

Supplementary Committee Agenda



Overview & Scrutiny Committee Thursday, 20th April, 2023

Place: Council Chamber - Civic Offices

Time: 7.00 pm

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**10. CORPORATE PLAN KEY ACTION PLAN YEAR 5 2022/23 - QUARTER 4
PERFORMANCE REPORTING (Pages 3 - 42)**

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


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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 


Agenda Item 10


		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: <ul style="list-style-type: none"> - 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	<p>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.</p> <p>Revised timeline for Phase 1 developed following review with Civica and presented to HAM Project Team, Housing and Property Services</p>	<p>Data pass 4 -May 2023.</p> <p>Complete testing -September 2023.</p> <p>Complete training -October 2023.</p> <p>Phase 1 Go-live -October 2023</p>	<p>In Delivery</p> <p>After an external review of progress, the project was rebased in January 2023.</p>	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 27th 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 13th 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>Objectives - Determine whether to extend the Waste Contract or go out to procurement</p>	Contract & Technical	James Warwick	<p>November: 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 & procurement of waste fleet approved.</p> <p>-Feb & 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 -14th April to 5th May 2023.</p> <p>Notification of Shortlisting to Invitation to Submit Initial Tender (ISIT) Stage -w/c 8th 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 & 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 & 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 & 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 & NEC supplier workshops were held with key members of Public Protection, and indicative pricing was confirmed from Civica & 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 & agreed a preferred supplier</p> <p>Project requests Joint Portfolio & 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>Attracting Onboarding & Retaining Talent (CPP100)</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 & 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>Development of new People Strategy 2023/2027</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
Customer Services: 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.
Customer Services: 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.
Customer Services: 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"> • 258 complaints for Q4, a significant increase on the previous quarter. • 94% handled within 10 working days. • 7 escalated to the stage 2 process (a reduction on last quarter)

					<p>Service Areas with significant volume</p> <ul style="list-style-type: none"> Waste - 59% of the complaints received are relating to the Missed Bin/Biffa situation. 97% were responded to within SLA. Qualis - complaints continue to be boiler/heating related and for expectations of appointments. 96% were responded to within SLA.
<p>Community Health and Wellbeing: No of homelessness approaches</p>	<p>Danielle Blake</p>	Q1	n/a	277	<p>This represents a 7% increase on the same period last year.</p> <p>Q1 last year 258 (av. 86 per calendar month) vs. 277 this year (av. 92 per calendar month)</p>
		Q2	n/a	313	<p>Q2 last year 229 (av. 76 pcm) vs. 301 (av. 100 pcm)</p> <p>This represents a 31% difference on the same period last year.</p>
		Q3	n/a	247	<p>Q3 last year 191(av. 63 pcm) vs. 247 (av. 82 pcm)</p> <p>This represents a 22% increase on the same period last year.</p>
		Q4	n/a	192	<p>Q4 last year 186 (av. 62 pcm)</p>

					Vs. 192 (av. 64 pcm) This represents a small 3% increase on the same period last year.
Community Health and Wellbeing: 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.
Community Health and Wellbeing: 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	The summer period is when the C&W service area records the highest participation rates, due to holiday activities.

Community Health and Wellbeing: 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.

<p>Contracts: Club Live membership (Fitness Membership)</p>	<p>James Warwick</p>	<p>Q1</p>	<p>n/a</p>	<p>Epping: 1,253</p> <p>Loughton: 3,779</p> <p>Ongar: 1,121</p> <p>Waltham Abbey: 2,449</p>	<p>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.</p> <p>The decrease in gym memberships is due to the rising costs of living and people are looking to make savings and cancelling gym memberships.</p>
		<p>Q2</p>	<p>n/a</p>	<p>Epping: 1,243</p> <p>Loughton: 3,943</p> <p>Ongar: 1,115</p> <p>Waltham Abbey: 2,403</p>	<p>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</p> <p>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.</p>
		<p>Q3</p>	<p>n/a</p>	<p>Epping:</p>	<p>Epping – 6 less than previous quarter</p>

			<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 & 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>

Contracts: Club Live membership (Swimming Membership)	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>
Contracts: 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.
Contracts Waste: 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%	58.7%	These are estimated figures due to ongoing issues (figures have not been verified by ECC)
		Q4	60%	57.1%	These are estimated figures due to ongoing issues (figures have not been verified by ECC)
Contracts Waste: 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	0.272	These are estimated figures due to ongoing issues (figures have not been verified by ECC)
		Q4	0.100kg/ household	0.368	These are estimated figures due to ongoing issues (figures have not been verified by ECC)
Housing Management: 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%	<p>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> <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%	1.45%	<p>What % of the rent due from our council home tenants was paid? 100.17%</p> <p>Rent arrears of current housing tenants as a percentage of rent debit (both social and affordable rent) 1.45%</p> <p>Former tenant rent arrears collected (cumulative) £60k Not met £34,256.51</p> <p>This figure needs to be re-baselined for 2023/4 as the way it has been calculated has changed.</p>
<p>Planning and Development: 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%	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.
		Q4	80%	Data to Follow	Verbal update will be provided during Overview & Scrutiny meeting
Planning and Development: 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	Verbal update will be provided during Overview & Scrutiny meeting
Planning and Development: 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	Verbal update will be provided during Overview & Scrutiny meeting
Planning and Development: Housing Delivery Test progress	Nigel Richardson	Q1	n/a	Data will be provided following completion of Q4	This is KPI is measured annually. Verbal update will be provided during Overview & Scrutiny meeting
		Q2			
		Q3			
		Q4			

<p>People: Diversity & Inclusion – % of workforce by Ethnicity</p>	<p>Paula Maginnis</p>	<p>Q1</p>	<p>No targets are set but People Team have developed workforce KPI data insights and dashboards. The district's Census data relating to ethnicity is not released until 29.11.2022</p>	<p>Black and Minority Ethnic 5.75%</p> <p>White – all 70.03%</p> <p>Not Stated 24.22%</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>Q2</p>	<p>No targets are set but People Team</p>	<p>Black and Minority Ethnic 6.13%</p> <p>White –</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</p>

		<p>have developed workforce KPI data insights and dashboards. The district's Census data relating to ethnicity is not released until 29.11.2022</p>	<p>all 70.58%</p> <p>Not Stated 23.29%</p>	<p>campaigns to encourage disclosure of this information, the last request was in August 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>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>Census data 2011 White 90.5% Ethnic Minorities 9.5%</p> <p>2021 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 2011</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>

			<p>White 90.5%</p> <p>Ethnic Minorities 9.5%</p> <p>2021</p> <p>White 84.1%</p> <p>Ethnic Minorities 15.9%</p>		
<p>People: Diversity & Inclusion – % of workforce with Disability</p>	<p>Paula Maginnis</p>	<p>Q1</p>	<p>n/a The district's Census data relating to disability will not be released until January 2023</p>	<p>5.92%</p>	<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>Q2</p>	<p>n/a The district's Census data relating</p>	<p>5.6%</p>	<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</p>

	to disability will not be released until January 2023		external charities, e.g., Shaw Trust, Change-100, and the Living with Disability publication to increase our engagement and hiring of people with disabilities.
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	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>

			impacted a little		
People: 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
People: 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.

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