

Supplementary Committee Agenda



Stronger Council Select Committee Tuesday, 13th April, 2021

Place: Virtual Meeting on Zoom

Time: 7.00 pm

Democratic Services Officer: A Hendry, Tele. 01992 564246
Email: democraticservices@eppingforestdc.gov.uk

10.a Corporate Performance Reporting - Q4 (Pages 3 - 28)

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

This page is intentionally left blank



SCRUTINY



Report to Stronger Council Select Committee

Date of meeting: 13th April 2021

Portfolio: Leader (Councillor C Whitbread)

Subject: Corporate Performance Reporting

Officer contact for further information:

Louise Wade (lwade@eppingforestdc.gov.uk/ 01992 642311)

Democratic Services Officer: Adrian Hendry (01992 564246)

Recommendations/Decisions Required:

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

Report:

- a. Community Health & Wellbeing Programme: Waltham Abbey Community & Cultural Hub
- b. Customer Excellence Programme: Fix the Basics
- c. Customer Excellence Programme: Digital Customer Journey
- d. Customer Excellence Programme: Digital Members Journey
- e. Community and Data Insights Programme: Research & Feasibility Recommendations
- f. People Programme: High Performing and Flexible Workforce
- g. People Programme: Internal Policy and Process Improvement
- h. ICT Strategy Programme: Flexible and Remote Working
- i. ICT Strategy Programme: Mobile Phone Review
- j. ICT Strategy Programme: Infrastructure Review
- k. ICT Strategy Programme: Business Application Review
- l. Housing Programme: Council Housebuilding
- m. Housing Programme: Housing and Asset Management System
- n. District Sustainability Programme: Climate Action Plan
- o. District Sustainability Programme: Green Infrastructure Strategy
- p. Planning and Development Programme: Digital Planning Process Improvement & Digital Solution
- q. Planning and Development Programme: Local Plan
- r. Economic Development: Digital Enablement and Gateway
- s. Economic Development: Business Zone
- t. Town Centre Development: Town Centre Regeneration

2. That the committee notes KPI Q4 data was not available at the time of this report but will be provided verbally at the committee meeting.

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

Options considered and rejected: Not applicable.

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

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

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

Consultation Undertaken:

Leadership Team
Service Directors




Background Papers: Strategy and Corporate plan

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



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



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





Key

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


2. Corporate plan programmes scope and performance measurement report

Community Health and Wellbeing Programme		Lead Officer: Jen Gould	
Wider Determinants of Health Improvement			
Goal	Aspirational milestones	Status	Q4 Progress
<p>Delivery of activities that contribute to an overall reduction in health deprivation in the pilot wards.</p> <p>A tested place-based approach that can be replicated to respond to the health inequality needs of other areas.</p>	<p><u>Q3</u></p> <ul style="list-style-type: none"> Summary of Community consultation in pilot wards to gather qualitative insight into residents' needs Health and Wellbeing Board approval of multi-agency group action plans outlining key activities to address needs of pilot areas 	<p>Green</p> 	<p>Reason for RAG: Update being given to PAG 18 March. End of Year report progressing but date to Select Committee postponed until June. CCW Service Plan complete which complements & strengthens this work & particularly looks at establishing M&E framework to tangibly demonstrate value.</p> <p>2021 milestones will be published as part of next calendar year 2021 performance reporting.</p>
Museum Collection Rationalisation			
<p>Rationalise the collection to make more improve the collections available making more accessible for local community, and efficient and effective use of storage.</p>	<p><u>Q4</u></p> <ul style="list-style-type: none"> Develop high level Action Plan for programme of work over 3 years 	<p>Green</p> 	<p>Reason for RAG: In line with updated Service plan, project milestones have been updated to reflect a more realistic project timeframe based on progress to date and funding capacity, COVID19 implications on the project etc. The overall completion date has not been changed, rather individual objective milestone dates. No change to report since March project update. Project on track to meet updated milestones as laid out within the project brief.</p> <p>2021 milestones will be published as part of next calendar year 2021 performance reporting.</p>

Private Sector Lettings			
<p>To provide suitable and affordable accommodation to those people who are experiencing homelessness.</p> <p>To utilise the scheme as a prevention tool</p> <p>To reduce the use and cost of temporary accommodation</p> <p>To effectively and lawfully discharge homelessness duties</p>		n/a	<p>Reason For RAG: PSLO recruited and working as anticipated. Having reviewed workplan, decision has been taken not to proceed with formalising a PSL offer but to continue working capitalise on existing relationships with PRS LLs and maximum number of lets secured. PCM target being met.</p> <p>Project to be removed from this report</p>
Waltham Abbey Community & Cultural Hub			
<p>To develop an Epping Forest Community and Economic Hub through combining Epping Forest District Museum and Essex County Council library buildings in Sun Street, Waltham Abbey.</p>	<p><u>Q2</u></p> <ul style="list-style-type: none"> ▪ Develop Options / Feasibility Study for Community & Economic Hub ▪ Present Feasibility Study to Cabinet <p><u>Q4</u></p> <ul style="list-style-type: none"> ▪ Confirm EFDC capital funding ▪ Produce/agree SLA for management of revised facilities ▪ Detailed proposal sign-off (FY21/22-Q1) 	<p>Red</p> 	<p>Reason for RAG: Positive conversations with ECC re partnership arrangements with clarification re asset transfer or not being given by end of April. Hawkins Brown secured as primary contractor & work progressing to RIBA stg2 to enable comprehensive paper to scrutiny committee in June and Cabinet in July. Reasons for RAG: Business case in currently in progress and decision has been made by members to take to June cabinet for sign off.</p> <p>Route to Green: Re-baseline milestones for FY21-22.</p>
Locata			
<p>Integrating available functionality of current LOCATA system across the Homelessness, Temporary Accommodation and Rehousing Team. Upgrading system functionality and allowing customers to access all areas of housing in real time and have autonomy over their housing applications.</p>	<p><u>Q4</u></p> <ul style="list-style-type: none"> ▪ Phase 1 – Integration of current system functionality ▪ Phase 2 - specification and procurement 	<p>Green</p> 	<p>Reason for RAG: Q4 milestones complete.</p> <p>2021 milestones will be published as part of next calendar year 2021 performance reporting.</p>


Customer Excellence Programme		Lead Officer: Rob Pavey	
Fix The basics			
Goal	Aspirational milestones	Status	Progress
Improvement of essential customer service processes and operations to improve the effectiveness of the function and service delivered to customer and providing a solid foundation	<u>Q2</u> <ul style="list-style-type: none"> ▪ ICS Benchmark survey ▪ Customer Feedback channel created through social media ▪ Out of hours new contract procurement <u>Q3</u> <ul style="list-style-type: none"> ▪ Customer Feedback review ▪ CHW 1st line migration to contact centre <u>Q4</u> <ul style="list-style-type: none"> ▪ Contact centre Operating Hours review 	Red 	Reason for RAG: Awaiting resourcing as per the actions below. Return to Green: Phase 2 of Visitor Management programme involving customers self-booking for community venues which requires ICT resourcing, current timeline is 3 months (June 21). 90% of the Communities customer contact transition to contact centre is already complete. Route to Green: Re-baseline milestones for FY21-22.
Customer Culture Development			
Improve the way we interact and respond to customers by improving the behaviours of interaction through training and recognition	<u>Q3</u> <ul style="list-style-type: none"> ▪ Customer Shoes Behavioural training pilot <u>Q4</u> <ul style="list-style-type: none"> ▪ Training Plan 	Blue 	Completed.
Digital Customer Journey			
Increase the digitisation of the customer journey	<u>Q3</u> <ul style="list-style-type: none"> ▪ Firm Step Calendar bookings <u>Q4</u> <ul style="list-style-type: none"> ▪ Customer single Sign on 	Red 	Reason for RAG: Visitor management hardware has arrived, software testing completed. When access is available to the building kiosks can be installed and final go-live test can be undertaken. Remaining part of customer single sign needs to be scoped. Route to Green: Re-baseline milestones for FY21-22.
Digital Members Journey			
Improve the Members experience as a customer	<u>Q4</u> <ul style="list-style-type: none"> ▪ Councillor Portal 	Red 	Reason for RAG: Councillor Portal project will be reviewed in 2021. In the interim and to improve the access to council services through technology, work has continued within service area to review requirements to ensure the tools are fit for purpose and meet needs. Working group in place & daily live reports on ICT issues to ensure timely resolutions. All Members to be contacted w/c 29/3/21 to identify any unknown blockers to using equipment. ICT are still working with the supplier on the issue of Mod.Gov working on iPads. Route to Green: Re-baseline milestones for FY21-22.




Digital Payments



Refresh payment component of customer journey	<p><u>Q3</u></p> <ul style="list-style-type: none"> ▪ Wallet and Recurring payment launch ▪ PCI DSS compliance project (Payment industry Compliancy to protection of income through payments) 	<p>Blue</p> 	Reason for RAG: Completed.
---	---	---	----------------------------

Community and Data Insights Programme Lead Officer: Rob Pavey



Research & Feasibility Recommendations


Goal	Aspirational milestones	Status	Progress
Provide insight for the future design of our service based on data and behavioural analysis Provide customer-centric services	<p><u>Q3</u></p> <ul style="list-style-type: none"> ▪ Establish Corporate objectives for Community Data Insight objectives ▪ Provide Options for Data analysis tools 	<p>Red</p> 	<p>Reason for RAG: The council is currently reviewing the priority of this programme against other initiatives. Programme may then require further clarity on its scope.</p> <p>Route to Green: Re-baseline milestones for FY21-22.</p>


People Programme		Lead Officer: Paula Maginnis	
High Performing and Flexible Workforce			
Goal	Aspirational milestones	Status	Progress
Creating a culture of collaboration, innovation and creativity	<u>Q3</u> <ul style="list-style-type: none"> Organisational alignment to delivery <u>Q4</u> <ul style="list-style-type: none"> Digital Performance Management Review and implementation New automated recruitment process through iRecruit 	Red 	Reason for RAG: Inspiring Great Performance tool has been refined. Leadership guidance will now be designed. We are ready to pilot this from May 2021 to gain feedback from the organisation. Route to Green: Re-baseline milestones for FY21-22.
Attracting, On Boarding and retaining the best talent			
Creating a strong people brand that is inspiring and motivating harnessing technology and social media platforms	<u>Q3</u> <ul style="list-style-type: none"> Onboarding process, redesign and roll out 	Green 	Reason for RAG: FY20-21 Milestones complete. FY21-22 milestones of iRecruit phase 2 and 3 designed and currently in build/test. This will include the following modules - full digital automation, contracts, and forms. We have now partnered with Shaw Trust promoting inclusivity and working towards gaining our disability confident level 2.
Engagement and Wellbeing			
Creating a working environment where employees wellbeing is an integral part, and organisational decisions take into account the impact on employees.	<u>Q2</u> <ul style="list-style-type: none"> Mental Health Line manager training delivered Perkbox – Integrated EAP and Wellbeing Platform <u>Q3</u> <ul style="list-style-type: none"> Perkbox – Integrated engagement platform <u>Q4</u> <ul style="list-style-type: none"> Perkbox – Integrated recognition platform 1/10 trained in Mental Health 	Green 	Reason for RAG: Over 1/10 mental health trainees achieved with quarterly mental health networking events starting to take place from March 2021. Perkbox Recognition launched on 1 December 2020, we have had overwhelming engagement in this platform already with over 500 employee recognitions against our EFDC values and behaviours Ongoing inclusivity training for all managers as essential skills has launched, Inclusivity advocate role and employee training by FY21-22 Q1. Currently building an Inclusivity Strategy to drive towards EFDC gaining a disability confident level 2 by QTR 3, including the following: Employee Resource Groups, Disability and Inclusivity awareness and training, inclusive working environment, promoting a diverse workforce.





Internal Policy and Process improvement			
Continuous improvement of the council's people management policies, processes and procedures and function	<u>Q2</u> <ul style="list-style-type: none"> ▪ People Team restructure <u>Q4</u> <ul style="list-style-type: none"> ▪ Automate people management by moving to digital processes ▪ People policy review / refresh 	Red 	Reason for RAG: Works taking more time than scheduled. 12 boxes of personnel files remain to be digitised. Policy document has been produced to identify what policies are needing the following - Rebranding, Reviewing (based on legislation updates) and Re-Writing or New (These policies will be taken to the IAG governance meeting for ratification and sign off). Route to Green: Re-baseline milestones for FY21-22.
Developing Our Skills and Behaviours			
Develop a core set of leadership and management competencies which underpin the skills, qualities and behaviours of EFDC future leader vision.	<u>Q4</u> <ul style="list-style-type: none"> ▪ Learning Tree complete 	Green 	Reason for RAG: The full learning cycle / strategy and offering for the organisation is complete (Learning Tree). We are now starting the organisational engagement sessions with each level of leadership in the organisation regarding the MDP. Development and project scope for launching the new iLearn management system still on track for phased launch by end of FY21-22 Q2. Learning calendar in development and on track to launch FY 21-22 Q4.

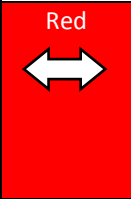
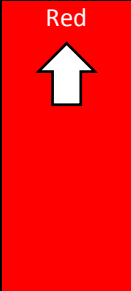

ICT Strategy Programme		Lead Officer: Paula Maginnis	
ICT restructure			
Goal	Aspirational milestones	Status	Progress
Reorganise ICT team to provide cross functional skills required to support delivery of projects Reduce overall headcount	<u>Q4</u> ▪ Complete Restructure	Blue ↑	Reason for RAG: All posts have been filled and the objectives of this reporting have been completed.
Service Management			
Replace old system (HOTH), with simplified SaaS. Improve Service processes and overall service internal provision	<u>Q2</u> ▪ Phase 1 – system implementation <u>Q4</u> ▪ Phase 2 – Process improvement and migration of old system	Blue ↑	Reason for RAG: All key aspects of the service management programme have been delivered and the old ticket management system has been scheduled for deletion.
Flexible and Remote Working			
Enable employees to work flexibly and remotely	<u>Q2</u> ▪ Teams Rollout ▪ Laptop standards issued <u>Q4</u> ▪ O365 rollout complete ▪ Govroam (Wi-Fi roaming in public sector locations) complete	Red ↓	Reason for RAG: Further work required to complete Govroam works. O365 migration underway. Initial group migrated. Remaining groups scheduled over next few weeks. Route to Green: Re-baseline milestones for FY21-22.
Device, Desktop and Laptop Strategy			
Support versions of OS in use. Single remote access solution Single team to deliver new devices	<u>Q4</u> Establish action plan	Blue ↑	Reason for RAG: Windows updates completed. Next actions will be part of BAU asset management rather than a project.
Mobile Phone Review			
Reduce mobile phone ownership and usage	<u>Q4</u> ▪ Assessment and strategy complete	Red ↓	Reason for RAG: Phase 1 was due for completion by the end of March, but this will now be an April delivery date due to resources being used on Accommodation project. Route to Green: Re-baseline milestones for FY21-22.



Infrastructure Review			
<p>Refresh our disaster recovery capability and improve network resilience</p>	<p><u>Q2</u></p> <ul style="list-style-type: none"> ▪ DR infrastructure installed <p><u>Q3</u></p> <ul style="list-style-type: none"> ▪ Infrastructure testing complete <p><u>Q4</u></p> <ul style="list-style-type: none"> ▪ Further Infrastructure strategy action plan complete 	<p>Red</p> 	<p>Reason for RAG Status: Disaster Recovery resource is in place and progressing this part, but overall project is delayed due to late onboarding of suppliers and therefore late delivery of network redesign.</p> <p>Return to Green: Re-baseline milestones for FY21-22.</p>
Business Application Review			
<p>Understand all applications Identify unsupported ones Implement supplier mgt Decommission out of date / used systems Move applications to SaaS Blueprint for future applications</p>	<p><u>Q2</u></p> <ul style="list-style-type: none"> ▪ Business Architecture current state ▪ Business Partner model implemented <p><u>Q3</u></p> <ul style="list-style-type: none"> ▪ Supplier management process implemented <p><u>Q4</u></p> <ul style="list-style-type: none"> ▪ Strategy and plan for business application architecture 	<p>Red</p> 	<p>Reason for RAG Status: Work on the supplier management process has started but is not progressing at planned rate due to overall resourcing issues in the team. We have also identified it is taking us longer to complete the business application strategy and plan due to resource constraints.</p> <p>Return to Green: Re-baseline milestones for FY21-22.</p>



Accommodation Programme		Lead Officer: Louise Wade	
Goal	Aspirational milestones	Status	Progress
<p>Accommodation Strategy: programme A range of projects to improve the design & development of the Councils buildings & assets and the way in which employees work</p> <ol style="list-style-type: none"> 1. Refurbishment works 2. Infrastructure and Technology 3. Travel Plan 4. Furniture, fixtures and fittings 5. Change & Ways of Working 6. Partners and Commercial opportunities 7. Customer Service Workstream 	<p><u>Q2</u></p> <ul style="list-style-type: none"> Agree FFF schedule, furniture and place order AV Design complete Complete proposed travel plan <p><u>Q3</u></p> <ul style="list-style-type: none"> Procurement tender on printing project commenced. Ascertain final agreement on lease/rental fees for 3rd parties Ways of working and members workshops held <p><u>Q4</u></p> <ul style="list-style-type: none"> Refurbishment work complete in 323 & Civic Complete FF&E, AV, Desktop and IT Installation 	<p>Green</p> 	<p>Reason for RAG: Refurbishment at final stage of handover with snagging underway.</p> <p>Furniture, audio visual and infrastructure installation completed. Equipment being tested for final acceptance.</p> <p>Community Hub conversations with Partners continue with more partners committed to the vision.</p> <p>Conder clearance is progressing well. Employees will start to move in to the building with COVID19 restrictions and a phased approach from April to June 2021.</p>



Housing Programme		Lead Officer: Deborah Fenton	
Council Housebuilding			
Goal	Aspirational milestones	Status	Progress
To deliver the Council housebuilding programme	<p><u>Q2</u></p> <ul style="list-style-type: none"> On site start Phase 4.1 <p><u>Q3</u></p> <ul style="list-style-type: none"> On site start Phase 4.2 Onsite start Phase 4.3 <p><u>Q4</u></p> <ul style="list-style-type: none"> Onsite start Phase 4.4 	<p>Red</p> 	<p>Reason for RAG: Planning permission for the Qualis sites will be submitted W/C 29th March. Following the decision, officers will be able to rebase the milestones.</p> <p>Phase five has moved into the consultation stage with member. Following this a feasibility study will be carried and planning submitted where appropriate.</p> <p>Route to Green: Re-baseline milestones for FY21-22.</p>




Housing and Asset Management System			
<p>Replacement of a legacy system that has reached end of life. Replacing manual processes and spreadsheet and enabling agile and mobile working. Improve the management information and improve analytics to identify improvements.</p>	<p><u>Q3</u></p> <ul style="list-style-type: none"> High level Requirements complete Initial tender response and evaluation complete <p><u>Q4</u></p> <ul style="list-style-type: none"> Cabinet approval and award 	<p>Red</p> 	<p>Reason for RAG: We have been delayed in the tender and procurement process has taken longer than expected. Demonstrations from providers who submitted a tender have taken place. The scores will be moderated and a recommendation taken to project board and then cabinet. Project Manager recruitment is complete.</p> <p>Return to Green actions: Complete tender and re-baseline milestones for FY21-22.</p>
Service Charge Review			
<p>Develop a fair charging regime which mirrors the costs to the District for carrying out services for communal areas in tenanted blocks. Work with communities to identify where investment can be made within our estates.</p>	<p><u>Q2</u></p> <ul style="list-style-type: none"> Cabinet approval of service charges review <p><u>Q3</u></p> <ul style="list-style-type: none"> Establish initial service charge regime Present to Cabinet <p><u>Q4</u></p> <ul style="list-style-type: none"> Complete charging proposals 	<p>Blue</p> 	<p>Reason for RAG Status: Completed</p>
Sheltered Housing Review			
<p>The goal is to ensure that we deliver accommodation that meets our older tenants' housing needs while making the best use of our housing stock.</p>	<p><u>Q4</u></p> <ul style="list-style-type: none"> Stronger Place Select committee – 3-year action plan 	<p>Green</p> 	<p>Reason for RAG: A revised plan has been shared at Stronger Place on 29 March. Updated milestones will be in place for FY21-22.</p>
Telecare offering			
<p>Cessation of the delivery of Telecare and move to ECC country-wide care provision of technology service for telecare and assistive technology delivery.</p>	<p>Milestones to be set for FY21-22</p>	<p>Green</p> 	<p>Reason for RAG: Project on course, ECC have defined the date and timeline of transfer of services to occur FY21-22</p>

District Sustainability Programme		Lead Officer: Alison Blom-Cooper / Nigel Richardson / Kim Durrani	
Climate Action Plan			
Goal	Aspirational milestones	Status	Progress
To be an enabler for achieving climate change ambitions of the Council of being carbon neutral by 2030 and to ensure impacts of growth in the District are mitigated.	<u>Q2</u> <ul style="list-style-type: none"> Appoint Climate Change officer <u>Q4</u> <ul style="list-style-type: none"> Cabinet adoption of Climate Action plan 	Red 	Reason for RAG: A report is to go to Cabinet in April to request endorsement for the action plan to then go out for consultation. Route to Green: Approval at April Cabinet meeting and re-baseline milestones.
Green Infrastructure Strategy			
Establish strategy and policies relating to Green and Blue infrastructure, the protection of ecological assets and high-quality design.	<u>Q1</u> <ul style="list-style-type: none"> Green and blue infrastructure strategy issued for consultation <u>Q4</u> <ul style="list-style-type: none"> Cabinet consideration of strategy for endorsement as a material planning consideration 	Red 	Reason for RAG: Green Infrastructure Strategy being reported to Stronger Place Select Committee on 29 March and then Cabinet for adoption on 20 April. Adoption is needed to agree our strategy for managing the recreational impact on the Forest and agreeing the contributions for site specific projects to finalise the HRA and provide to the Inspector. Route to Green: Approval at April Cabinet meeting and re-baseline milestones.
Travel Local			
To provide local travel options for more distant villages and towns off the underground route and thereby support local training, employment and shopping, To deliver an attractive and cost-effective replacement for EFDC/ECC-subsidised route 87 bus Provide key workers with alternatives mode of transport	<u>Q2</u> <ul style="list-style-type: none"> Sustainable Transport officer appointed <u>Q3</u> <ul style="list-style-type: none"> Proposals submitted to Cabinet <u>Q4</u> <ul style="list-style-type: none"> Initial Pilot 	Green 	Reason for RAG: Cabinet approval for trial extension to end March 2022 has given a good reason to re-promote the service and tap into latent/paused demand from those anticipating a return to normal travel (e.g. 6th formers & college students, London commuters etc). 75 have registered interest online to 18/3/21 and 319 trips were made in January and February, with improved usage likely to end March. The new Flexiroute booking/ticketing app is being tested with a couple of passengers, which is important to attract younger/higher tech passengers as 'normality' returns. Geographic social media campaign is underway targeting key areas and themes (e.g. back to school), but also extending further south on Central Line in outer East London. ECC is considering merging 418/542 routes in Loughton and may ask DaRT87 to cover streets around Newmans Lane, Loughton which could be left without service - EFCT reviewing feasibility.

Planning and Development Programme		Lead Officer: Nigel Richardson/Alison Blom-Cooper	
Digital Planning Process Improvement & Digital Solution			
Goal	Aspirational milestones	Status	Progress
<p>Deliver a digital solution and improve processes within planning department.</p> <p>Providing the Development Management Service with a single digital workspace to complete all tasks relating (enforcement, trees, conservation, applications, appeals, pre-application advice) and for customers to interact with us and for up to date information to be available to our customer services team and other parties regarding the DM function.</p>	<p><u>Q3</u></p> <ul style="list-style-type: none"> ▪ Tender Process complete <p><u>Q4</u></p> <ul style="list-style-type: none"> ▪ Phase 1 implementation 	<p>Red</p> 	<p>Reason for RAG: Contract signed with chosen supplier, Arcus Global, following confirmation of business case and funding budget for this project. Project Manager now on board at EFDC with Planning and Building Control knowledge and experience of bringing forward similar digital projects. Kick-off meeting with Arcus Global took place on 10 March 2021.</p> <p>Route to Green: Current timeline provided by Supplier suggests a 9-month implementation with the solution going live in November 2021 based on a March 2021 start date. Milestone to be re-baselined accordingly.</p>
Local Plan			
<p>Deliver Local Plan</p>	<p><u>Q3</u></p> <ul style="list-style-type: none"> ▪ Main Modifications consultation <p><u>Q4</u></p> <ul style="list-style-type: none"> ▪ Adoption of local plan 	<p>Red</p> 	<p>Reason for RAG: Submitted updated HRA, outstanding queries and amended policies D8, DM 2 and DM 22 to the Inspector following received confirmation of measures identified in the Interim Air Pollution Mitigation Strategy would be secured through appropriate policy wording. Green Infrastructure Strategy to be also submitted to Inspector. Members have indicated that consultation on the MMs should be delayed until after the May elections. Work is on course for consultation to be undertaken in May/June 2020 for six-week period.</p> <p>Route to Green: Re-baseline milestones to FY21-22 as per outcome of the consultation.</p>

Economic Development		Lead Officer: John Houston / Paula Maginnis	
Digital Enablement and Gateway			
Goal	Aspirational milestones	Status	Progress
<p>An externally provided platform for 'Place' that will re-imagine Epping Forest District as a great location to live, work and do business.</p> <p>Platform for;</p> <ol style="list-style-type: none"> 1. On-line information 2. On-line business building 3. On-line trading programme 4. On-line community building 5. On-line transaction and settlement 6. On-line bookings 7. On-line info. re. employment and skills 	<p><u>Q2</u></p> <ul style="list-style-type: none"> ▪ Project Initiation <p><u>Q3</u></p> <ul style="list-style-type: none"> ▪ Requirements, tender and Procurement complete <p><u>Q4</u></p> <ul style="list-style-type: none"> ▪ Phase 1 implementation 	<p>Red</p> 	<p>Reason for RAG: Phase 1 implementation not complete.</p> <p>Click it local Contracts have been signed, publicity has been arranged and scheme formally launched. Review meetings are being held with contractors. Sign up Targets for end of first quarter are being agreed. Preparations are being made to launch Maybe tech in mid-April. Initial discussions with Loyal Free App have also been programmed to establish a core base of digital support for businesses. As agreed by cabinet the first monthly e-newsletter to businesses in the district was produced mid-April and circulated to 2500 email addresses on the council's new database. Work is ongoing to encourage sign up to this database via the newsletter and flyers that were included with business rates bills circulated in March. (approximately 7000 businesses)</p> <p>Route to Green: Re-baseline milestones to FY21-22.</p>
Business Zone			
<p>To create a business zone that will provide;</p> <ul style="list-style-type: none"> - A substantial range of employment opportunities for people of all ages - facilities for business start-ups and sole entrepreneurs - Opportunities for companies involved in distribution and light industry 	<p><u>Q4</u></p> <ul style="list-style-type: none"> ▪ Appraisal option completed. 	<p>Red</p> 	<p>Reason for RAG: Prospectus for the central zone has been produced and launched in March. A brief for a district-based prospectus for inward investment has been agreed and circulated to consultants. Initial responses from consultants have been received with costings. These are currently being reviewed. Options will be reviewed for final recommendation.</p> <p>Route to Green: Re-baseline milestones to FY21-22.</p>

Local Businesses and Suppliers			
To recognise the broader economic and well-being impact of existing local businesses and attract new businesses to the area.	<u>Q2</u> <ul style="list-style-type: none"> ▪ Initial draft of procurement rules focusing on local suppliers <u>Q3</u> <ul style="list-style-type: none"> ▪ Agreement on rules and updating of procurement terms and tender templates ▪ Procurement strategy update to cabinet 	Blue 	Reason for RAG: Following update of its Procurement Strategy the Council has made it easier for local businesses to tender for works. All spending officers within the Council have gone through training in the new Procurement Rules. Economic Development Team will facilitate liaison with local business groups to increase awareness of procurement opportunities. Objectives of this report complete, work ongoing as business as usual.
Local skills and opportunities			
To maximise work and training opportunities to lessen the negative impact of COVID19	<u>Q3</u> <ul style="list-style-type: none"> ▪ Scope Kick start scheme ▪ Support businesses to upskill, expand online presence <u>Q4</u> <ul style="list-style-type: none"> ▪ DevelopMe Hub live 	Green 	Reason for RAG: DevelopMe Hub was launched Friday 12 March. A phased approach to publicity by the 3 authorities took place to maintain momentum. Steering Group to agree a programme of activity on 31 March to develop the site and keep publicity flowing.

Town Centre Development		Lead Officer: John Houston / Kim Durrani	
Town Centre Regeneration			
Goal	Aspirational milestones	Status	Progress
<p>To create vibrant high streets and town centres of the future across Epping Forest District</p> <p>Feasibility study which sets out opportunities and remedies for barriers in relation to High Streets in Waltham Abbey, Ongar, Loughton, Buckhurst Hill, and Epping</p>	<p><u>Q2</u> Establish feasibility study project and commence</p> <p><u>Q3</u> Feasibility for WA complete</p> <p><u>Q4</u> Presentation to cabinet</p>	<p>Red</p> 	<p>Reason for RAG: delay in completion of final draft report across all towns due to capacity.</p> <p>Interviews for town centre project manager post to be complete by the end of March and an appointment made. Final draft report of the six market towns to be completed by the end of March. Reports will then be reviewed for presentation to committee following evidence from high street reopening from 12th April onwards.</p> <p>Route to Green: Re-baseline milestones for FY21-22.</p>
Waste Contract			
<p>To review the options for provision of waste, recycling collections and street cleansing services beyond the current contract term. It may be feasible to retender, enhance services or achieve efficiencies</p>	<p><u>Q2</u> Consultants appointed to support review</p> <p><u>Q3</u> Modelling of existing contract costs Options appraisal outcome</p>	<p>Green</p> 	<p>Reason for RAG: Waste management contract extension negotiations have commenced and are ongoing with Biffa. A cabinet report will be prepared June/July cabinet to present options to members as the best way forward for the waste contract and seek approval for extension to the contract or go out to market for procurement.</p> <p>Next phase of work and milestones will be published in FY21/22 corporate performance report.</p>
Leisure Contract			
<p>To maintain service delivery and minimise financial losses to the Council due to COVID19</p>	<p><u>Q3</u> Assess impact of final account of the first month of opening</p>	<p>Green</p> 	<p>Reason for RAG: Reconciliation with Places Leisure is up to date. Centres are due to re-open on 12th April. Cabinet report on 20th April to outline the plan for the new leisure centre at Bakers Lane and seeking approval and funding to proceed.</p>

Investment Assets

A review of the EFDC Investment Assets with the potential to sell assets with development potential to Qualis on a best value basis which will reflect rental uncertainty and general COVID19 uncertainty. Additionally, to review the disposals of specific assets.

Q4

- Present options for decision to asset management committee prior to disposals

Blue



Reason for RAG: The Asset Management Team report that following a meeting on Jan 18th 2021 with Deborah Fenton and Rochelle Hoyte to discuss surplus assets it was agreed that Housing would carry out a financial analysis to see if any of the sites were a viable consideration for redevelopment purposes. Objectives of this report complete, work ongoing as business as usual.

3. Quarterly KPI performance reporting

Q4 data not available for reporting deadline. Update to be provided verbally in committee session.

Stronger Communities KPIs				
Key Performance Indicator	Progress			Comments
	20/21	Actual	Target	
Customer Services: Overall Customer Satisfaction	20/21	Actual	Target	
	Q1	69%	80%	
	Q2	71%	80%	
	Q3	71%	80%	Key customer frustration has been around missed waste collections and bin deliveries, which is being addressed plus feedback on ease of finding information on our website which will be addressed via our digital strategy. On a positive note, customers who have used our online forms have given good feedback on ease of self-serve.
	Q4	TBC	80%	
Customer Services: First Point Resolution	20/21	Actual	Target	
	Q1	49%	45%	
	Q2	50%	45%	
	Q3	47%	45%	Call causation codes were re-introduced 1/11/20 after a period of significant under resourcing in the Contact Centre. Call volumes since that date were 11,102 of which 673 calls were straight forward transfers to Qualis. If this significant volume continues, we will look at ways of improving. The next highest area for call transfers was Planning with customers requiring technical support.
	Q4	TBC	80%	
Customer Services: Complaints resolved within SLA	20/21	Actual	Target	
	Q1	n/a	n/a	Not previously reported
	Q2	n/a	n/a	Not previously reported
	Q3	90%	85%	A total of Ninety-one complaints received for the full quarter. Some examples for complaints include noise issues taking longer to resolve as lack of access to resident houses to set up noise equipment. Qualis have seen a delay in parts supply causing some delays. Waste complaints related to crew behaviour and missed collection which is being addressed by the service area.
	Q4	TBC	85%	

Community Health and Wellbeing: No of homelessness approaches	20/21	Actual	Target	Comments
	Q1	118	n/a	
	Q2	96	n/a	
	Q3	61	n/a	
	Q4	TBC	n/a	
Community Health and Wellbeing: No of households in TA	20/21	Actual	Target	Comments
	Q1	n/a	100	
	Q2	n/a	100	
	Q3	137	100	
	Q4	TBC	100	
Community Health and Wellbeing: Major works voids average time	20/21	Actual	Target	
	Q1	n/a	22 working days	
	Q2	n/a	22 working days	
	Q3	16.5 working days	22 working days	Estimate only available due to reporting proximity to quarter end. Estimate based on first two weeks of December.
	Q4	TBC	22 working days	
Community Health and Wellbeing: Total remote users including; web and social media figures across the Community, Culture and Wellbeing service area	20/21	Actual	Target	Comments
	Q1	n/a	n/a	
	Q2	n/a	n/a	
	Q3	172,367	175,000	
	Q4	TBC		
Community Health and Wellbeing: Total visits in person to Epping Forest District Museums including; school outreach and loan box service	20/21	Actual	Target	Comments
	Q1	n/a	n/a	
	Q2	n/a	n/a	
	Q3	2568	1500	
	Q4	TBC	1500	

Community Health and Wellbeing: Engagement in community, physical or cultural activity	20/21	Actual	Target	Comments
	Q1	n/a	n/a	
	Q2	n/a	n/a	
	Q3	2723	1325	
	Q4	TBC	1325	
Community Health and Wellbeing: No of families in B&B accommodation for 6 weeks+	20/21	Actual	Target	Comments
	Q1	0	0	
	Q2	0	0	
	Q3	0	0	
	Q4	TBC	0	
Contracts: % increase of leisure centre attendees from previous years quarter: Gym visits	20/21	Actual		Comments
	Q1	n/a		
	Q2	Epping: 34% Loughton: 46% Ongar: 27% Waltham Abbey: 48%		Facilities re-opened 3rd August
	Q3	Epping: 11% Loughton: 16% Ongar: 16% Waltham Abbey: 7%		Facilities closed in November and re-opened on 3rd December and closed once again on 20th December, hence we are only comparing October's figures to the previous year. Despite pandemic, numbers are slightly increased from last year due to the gym extension.
	Q4	TBC		
Contracts: % increase of leisure centre attendees from previous years quarter: Casual swimming	20/21	Actual		Comments
	Q1	n/a		
	Q2	Loughton: 66% Waltham Abbey: 52%		Facilities re-opened 10th August
	Q3	Loughton: (25%) Waltham Abbey: (38%)		Negatives in brackets. Facilities closed in November and re-opened on 3rd December and closed once again on 20th December, hence we are only comparing October's figures to the previous year.
	Q4	TBC		

Contracts:	20/21	Actuals	Comments
Club Live membership	Q1	n/a	
	Q2	Epping: 1,300 Loughton: 3,300 Ongar: 960 Waltham Abbey: 2100	Positive feedback on the social distancing measures and cleanliness of centres has been received. However, on average there is a reduction of approximately 24% in fitness memberships against Q4 2020.
	Q3	Epping: 1358 Loughton: 3623 Ongar: 1065 Waltham Abbey: 2142	Facilities closed in November and re-opened on 3rd December and closed once again on 20th December, hence we are only comparing October's figures to the previous year.
	Q4	TBC	

Stronger Places KPIs				
Contracts Waste:	20/21	Actual	Target	Comments
Increase in recycling	Q1	59.62%	57%	
	Q2	59.55%	57%	
	Q3	59.58%	57%	Actuals will not be available until mid-Jan. Data has to be verified by County.
	Q4	TBC	57%	
Contracts Waste: Reduction in household waste	20/21	Actual	Target	
	Q1	113	95	Due to the impact from households in lockdown and increase in individuals working from home.
	Q2	218	196	
	Q3	311	196	Due to the impact from households in lockdown and increase in individuals working from home. Large increase in waste from home deliveries for seasonal reasons.
Q4	TBC	196		
Housing Management Rent Arrears	Q1	n/a	n/a	
	Q2	n/a	n/a	
	Q3	3.1%	1.80%	Q3 performance is historically lower as a result of spending priorities of customers impacted by seasonal factors. This year, impact of job losses as a result of C19 statutory changes will compound the situation.
	Q4	TBC	1.80%	
Planning and Development: Percentage of applications determined within agreed timelines: Major	Q1	n/a	n/a	
	Q2	n/a	n/a	
	Q3	75%	80%	Represents a small number of the overall number of planning applications received. Estimate based on outturn in Q2 where performance is reported quarterly to HMRC.
	Q4	TBC	80%	

Planning and Development: Percentage of applications determined within agreed timelines: Minor	Q1	n/a	n/a	
	Q2	n/a	n/a	
	Q3	86%	90%	Estimate based on outturn in Q2 where performance is reported quarterly to HMRC.
	Q4	TBC	90%	
Planning and Development: Percentage of applications determined within agreed timelines: Other	Q1	n/a	n/a	
	Q2	n/a	n/a	
	Q3	93%	90%	Largest proportion of planning applications (includes household extensions). Estimate based on outturn in Q2 where performance is reported quarterly to HMRC.
	Q4	TBC	90%	
Planning and Development: Housing Delivery Test progress	Q1	n/a	n/a	
	Q2	n/a	n/a	
	Q3	n/a	n/a	This is an annual requirement and figures are not collected quarterly. 2019 results were published by MHCLG in February 2020 - we had delivered at 50%. This put us in the buffer category where threshold is 95% but we are being assessed against the standard method figure of 742 rather than our housing requirement in the plan of 518 per annum and in accordance with the stepped trajectory
	Q4	n/a	n/a	

Stronger Council KPIs				
Key Performance Indicator	Progress			Comments
	20/21	Actual	Target	
People: Diversity & Inclusion – % of workforce by Ethnicity	Q1	n/a	n/a	The target is representative of the Epping Forest District general population
	Q2	Reported non-white ethnicities: 6%	Reported non-white ethnicities: 9.5%	White: 73%, Undisclosed: 15%, Unreported: 6%.
	Q3	Reported non-white ethnicities: 5%	Reported non-white ethnicities: 9.5%	White: 72%, Undisclosed: 18%, Unreported: 5%
	Q4	TBC	Reported non-white ethnicities: 9.5%	
People: Diversity & Inclusion – % of workforce with Disability	Q1	n/a	n/a	The target is representative of the Epping Forest District general population
	Q2	7.00%	10.6%	
	Q3	7.00%	10.6%	
	Q4	TBC	10.6%	
People: Staff Turnover %	Q1	n/a	n/a	
	Q2	3.50%	2.75%	
	Q3	2.43%	2.75%	Public Sector median turnover rate is 11% per annum. Q3 turnover figure is below target
	Q4	TBC	2.75%	
People: Sickness Absence – average number of days per employee	Q1	n/a	n/a	
	Q2	1.65 days	2 days	
	Q3	3.5 days	2 days	Winter months typically have a higher number of sickness absence.
	Q4	TBC	2 days	

KPIs not reported this quarter:

- Sustainable Travel: Not yet agreed.

This page is intentionally left blank