded to the formal stages of outsourcing. Only one contractor, PCS Group, out of four had shown an interest and submitted a bid. It was noted that the current out of hours contractor had not made a bid. Members asked a range of questions. But in their comments passed to the Cabinet they wanted the current staff to be kept up to date on this proposal and that the new contracted workforce coming in, was trained properly on the ways of the Council and that there would be a continuity of those staff.

### **Draft Budget 2023/24**

The Finance Portfolio Holder, Councillor J Philip introduced the draft budget report for 2023/24 on 24 January 2023. This had gone to the Cabinet in December 2022, with a final report still to come. The full report included revenue and capital proposals for both the General Fund and Housing Revenue Account (HRA) as well as a schedule of suggested Fees and Charges for the forthcoming financial year. An updated Medium-Term Financial Plan covering the financial years 2023/24 through to 2027/28 was also included, which reflected both the impact of the draft Budget proposals as well as the latest available intelligence at the time. As required by law a balanced position (eliminating a previously identified projected deficit of £4.126 million) had provisionally been reached for 2023/24, and the medium-term financial position, although having a similar profile, had some differences compared to the position presented to the Cabinet on 10 October (and subsequently to this select committee on 24 November). There was a particular challenge still anticipated in 2024/25 and 2025/26 because of the forthcoming new Waste Management Contract. However, some significant uncertainties remained. The provisional Local Government Finance Settlement 2023/24 released in December 2022 had provided further assurance as to the underlying financial sustainability of the draft Budget proposals as currently presented. The Council would be looking for voluntary redundancies but that might not be the case. Currently there were 18 roles involved in the overall budget package, with up to 48 staff involved in the consultation exercise. It was anticipated the loss of staff would be much smaller than that and mostly through voluntary redundancies.

### **Onboarding / induction**

On 24 January 2023 the select committee was updated by J Budden, Service Manager People, Culture and Wellbeing, on developments made to the onboarding/induction process. In addition, a live demonstration of the system by A Cartwright, HR Corporate Business Partner, showed the various elements that went into the onboarding process. Candidates would form an impression of an organisation throughout the recruitment process. However, what was often overlooked was the period between a successful candidate accepting a job offer when they were working their notice and their start date, which could be a number of weeks or months. Pre-start date onboarding helped to settle a new employee into the Council and ensured they had everything they needed before their start date. It also supported the new employee in understanding more about the Council's culture and values, as well as some of the more practical aspects that might otherwise be overlooked. New employees would do their induction and job specific training with their line manager and there was the opportunity to attend a welcoming introduction when they would meet one of the Senior Leadership Team. The Service Manager advised there were plans for member induction via the system as it could be useful to new councillors.

### **Launch of the new employee Wellbeing Hub**

The select committee learned about the launch of the new employee Wellbeing Hub at the January meeting, which included a short presentation. J Budden and S Kits, Business Partner (Corporate Communications), outlined the excellent wellbeing resources and support available to employees. In addition to the Employee Assistance Programme (Perkbox) that offered counselling sessions and support for all employees and their close family members, EFDC had focussed on developing a solid network of individuals within the organisation to help support colleagues. This included the Perkbox Wellness Hub for free content on wellness resources, and over 90 employees had trained to become Mental Health First Aiders. Members were impressed with the Wellbeing Hub, which set a high standard for other local authorities to follow. When querying the engagement of staff working from home, the select committee was advised that virtual coffee mornings for employees were organised and managers had been upskilled to educate them in mental health issues. In relation to staff retention, it did lead to a better understanding of that staff wanted.

### **Routine scrutiny business**

#### **Budget Monitoring Reports**

The General Fund revenue and capital positions as well as the HRA revenue and capital positions were reviewed at the meetings on 21 July 2022 (quarter 4 (outturn)) for FY2021/22 and for FY2022/23 on 26 September (quarter 1), 24 November (quarter 2), 24 January 2023 (quarter 3) and quarter 4 (18 April 2023). The Strategic Director Corporate and Section 151 Officer, A Small, and Interim Chief Finance Officer, C Hartgrove, highlighted the current global, national and local economic malaise and the uncertainty this created for the Council. The financial pressures were detailed in the monitoring reports and outlined the current positions, which were dominated by a range of substantial spending pressures. The Council's budget for 2022/23 (both General Fund and HRA) had been approved by full Council on 24 February 2022. These reports updated members on how the Council's services had performed against their budgets each quarter and projected forward to the anticipated outturn for the end of the financial year. When the select committee acknowledged the general fund reserve of £4 million now stood at £3 million at quarter 3, the Finance Portfolio Holder advised there was a desire to get back to our minimum balance, but without impacting on our services.

#### **Financial Planning Framework 2023/24 to 2027/28**

Like virtually all local authorities, the Council was facing major financial pressure following a series of significant external World events – including Brexit, a pandemic, and the invasion of Ukraine – which had combined to create a worldwide economic crisis that was worsening almost daily. On 26 September the select committee reviewed the proposed approach to financial planning until 2027/28, which included the reporting and governance timetable. The select committee was advised that the Local Government Settlement was expected to be announced by mid to late December 2022, but it was unlikely there would be a two-year settlement. The Finance Portfolio Holder advised that the Cabinet was working with lead officers, initially over a gap of £4 million.

#### **Updated Medium Term Financial Plan (MTFP)**

Although the Cabinet considered the updated MTFP on 10 October, as agreed in the governance timetable, it should be scrutinised by the select committee and was reviewed on 24 November. As a forward-looking document, it provided a tentative look at the Council's financial picture over the next five years (2023/24 through to 2027/28) and set the scene by providing a framework for developing both the General Fund and HRA budgets for 2023/24. The General Fund forecast within the MTFP revealed a projected deficit of £4.126 million for 2023/24. This reflected major spending pressures driven by inflation. Looking further ahead – assuming a balanced budget was achieved for 2023/24 without recourse to the use of reserves – a budget gap was expected to open-up again on the General Fund from 2024/25, with annual budget pressures in the region of £1.4 million anticipated for two consecutive financial years. It was noted that the biggest expenditure currently was staff and not accommodation. A substantial amount of savings would therefore have to come from staff. The select committee was informed that salary costs had always been high, exceeding any other expenditure that the Council had. The comparatively high vacancy

rate captured some of the potential savings to be had without impacting on staff directly. Options had been presented to the Cabinet and they were working through them.

### **Qualis Monitoring Reports**

Also in September, the select committee reviewed quarter 3 from 1 April to 30 June 2022 for the Qualis trading year 2021/22. Presented by the Strategic Director Corporate and Section 151 Officer, the Board report highlighted performance against the business plan targets using the recognised Red, Amber, Green (RAG) reporting system. This showed a continuing loss, which was primarily associated with delays in achieving planning consent at Roundhills, and challenges with finding suitable regeneration property to acquire. It was acknowledged that Qualis faced similar financial challenges to the Council. When the select committee queried if there were any economies that could be achieved by Qualis working with other third parties, the Finance Portfolio Holder emphasised that Qualis must remain a separate entity from the Council and detailed that Qualis had driven value from contracts. When asked if there would be any impact from changes in stamp duty, members were advised this would be difficult to predict owing to the position in the development sequence, but Qualis did ensure that external factors were regularly reviewed.

### **People Strategy 2020 – 2022**

In July the Corporate Services Director, P Maginnis, presented a detailed report for 2022. Also, a draft version of the new strategy that would run until March 2023, was being reviewed. The Service Director answered members and advised that: the Council was not experiencing a higher turnover of staff; the HR Business Partners led power hour sessions on various issues for managers/staff; the review on 'creating our tomorrow' focussed on how officers wanted to work in hybrid and agile ways; and a glossary of terms used in the report was provided for the minutes.

In November the select committee received a presentation from the Corporate Services Director on 'Creating our tomorrow – our ways of working for the future 2022 and beyond'. This outlined the results of the One Poll employee survey from 1 June to 12 July 2022. The 77% response rate amounted to 410 employees taking part. The Council had a performance management programme, with managers holding regular one to ones with staff, and also set targets and measurements for individual staff and parts of the organisation. Also, line managers controlled the allocation of work and monitored it. Many teams had regular meetings on 'Teams' and there were benefits and gains from staff working from home. Also, working from home was easier for some roles than others – it was a balance. The select committee commended the officers for organising the recent member / officer meetings. It was noted that officers were looking at customers and their needs in what we did as that was key to what we would do. They were also looking at better ways in how we communicated and how we could improve our systems to make them more effective.

### **Agendas and minutes**

Please view at this link [Stronger Council Select Committee](#)



## Stronger Place Select Committee

The Stronger Place Select Committee held four meetings this municipal year. The September meeting was cancelled owing to the death of Her Majesty, Queen Elizabeth II, as it would have taken place during the period of national mourning. The membership was approved by the Overview and Scrutiny Committee on 16 July 2022. The first meeting was held on 21 July 2022.

### Members for 2022–23



**CHAIRMAN:**  
**Councillor Raymond Balcombe**

**VICE-CHAIRMAN:**  
**Councillor Ronda Pugsley**

### COUNCILLORS:

Ian Allgood, Richard Bassett, Peter Bolton, Heather Brady, Simon Heap, Steven Heather, Judy Jennings, Cherry McCredie and Richard Morgan

The select committee covered the Corporate aims and objectives for a stronger place – delivering effective core services that people want; a District with planned development; and an environment where new and existing businesses thrive. Its definition encompassed Epping Forest District as a physical Place and to scrutinise the direction, policies and projects of the executive that affect the spatial and infrastructure requirements of the District. Scrutiny of the work programme included:

- ▶ Local Plan updates
- ▶ Council housebuilding
- ▶ Economic growth, skills and employment
- ▶ District-wide Waste Management provision
- ▶ Leisure Management Contract updates

### Pre-scrutiny highlights

#### Litter Strategy

The strategy would help to deliver the commitment to the Government's Litter Strategy for England along with the Environmental Protection Act (1990) and the Code of Practice on Litter and Refuse (2019). Officers would work with Keep Britain Tidy to ensure this strategy and any associated actions were in keeping with the aspirations of the Government's Litter Strategy. The strategy for a Cleaner Epping Forest District laid out the Council's plans to continue its work in the transformation of our open spaces and streets to ensure that it met the Government's expectations. It also reflected residents' desire to have a clean and healthy local environment free of litter, fly-tipping and dog waste. Street sweeping was one of the most important services any council operated to

improve the appearance of a street or area. With less litter, fly-tipping and dog fouling, the Council could reduce its spending on collecting and disposing of it. Having a litter strategy would contribute positively towards the Council's environmental policies to reduce carbon in response to the climate emergency. In addition to statutory performance indicators, success would be measured in the Council's reduced carbon footprint with less waste going to landfill. The strategy would provide a platform to engage with partners to enhance the local environment, by securing behaviour change. At the meeting on 5 July 2022, J Warwick (Acting Service Director (Contracts)) advised that five litter picks had been completed and 72 bags of litter collected during the Great British Spring Clean. There had also been sixteen applications for support for equipment for litter picks, with fifteen completed. The select committee challenged the strategy on a number of points and it was agreed that the strategy would be reviewed, strengthened and refined. On 8 November, the committee reviewed the Litter Strategy as approved by Cabinet in October and commended the revisions made to the draft version that had been scrutinised by the select committee in July. The select committee proposed that an update on the Litter Strategy should be included in the 2023/4 Stronger Place work programme.

### **Leisure Services Contract update**

The Council appointed Places for People Leisure as its partner for the development and management of its four leisure facilities when the agreement commenced in April 2017. It was a 20-year design, build, operate and maintain (DBOM) contract. On 8 November, the Acting Service Director (Contracts) stated that the contract was managed through monthly leisure contract managers meetings, where performance of the delivery of services in accordance with the agreed contract was reviewed. The Leisure Management Contract Partnership Board provided strategic oversight and robust challenges over the contract, providing effective dialogue and resolution of issues at senior officer and member level. The Council monitored the services to ensure performance against set requirements and Key Performance Indicators in the contract. During the Covid-19 pandemic, EFDC provided financial support to Places Leisure in order to maintain the operations of the leisure centres in the District. The recovery rates in leisure centre usage had enabled Places Leisure to resume the payment of management fees. Rising energy costs were posing a significant challenge but mitigating the rising energy costs was being achieved by implementing measures across the centres to reduce the levels of consumption. In January 2021, Cabinet agreed that the new leisure centre in Epping was to be delivered by Places Leisure under the DBOM contract, as had the Waltham Abbey Leisure Centre. A formal Deed of Variation was issued, and an external legal adviser was appointed to prepare and negotiate the DBOM contract variation. The new Epping Leisure Centre project was currently in the second stage of the procurement phase, with the contract award anticipated early 2023. The construction phase for the new leisure centre was expected to start in summer 2023, with a two-year construction period.

### **Waste Management Contract update**

On 8 November, the Interim Acting Service Director (Contracts) advised the Council was in contract with Biffa Municipal Ltd. for the delivery of waste, processing of dry recycling services and street cleansing. The Cabinet had agreed to undertake a full procurement process for this contract that would expire in November 2024. Officers had started the procurement process and market engagement events had been held with potential waste contractors. A Portfolio Holders Advisory Group would be established to consider the current challenges and support the procurement of a new waste and recycling contract. The Waste Management Partnership Board provided a strategic oversight of the contract at senior officer and member level. It was supported by monthly managers meetings and daily monitoring and inspections by the Waste and Recycling Team Manager and area waste officers. It was acknowledged that there had been unprecedented levels of missed collections over the course of this year. This was due to multiple factors including a national shortage of staff, in particular drivers and loaders, and vehicle breakdowns compounded by a lack of hire vehicles. Biffa had implemented a variety of investments and initiatives to improve their performance. The select committee asked for a list of missed collections to be highly visible on the Council's website when this involved whole streets or known areas; sought clarity on the wheelie bin trial in Theydon Bois; suggested narrow access vehicles could be used when there were cars parked on both sides of a road and in rural areas with restricted access; raised concerns that bins were not being repaired but replaced; and discussed the potential charging to collect garden

waste. A visit to the recycling centre at Edmonton for members of the select committee would also be arranged.

### **Parking update**

At the meeting on 16 January 2023, the Interim Acting Service Director (Contracts) presented the update report highlighting that the tariff changes agreed by Cabinet in November 2021 had been successfully implemented on 4 April 2022. An annual increase of approximately £150,000 in parking fees and charges was projected, compared to the previous year (post-pandemic). The select committee was advised that although pre-pandemic parking income levels had not been reached, car park income and occupancy rates were continually reviewed by EFDC officers. Other parking updates comprised news of: further electric vehicle (EV) charging points; a school-led initiative (3PR) offered across the North Essex Parking Partnership (NEPP) to help prevent inconsiderate and dangerous parking around schools; and a new online process for Traffic Regulation Orders (TRO) applications. Also, as pavement parking was not prohibited in Essex, the NEPP could not enforce against obstructive parking, which could only be carried out by the Police.

### **Off Street Civil Parking Enforcement Policy**

In January, the Leisure and Parking Team Manager, A Hoke, advised the Committee that the Civil Parking Enforcement policy had been reviewed and amended. The updated policy provided a simplified document with updated terminology. The policy reflected the legal process, covered EV bays, virtual payments and the introduction of a £50 administration fee, which had been added to suspension requests in addition to standard suspension charges per bay fee. The select committee was informed the policy stipulated that motorists could challenge penalty charge notices for exceptional circumstances including breakdown and each representation was considered on its own merits and assessed in line with best practice; the observation period for offences was set by legislation with the grace period set locally at 10 mins; and blue badge holders parked for free if they correctly displayed a valid blue badge. However, officers would look to develop publicity around the misuse and confiscation of blue badges.

### **Air Quality Action Plan (AQAP)**

The Technical Services Manager, M Thompson, reported that the process to develop the AQAP was prescribed in law and required a public consultation exercise before submission to Defra for approval and the subsequent adoption by Council. The proposed draft AQAP sought to improve air quality in the District. It supported the aims of the Climate Change Action Plan and work around improving air quality for the Epping Forest Special Area of Conservation (SAC). The Technical Services Portfolio Holder, Councillor K Williamson, commended the plan to the select committee on 16 January. Councillor N Bedford, Place Portfolio Holder, also advised that the Portfolio Holder Advisory Group for Air Quality had held discussions on air quality in Epping Forest and as part of the mitigation strategy associated with the SAC. Monitoring sites near the Wake Arms roundabout had been agreed with the City of London (CoL) which was considering the installation of temporary signs to advise motorists to turn off their vehicle engines, rather than leave them idling. In addition, road improvements had also been agreed on the A1403 between the Wake Arms and Woodford. Members raised a number of points with the Air Quality Environmental Officer, A Ventura, and the Environmental Health Team Manager, B Stalabrass. Although the select committee endorsed the draft AQAP and approved the four-week public consultation between the months of January and February 2023, it suggested that transport was critical to the delivery of the AQAP and the impact on non-human sensitive receptors, e.g. bees, should be considered.

### **Sustainable transport update**

S Lloyd Jones, Sustainable Transport Officer, presented highlights of this report to the select committee on 2 March 2023, which included:

- The national and local pressure on bus services and the extension of the national £2 flat fare for buses until the end of June 2023.
- The introduction of a Flexi-route app to support the EFDC funded DaRT86 Service, the promotional material available and the social value of this service, which was run in

conjunction with Epping Forest Community Transport and needed to be booked at least 24 hours in advance.

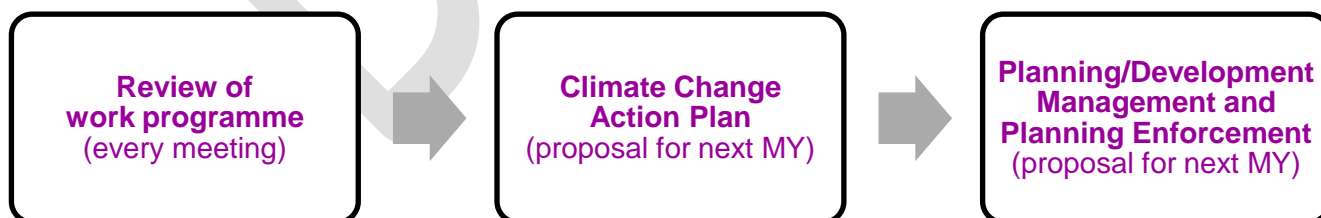
- The Electric Vehicle (EV) market share was increasing. EFDC had the highest number of Battery Electric Vehicles (BEV) on the road in Essex but the level of public EV charging points was an issue.
- Work with Instavolt would expand rapid chargers, these would be available in six Council car parks. The facilitation of planning requests for public or semi-public charges should increase the number of EV chargers to match the England ratio by the end of 2023.
- EFDC had very low utility and commuting cycling compared to the neighbouring boroughs. A Local Cycling and Walking Infrastructure Plan (LCWIP) for Waltham Abbey should be carried out in 2023/24.
- The Local Plan could provide funding for active travel.

The select committee recognised the value of the DaRT86 and requested promotional material for distribution and to publicise the bus service to the local councils. It was agreed there was a need for more infrastructure to encourage the shift to, and use of, public transport but acknowledged that this would need to be addressed on a subregional or national basis. Members recognised that the infrastructure for on street EC charging could be restrictive and additional pressures and requirements could be required for rural areas. It was suggested that a relaxation on the rules for personal driveways and integration with mobility grants could increase the number of EV charging points. The select committee acknowledged the lack of cycle infrastructure and that safe cycling was an issue across the District.

### North Weald Airfield development

The Commercial Service Manager, D Goodey, outlined the North Weald Airfield Master Plan and the proposed development of the eastern side of the aerodrome at the meeting on 7 March 2023. This would dictate a change to how aviation operations were performed due to the requirement to relocate the control tower building function, the potential need for a new entrance and alternative locations for operational buildings. Following a two-phase review that had been carried out by Osprey Consulting, the recommendation was that North Weald Airfield remained an unlicensed aerodrome but with improved facilities, security, and safety. Members had agreed with this recommendation and welcomed the aviation business and training opportunity this would provide. As the control tower building was listed it would remain in situ, but its function would be relocated. Details of the shared road and taxi runway space were provided at the meeting, in addition to the mitigation measures that were in place to minimise any risk of accident. Confirmation was received that the development for commercial use for freight was not a consideration of the report and that the London Metropolitan Police Helicopter base had moved back to Lippitts Hill, High Beach.

### Other work programme highlights



### Agendas and minutes

Please view at this link [Stronger Place Select Committee](#)

## 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	
<b>20 September 2022</b>						
6.	"What are our customers telling us?" and the		Update reporting on a 6-month basis		S. Lewis	September



	Customer Services Strategy			Completed		
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.	Harveyfields		Report on the impact of the estate improvements at Harveyfields, Waltham Abbey. Creating great places where people want to live	Completed	R. Smith	
<b>15 November 2022</b>						
10.	Annual Lettings Report		To scrutinise allocations and lettings performance for 21/22	Completed	J. Gould	
11.	Domestic Abuse Act	<b>An item to be placed in the members Bulletin</b>	A briefing to members on the Act and the Strategy and impact on EFDC.		J Gould/C Wiggins	
12.	Museum collection rationalisation programme		To scrutinise the rationalisation programme of work that is reducing and consolidating the museum collection		J. Gould / F. Pellegrino	
13.	Epping Forest Health & Wellbeing Strategy 2022-2026		To be refreshed.		G Wallis	
<b>17 January 2023 – Meeting cancelled (All items moved to 21 March 2023)</b>						

<b>2 March 2023</b>						
14.	Community Safety Partnership annual report and review of the district Strategic Intelligence Assessment	2 March 2023	Annual Report		C. Wiggins	March
15.	Presentation from the District Commander for Epping Forest and Brentwood	2 March 2023	Annual report		C. Wiggins	
16.	Domestic Abuse Workplace Policies	2 March 2023			C. Wiggins	
<b>21 March 2023</b>						
17.	“What are our customers telling us?” and the Customer Services Strategy	21 March 2023	Update reporting on a 6-month basis		S. Lewis	March
18.	HRA Business Plan		Yearly Performance update		P. Wharfe	
19.	Resident Involvement Strategy	Moved due to further consultation /information sessions required.	Introduction and approval to progress to Cabinet.		P. Wharfe	
<b>Next Municipal Year 2023/24</b>						
20.	Tenant Satisfaction Measures Consultation				P. Wharfe	
21.	Review of caretaking in blocks		To review the proposal. (Links to TSM, residents will rate the cleaning in blocks)		P. Wharfe	
22.	Annual Housing performance report		Report on annual housing KPI's including compliance around the Building Safety Act.		P. Wharfe	
23.	EFDC Museum		Alternative operating model for the Epping Forest District Museum		J. Gould	June/July 2023
24.	Safer Streets				C. Wiggins	Sept 2023

Date to be confirmed						
25.	O&S (3.11.22) Older Persons Services – To establish whether this should be an update in the members bulletin or whether this should be referred to the Committee for inclusion and a report to follow 2023/24.				D Pegler	
26.	That the Committee determines whether quantitative KPI performance data for housing repairs should be added to the work programme; (O&S 17.11.22)				P Wharfe	
27.	Customer Services (Overall satisfaction)		To receive a recovery plan on this failing KPI. <b>This will be reported via O&amp;S with the KPI's.</b>		S Lewis	
28.	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



**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 Onboarding induction-24 Jan & Wellbeing Resources – 24 Jan	21 July and 24 Nov. 2022 – 24 January & 18 April 2023 Project reporting, issues focussed.		04 Sept. 2022 <del>26 Sept. 22 – extra meeting</del> 25 Oct. 2022 – cancelled	Paula Maginnis  Jo Budden
2.	Digital Enablement	Prioritisation of Council Technology strategy.		24 Nov. 2022 <del>24 January 2023</del> 21 Feb. 2023 – cancelled	Paula Maginnis Nichola Gambrill
3.	Financial Planning	Scrutiny of MTFP 22/23 onwards Sept.2022 Nov 2022		18 April 2023	Andrew Small Christopher Hartgrove
4.	Budget scrutiny	Qtr. 1 Budget Monitoring Rtp. 2022/23 – 26 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	26 Sept 2022			Andrew Small
8.	<del>Report on new election legislation on Voter ID and any financial implications for the Council. when information was available.</del>	Member Briefing given on this.			Gary Woodhall
9	Customer Services (Overall satisfaction)	TBC	To receive a recovery plan on this failing KPI		
10	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**

<b>No.</b>	<b>Item</b>	<b>Deadline</b>	<b>Progress and Comments</b>	<b>Lead Officer</b>	<b>Programme of Meetings</b>
1.	Litter Strategy	5 July 2022, and 8 Nov 2022	Recommendations to strengthen the strategy, circulate to members of the committee and reconsider at next meeting 13 Sept 2022 Completed	J Warwick	<b>5 July 2022</b> <del><b>13 Sept 2022</b></del> - (cancelled) <del><b>8 Nov 2022</b></del> <del><b>16 Jan 2023</b></del> <b>7 Mar 2023</b>
2.	Local Plan	n/a	The adoption of the Local Plan to be considered at Full Council 6 March 2023	N Richardson	
3.	Leisure Services Contract Update	<del>13 Sept 2022</del> 8 Nov 2022	To be considered by Cabinet 17 Oct 2022. Completed	J Warwick	
4.	Waste Management Update	8 Nov 2022	Paper considered - comments provided Completed	J Warwick	
5.	Parking Update	16 Jan 2023	Update on impact of tariff change	J Warwick	
6.	Sustainable Transport	7 Mar 2023	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	<del>7 March 2023</del>	To be considered in next municipal year.	N Richardson	
10.	Epping Forest District Market Policy	13 Sept 2022	To be Considered by Cabinet 19 Sept 2022 Stronger Place Meeting Postponed, - Cabinet Papers Circulated Completed	M Thompson/D King	

11	Off Street Civil Parking Enforcement	16 Jan 2023	Civil Parking Enforcement Policy and processing of Penalty Charge Notices	A. Hoke	
12	NW Airfield Development	7 March 2023	To be considered by Cabinet 13 March.	Darren Goody	

**Proposed Items for Stronger Place Select Committee Work Programme 2023/4**

Climate Change Action Plan –carried forward from 16 Jan 2023

Planning /Development Management and Planning Enforcement - O & S APG 12 Jan 2023

## 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 Gambrell
11	Qualis 1-Year Business Plan	27 September 2022	Pre-Scrutiny of Qualis 1-Year Business Plan prior to Cabinet.	A Small

#	Item	Meeting date	Progress/comments	Lead Officer
12	Transfer of Service to Qualis	3 November 2022 (extra meeting)	To pre-scrutinise the business case for the transfer of Grounds Maintenance. (Cabinet decision due 7 November 2022).	A Small
7(ii)	Corporate Plan Year 5 2022/23: Q2 Performance	17 November 2022	To review Q2 Corporate performance reporting.	C Graham
13	Qualis – overview	31 January 2023	Group Managing Director invited to give an overview of Qualis and the Housing Repairs service followed by a question and answer session.	G Woodhall
7(iii)	Corporate Plan Year 5 2022/23: 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 2022/23: 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
	Epping Forest District Museum's operating model	tbc (summer 2023)	To pre-scrutinise the operating model.	J Gould



**Epping Forest  
District Council**

**THE KEY DECISION LIST**

**INCLUDING PROPOSED PRIVATE DECISIONS**

**(05 April 2023)**

## **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
Vacant	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  
Email: [ahendry@eppingforestdc.gov.uk](mailto:ahendry@eppingforestdc.gov.uk)

**WORK PROGRAMME - 1 APRIL 2023 TO 31 JULY 2023**

**PORTFOLIO - LEADER**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
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**WORK PROGRAMME - 1 APRIL 2023 TO 31 JULY 2023**

**PORTFOLIO - PLACE**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
HGGT Governance / Joint Committee	Update on and approval of HGGT Joint Committee delegations Framework.	Yes	June 2023	Cabinet		Ione Braddick, Nigel Richardson 01992 56 4110	See Cabinet report HGGT Stage 1 Governance report - Feb. 2022 - C-042-2021-22
Air Pollution Mitigation Strategy	Approval of an updated strategy to mitigate the impact of air pollution from new developments on the Epping Forest Special Area of conservation.	Yes	TBC – pending Local Plan adoption	Deputy Leader & Place Portfolio Holder		Nigel Richardson 01992 564110	Adopted current interim APMS

**WORK PROGRAMME - 1 APRIL 2023 TO 31 JULY 2023**

**PORTFOLIO - FINANCE**

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

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
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**WORK PROGRAMME - 1 APRIL 2023 TO 31 JULY 2023****PORTFOLIO - HOUSING AND COMMUNITY**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
St. Johns Development	Approval to progress to build subject to planning.	Yes	TBC	Cabinet		Pam Wharfe 01992 564221	
Resident Involvement Strategy	Introduction and approval to progress to Cabinet.	Yes	21 March 2023	Stronger Communities Select Committee		Pam Wharfe 01992 56 4221	

**WORK PROGRAMME - 1 APRIL 2023 TO 31 JULY 2023**

**PORTFOLIO - INTERNAL RESOURCE**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
People Strategy	Approval by Cabinet of the People Strategy 2023-25.	Yes	June 2023	Cabinet		Paula Maginnis 01992 56 4536	
Democratic Services - Ways of Working	Implementation of Ways of Working – Programme '25'.	Yes	2023	Cabinet		Paula Maginnis 01992 56 4536	
Financial IT System	To replace the current financial and procurement system with one consolidated Cloud based IT system.	Yes	31 May 2023	Internal Resource		Chris Elliott 07419 214444	

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
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**WORK PROGRAMME - 1 APRIL 2023 TO 31 JULY 2023**

**PORTFOLIO - CUSTOMER**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Customer/Digital Strategy		Yes	June 2023	Cabinet		Rob Pavey 01992 56 4211	

**WORK PROGRAMME - 1 APRIL 2023 TO 31 JULY 2023**

**PORTFOLIO - TECHNICAL SERVICES**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Statement of Principles (Gambling Policy)	Statutory 3-year review of policy.	Yes	4 April 2023	Council		David King 01992 56 4034	Revised Draft Policy Consultation responses - minutes of previous approval in 2020

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
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