

# Supplementary Committee Agenda



## Overview & Scrutiny Committee Tuesday 18th July 2023

**Place:** Council Chamber - Civic Offices

**Time:** 7.00 pm

**Democratic Services Officer:** Laura Kirman Tel: (01992) 564243  
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### 10. CORPORATE PLAN 2023/27 YEAR 1 - QUARTER 1 CORPORATE PERFORMANCE REPORT (Pages 99 - 118)

To consider the FY 2023/24 Quarter 1 Corporate Performance Report (attached).

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## SCRUTINY



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

**Date of meeting: 18<sup>th</sup> July 2023**

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

**Subject: Q1 Corporate Performance Reporting**

**Officer contact for further information:**

Charlotte Graham (cgraham@eppingforestdc.gov.uk)

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

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**Recommendations/Decisions Required:**

- 1. That the committee review the FY23-24 Q1 Performance report and raise any areas for scrutiny.**

**Report:**

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

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

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

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

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

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

**Consultation Undertaken:**

Leadership Team  
Service Directors

**Background Papers:** Strategy and Corporate plan

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




**Risk Management:** Any major risks from programme will be reported via the Corporate Risk

Management group which is reported at Audit and Governance Committee.


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



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


### Reporting Guide

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

**Strategic Projects - Quarterly Progress Updates**

Project ID	Project Name	Project Description	Service Area	Project Sponsor	Progress Summary Update	Key Milestones	Status	Q1 RAG
CPP001	Financial ICT Systems Replacement	Review of finance system to support improving business processes and wider system integration.	Finance	Andrew Small	<p>Significant progress has been made in the project. Development meetings were conducted with Moore Insight (MI) and Advanced to drive the project forward. Additionally, project team members actively supported the development of the Shared Services Board as needed, ensuring its successful implementation.</p> <p>The project experienced a temporary slowdown as strategic level discussions and agreements became necessary. This was a vital step to ensure the projects' alignment with the overall objectives and involved the development of collaboration frameworks that were agreed upon by the local authorities involved.</p> <p>Within the project, the EFDC Finance subject matter experts (SMEs) collaborated with Moore Insight to thoroughly review the chart of accounts. This collaboration aimed to enhance accuracy and efficiency within the finance system.</p> <p>After careful consideration, it was determined that the most appropriate approach for the cutover of the finance system would be a modular and phased process. This decision will help ensure a smoother transition and minimize disruptions.</p> <p>Furthermore, progress was made in integrating EFDC Marketplace data into the project. The EFDC team, with support from Moore Insight, engaged in</p>	All project milestones under review	Service Design	<p>Amber</p> 


					discussions with Proactive to facilitate the necessary data downloads for EFDC's utilization and adoption. These ongoing discussions focus on ensuring that the downloaded data is sufficient for both audit purposes and operational needs.			
CPP009	Housing & Asset Management System		Housing & Property Services	Surjit Balu	<p>Scope refined to bring delivery back on track for October 2023.</p> <p>Currently on track with build signoff taking place as planned.</p> <p>However several product issues have arisen which could impact the quality of delivery which are being worked through with Civica. This won't impact timescales for go live.</p> <p>Repairs integration halted due to quality of specification. Separate workstream initiated to design and build Repairs integration aiming for implementation Spring 2024.</p> <p>Phase 2 defined and budget forecast finalised to complete the delivery.</p>	<p>Repairs Integration Design Signoff - August 20223</p> <p>Post Project Testing Go / No Go – August 2023</p> <p>UAT Signoff - September 2023</p> <p>Phase 1 Go Live- October 2023</p>	In Delivery	Amber 
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.	Contract & Technical	James Warwick	<p>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 requesting additional capital funding approved by Cabinet on 13<sup>th</sup> March. A meeting with Places Leisure and Pellikaan took place in April to discuss value engineering and finalise designs and a follow up meeting on 15<sup>th</sup> May. Revised plans to be submitted to Planning.</p>	<p>Deed of variation marked up by our legal representatives and sent to Places Leisure. Nov-22</p> <p>The second stage of procurement issued and tender submissions received in Dec 22 and evaluated. Dec-22</p>	In Delivery	Green 

					<p>Approval required for s278 (highways work). Planning conditions tracker has been developed and work is underway to meet all planning conditions. Section 106 conditions tracker also being developed.</p> <p>The construction is expected to start in Q3 2023, with a two-year construction period.</p>	<p>Cabinet Report to award construction contract and request for additional capital funding approved Mar-23</p> <p>Pre-Contract Service Agreement has been entered into with Places Leisure and Pellikaan to enable the designs to be finalised and value engineering options to be explored Apr-23</p> <p>Construction starts on Leisure Centre Q3 2023</p>		
CPP026	Waste Management Contract (Extend or Procure)	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	Contract & Technical	James Warwick	<p><b>Waste Management Service Delivery Workstream 1</b></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. Cabinet Report approved to go out to procurement for the waste contract on 10th October. Cabinet report for approval of waste depot approved in Feb and procurement of waste fleet approved in March (Budgets for both were approved).</p>	<p><b>Workstream 1&amp;2</b></p> <p>Procurement Notice to be issued to Market Mar-23</p> <p>Cabinet report for waste depot approved in Feb &amp; procurement of waste fleet approved March. Feb &amp; Mar 2023</p>	In Delivery	<p>Green</p> 



				<p>Stage 1 of Procurement completed, and procurement paused whilst evaluation and options are considered. A report will go to a scrutiny committee in June and Cabinet in July with options and proposed way forward. Informal Cabinet on 5th June discussed options and approved the next steps.</p> <p>A report will go to a scrutiny committee in June and Cabinet in July with options and proposed way forward.</p> <p><b>Environment Operations Hub (Waste Vehicle Facility) Workstream 2</b> Cabinet Approval for a waste vehicle facility at North Weald Airfield was granted in February 2023.</p> <p>OPS Ltd appointed to project manage all three waste workstreams.</p> <p>Ian Clarke leading on developing planning documentation and pre planning application and full planning application.</p> <p>Site visit have been carried out.</p> <p>Meeting with planning has taken place to discuss planning principles and route required for planning application.</p> <p>Draft drawings of site have been developed and being refined. Pre-planning application submitted June 23.</p> <p><b>Procurement of waste fleet vehicles Workstream 3</b> Cabinet Approval procurement of waste fleet vehicles was granted in March 2023.</p>	<p>Evaluation of SQ Submission 14th April - 5th May 2023</p> <p>Notification of Shortlisting to Invitation to Submit Initial Tender (ISIT) Stage w/c 8th May 2023</p> <p>Report to go to Scrutiny Committee 27th June 2023</p> <p>Report to go to Cabinet with options &amp; recommendations 10th July 2023</p> <p><b>Workstream 3</b> Cabinet report for procurement of waste fleet vehicles approved in March March 2023</p> <p>David Marsh and Gray Donoghue met to discuss vehicle specification 11th May 2023</p> <p>Soft Market Exercise to</p>		
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Page 06					<p>OPS Ltd appointed to project manage all three waste workstreams.</p> <p>Vehicle specification is being developed and David Marsh working with Gary to refine and finalise.</p> <p>Soft Market Testing exercise to be issued in June to explain to suppliers EFDC waste fleet vehicles technical requirements and seek views from the market as to how these may be best met to address the Council's expectations in respect of service delivery, value for money and climate change mitigation.</p> <p>Procurement timetable to be finalised once soft market testing is complete and the most appropriate route to market has been identified.</p>	<p>be issued to market 07/06/23</p> <p>Soft market exercise results to be analysed and used to form the procurement 22nd June – 6th July</p> <p>Procurement Timetable Jun 23 – Oct 23</p>		
CPP104	Transfer Services into Qualis	Transfer of Grounds Maintenance	Technical Services	Mandy Thompson	<p>The staff consultation process has been successfully completed. The role profile on the client side has been evaluated and agreed upon for assimilation into the project. A Service Level Agreement (SLA) has been drafted, with a focus on developing Key Performance Indicators (KPIs) to measure performance.</p> <p>Furthermore, a three-month secondment has been agreed upon to provide back-office support, with two days dedicated to this purpose each week.</p> <p>The transfer process has been successfully completed as of 01/05/23</p>	<p>Transfer of Service 01/05/2023</p> <p>TUPE Consultation start 08/02/2023</p> <p>Cabinet Update 04/02/2023</p> <p>RTL Consultation 21/12/2023</p>	Complete	Blue ↑
CPP141	M3 PP Proposal	Replacement of M3PP. M3 PP is a case management system used for complaints	Commercial & Regulatory	Mandy Thompson	Formal notice of M3 de-support was received, indicating the need to transition away from M3 system.	Agree NEC Contact & SoW Jun-23	Service Design/ Scoping	Green ↔

		<p>management, regulatory systems and enforcement.</p> <p>The M3 system is due to be decommissioned</p>			<p>To ensure data accuracy, EFDC/NEC engaged in workshopping activities aimed at conducting a data cleanse exercise.</p> <p>The Public Protection teams are currently conducting a review to identify the sources of input and output data for the project.</p> <p>Additionally, the Public Protection teams are conducting a review to identify any potential dependencies that may impact the project.</p> <p>The project's organizational structure has been reworked to provide improved support for the members of the project team.</p> <p>The Project Board has approved a delivery methodology that involves upgrading all modules to Assure on-premises before migrating them into the cloud.</p> <p>Among the available options, this approach is considered cost-effective, less risky, and logistically straightforward.</p> <p>Efforts are being made to reach an agreement on hosting a Statement of Work workshop in early June.</p>	<p>Agree &amp; sign EFDC/NEC Contract Jul-23</p> <p>Formal Project Initial Meeting Jul-23</p> <p>Delivery Period July 23 – April 24</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	People	Paula Maginnis	Final draft of the People strategy has now progressed from 18 <sup>th</sup> April scrutiny committee to 31 <sup>st</sup> May Cabinet. Once the Cabinet process is completed we will then launch the People Strategy to all employees in June 2023.	There are a number of sessions planned to finalise the strategy: Session with SLT – Feb/March 2023 – Completed Portfolio Holder – March 2023 Scrutiny Committee – April 2023	In Delivery	<p>Blue</p> 

		2022.				Cabinet – June 2023, after meeting with Scrutiny Committee – If Required Employee Launch – after Cabinet in June 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.

### Quarterly KPI Reporting

Key Performance Indicator	Owner	22/23	Target	Actual	Comments
Customer Services: Overall Customer Satisfaction	Rob Pavey	Q1	80%	63.60%	Residents continued dissatisfaction with the waste collection service, predominantly on the suppliers failure to deliver bins and not collecting reported missed collections.
		Q2	80%		
		Q3	80%		
		Q4	80%		

<b>Customer Services:</b>  First Point Resolution	Rob Pavey	Q1	45%	69.30%	The team continue to work with back office teams ensuring agent scripts provide as much information as possible, enabling resolution by the contact center.
		Q2	45%		
		Q3	45%		
		Q4	45%		
<b>Customer Services:</b>  Complaints resolved within SLA	Rob Pavey	Q1	85%	89%	165 complaints for Q1, a significant decrease on the previous quarter (258) 44% relate to waste and missed collections. 99% of which were responded to within SLA. 21% relate to Qualis Property Solutions. 97% of responded to within SLA.
		Q2	85%		
		Q3	85%		
		Q4	85%		
<b>Community Health and Wellbeing:</b>  No of homelessness approaches	Danielle Blake	Q1	n/a	178	This represents a 7% increase on the same period last year.  Q1 last year 165 (av. 55 per calendar month) vs. 178 this year (av. 60 per calendar month)
		Q2	n/a		

		Q3	n/a		
		Q4	n/a		
<b>Community Health and Wellbeing:</b>	Eleanor Green	Q1	N/A	106	This is very close to the figure provided for the same period last financial year.
No of households in Temporary Accommodation		Q2	n/a		
		Q3	n/a		
		Q4	100		
<b>Community Health and Wellbeing:</b>	Gill Wallis	Q1	3500	3945	Enhanced engagement figure in Q1 as a result of two key events; RideLondon 2023 and Ninefields Playground Launch event.
Engagement in community, physical or cultural activity		Q2	3500		
		Q3	3500		
		Q4	3500		
<b>Community Health and Wellbeing:</b>	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.
No of families in B&B accommodation for 6 weeks+		Q2	0		
		Q3	0		
		Q4	0		

<p>Contracts:</p> <p>Club Live membership (Fitness Membership)</p>	<p>James Warwick</p>	<p>Q1</p>	<p>n/a</p>	<p>Epping: 1,273</p> <p>Loughton: 3,888</p> <p>Ongar: 1,099</p> <p>Waltham Abbey: 2,878</p>	<p>Epping - Increase of 16 from previous quarter  Loughton - Increase of 28 from previous quarter  Ongar – Increase of 19 from previous quarter  Waltham Abbey – Increase of 298 from previous quarter</p> <p>The number of swimming memberships continues an upward trend and there is a good increase in club live memberships across all four centres, particularly Waltham Abbey. Waltham Abbey leisure centre club live figures have exceeded pre-Covid levels.</p> <p>Please note the KPIs for Q1 are indicative as the actual June 2023 figures are not yet out.</p>
		<p>Q2</p>	<p>n/a</p>		
		<p>Q3</p>	<p>n/a</p>		
		<p>Q4</p>	<p>n/a</p>		

<b>Contracts:</b>  Club Live membership (Swimming Membership)	James Warwick	Q1	n/a	Loughton: 489  Ongar: 146  Waltham Abbey: 357	Loughton – Increase of 18 from previous quarter Ongar – Decrease of 5 from previous quarter Waltham Abbey - Increase of 69 from previous quarter  Swimming memberships increases generally, but there is a small decrease at Ongar Leisure Centre.  Please note the KPIs for Q1 are indicative as the actual June 2023 figures are not yet out.
		Q2	n/a		
		Q3	n/a		
		Q4	n/a		
<b>Contracts:</b>  No. of people on Learn to Swim Programme (Swimming Lessons)	James Warwick	Q1	n/a	Loughton: 2,516  Ongar: 790  Waltham Abbey: 1,719	Loughton – Increase of 24 from previous quarter Ongar – Increase of 13 from previous quarter Waltham Abbey – Decrease of 6 from previous quarter  Number of people on Learn to Swim Programme has increased generally, with a small decrease at Waltham Abbey Leisure Centre. However, Waltham Abbey swimming lessons have exceeded pre-Covid levels.  Please note the KPIs for Q1 are indicative as the actual June 2023 figures are not yet out.
		Q2	n/a		



		Q3	n/a		
		Q4	n/a		
<b>Contracts Waste:</b> Recycling rate	James Warwick	Q1	60%	60.097%	Achieved recycling target for Q1
		Q2	60%		
		Q3	60%		
		Q4			
<b>Contracts Waste:</b> Reduction in household waste	James Warwick	Q1	0.100kg/household	0.098kg	Achieved Target for Q1
		Q2	0.100kg/household		
		Q3	0.100kg/household		
		Q4	0.100kg/household		
<b>Housing Management:</b>  Rent Arrears	Surjit Balu	Q1	<1.55%	2.58%	We are working on getting the most out Rent sense and some new training has helped the figures move in the right direction.
		Q2	<1.55%		
		Q3	<1.55%		
		Q4	<1.55%		

<b>Planning and Development:</b>  Percentage of applications determined within agreed timelines: Major	Nigel Richardson	Q1	80%	100%	Major type applications represent only a small number of the overall number of planning applications received, but are more complex and usually reported to planning committees. Decisions were made within the agreed extension of time in all 4 application cases.
		Q2	90%		
		Q3	80%		
		Q4	80%		
<b>Planning and Development:</b>  Percentage of applications determined within agreed timelines: Minor	Nigel Richardson	Q1	90%	80%	This covers planning applications that include 1 to 9 dwellings/ pitches per application as well as offices, light industry, general industry, storage, warehousing or retail floorspace under 10,000sq m or 1 hectare and other minor developments. 70 out of 87 applications were made in time, showing an early improvement from 2022-23, which is due to renewed focus on officers seeking extensions of time where applicable, case reviews and discussion at team meetings.
		Q2	90%		
		Q3	90%		
		Q4	90%		
<b>Planning and Development:</b>  Percentage of applications determined within agreed timelines: Other	Nigel Richardson	Q1	90%	88%	Includes the highest volume of this type of applications received (householder extensions). 258 out of 292 applications were decided in time, which is just out of target but a great improvement on 2022-23 of mainly delegated cases, which is due to a renewed focus on officers seeking extensions of time where applicable, case reviews and discussion at team meetings.
		Q2	90%		
		Q3	90%		
		Q4	90%		

<b>Planning and Development:</b>  Housing Delivery Test progress	Nigel Richardson	Q1	n/a	Data will be provided following completion of Q4	This is KPI is measured annually. KPI data will be provided for the whole year following Q4.
		Q2			
		Q3			
		Q4			
<b>People:</b>  Diversity & Inclusion – % of workforce by Ethnicity	Paula Maginnis	Q1	No targets are set but People Team have developed workforce KPI data insights and dashboards. The district’s Census data relating to ethnicity is not released until 29.11.202	BAME (Black and Minority Ethnic) 6.59%  White – All 72.65%  Not Stated 20.76%	This is voluntary information from employees and the actual figures may be higher than what is reported.  A large number of employees remain unwilling to disclose their ethnicity information however the People team will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022
		Q2	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 29.11.202		
		Q3	<p>No targets set but as a comparison it is useful to know the local context via the Census data.</p> <p>Census data <b>2011</b> White 90.5% Ethnic Minorities 9.5%</p> <p><b>2021</b> White 84.1% Ethnic Minorities 15.9%</p>		
		Q4	<p>No targets set but as a comparison it is useful to know the local context via the Census data.</p> <p>Census data <b>2011</b> White 90.5% Ethnic Minorities 9.5%</p> <p><b>2021</b> White 84.1% Ethnic Minorities 15.9%</p>		

<p><b>People:</b> Diversity &amp; 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>4.79%</p>	<p>This is voluntary information from staff and the actual figure may be higher than what is reported. 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 to disability will not be released until January 2023</p>		
		<p>Q3</p>	<p>n/a The district’s Census data relating to disability will not be released until January 2023</p>		
		<p>Q4</p>	<p>2021 14% 5.8% day-to-day activity impacted a lot 8.2% day-to-day activity impacted a little</p>		

<b>People:</b> Staff Turnover %	Paula Maginnis	Q1	11%	8.51%	Target is based on public sector median turnover rate which is 11% per annum.
		Q2	11%		
		Q3	11%		
		Q4	11%		
<b>People:</b> Sickness Absence – average number of days per employee	Paula Maginnis	Q1	2.15 Days	1.6 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
		Q2	2.15 Days		
		Q3	2.15 Days		
		Q4	2.15 Days		