

EPHING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee: Overview & Scrutiny Committee **Date:** Tuesday, 26 July 2022

Place: Council Chamber - Civic Offices **Time:** 7.00 - 8.40 pm

Members Present: Councillors H Kane (Chairman), D Wixley (Vice-Chairman), C Amos, R Balcombe, P Bhanot, S Heather, R Jennings, J Lea, J McIvor and S Murray

Members Present (Virtually): Councillor S Patel

Other Councillors: Councillors L Burrows, S Kane, A Lion, J Philip, C Whitbread and H Whitbread

Other Councillors (Virtually): Councillor L Mead

Apologies: R Baldwin, R Bassett, E Gabbett, I Hadley and J H Whitehouse

Officers Present: A Small (Section 151 Officer), A Buckley (Higher Level Apprentice (Internal Communications)), N Cole (Corporate Communications Officer), M Hassall (Interim Acting Service Director (Strategy, Delivery and Performance)), T Larsen (PMO Support), V Messenger (Democratic Services Officer) and G Woodhall (Team Manager - Democratic & Electoral Services)

Officers Present (Virtually): J Gould (Interim Service Director (Community & Wellbeing)), L Kirman (Democratic Services Officer), S Lewis (Customer Services Manager), P Maginnis (Service Director (Corporate Services)), N Richardson (Service Director (Planning Services)), M Thompson (Interim Acting Service Director (Technical)) and J Warwick (Interim Acting Service Director (Contracts))

13. WEBCASTING INTRODUCTION

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

14. SUBSTITUTE MEMBERS

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

15. DECLARATIONS OF INTEREST

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

16. MINUTES**RESOLVED:**

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

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

17. MATTERS ARISING AND OUTSTANDING ACTIONS

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

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

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

19. EXECUTIVE DECISIONS - CALL-IN

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

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

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

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

(a) Priority projects – Quarterly progress updates

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

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

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

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

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

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

Community Health and Wellbeing

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

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

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

Contracts

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

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

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

Planning and Development

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

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

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

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

People

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

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

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

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

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

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

RESOLVED:

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

Actions:

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

(Post meeting updates:

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

21. CHAIRMAN TO REPORT ON THEIR SELECT COMMITTEE BUSINESS

(a) Stronger Communities Select Committee

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

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

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

(b) Stronger Council Select Committee

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

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

(c) Stronger Place Select Committee

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

RESOLVED:

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

22. OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME

(a) Current Work Programme

The following were noted:

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

(b) Reserve Programme

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

RESOLVED:

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

23. CABINET BUSINESS

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

(a) Portfolio – Leader

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

(b) Portfolio – Place

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

(c) Portfolio – Contracts and Commissioning

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

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

RESOLVED:

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

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

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

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

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

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

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

SICKNESS ABSENCE REASONS

(Minutes – actions 4 & 5)

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

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

Ethnic classification

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

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

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

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