









## 2. Corporate plan programmes scope and performance measurement report – By exception



Customer Excellence Programme		Lead Officer: Rob Pavey	
Goal	Aspirational milestones	Status	Progress
<b>Fix The basics</b>			
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"> <li>▪ ICS Benchmark survey</li> <li>▪ Customer Feedback channel created through social media</li> <li>▪ Out of hours new contract procurement</li> </ul> <u>Q3</u> <ul style="list-style-type: none"> <li>▪ Customer Feedback review</li> <li>▪ CHW 1st line migration to contact centre</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>▪ Contact centre Operating Hours review</li> </ul>	<b>Red</b> 	<p>The complaints process has been updated to reflect comments from the Ombudsman. the contact us e-mail address has been removed and a new general enquiry for created signposting customers more effectively.</p> <p>Reason for RAG Status: Community Health &amp; Wellbeing 1st line migration aspect outstanding.</p> <p>Route to Green: Full migration of CHW into the Customer Team will be completed with the new visitor booking system, due end of Q4.</p>
<b>Digital Customer Journey (Embracing new technology)</b>			
Increase the digitisation of the customer journey	<u>Q3</u> <ul style="list-style-type: none"> <li>▪ Firm Step Calendar bookings</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>▪ Customer single Sign on</li> </ul>	<b>Red</b> 	<p>Customer service accommodation project costings now budgeted for.</p> <p>Reason for RAG Status: Firm Step Calendar Bookings delayed.</p> <p>Route to Green: Expected by Q4.</p>
<b>Digital Payments</b>			
Refresh payment component of customer journey	<u>Q3</u> <ul style="list-style-type: none"> <li>▪ Wallet and Recurring payment launch</li> <li>▪ PCI DSS compliance project (Payment industry Compliancy to protection of income through payments)</li> </ul>	<b>Red</b> 	<p>Reason for RAG: PCI DSS compliance enhancements are delay due to resource constraints. It is noted that we are compliant and these enhancements are to further improve the security.</p> <p>Route to Green: Completion in next quarter.</p>


Community and Data Insights Programme		Lead Officer: Rob Pavey	
Goal	Aspirational milestones	Status	Progress
<b>Research &amp; Feasibility Recommendations</b>			
Provide insight for the future design of our service based on data and behavioural analysis Provide customer-centric services	<u>Q3</u> <ul style="list-style-type: none"> <li>Establish Corporate objectives for Community Data Insight objectives</li> <li>Provide Options for Data analysis tools</li> </ul>	Red 	Reason for RAG Status: The council is currently reviewing the priority of this programme against other initiatives. Programme may then require further clarity on its scope.  Route to Green: Aim to establish objectives by Q4.


People Programme		Lead Officer: Paula Maginnis	
Goal	Aspirational milestones	Status	Progress
<b>Attracting, On Boarding and retaining the best talent</b>			
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"> <li>Onboarding process, redesign and roll out</li> </ul>	Red 	Recruitment through iTrent - Engagement session completed for Leadership on 7th December 2020. People Team on track to launch Phase 1 by 6 Jan 2021. Comms have been implemented and our careers page redesign is complete.  Reason for RAG Status: Onboarding process, redesign and rollout intended to complete in Q3.  Route to Green: The Onboarding guide is designed, feedback is being included and guide amended. We now expect the guide to be completed Q4. Pilot this to new starters in January 2021. We are also piloting the 'HR Power Hour', this included the employee lifecycle journey. We are piloting this with the newly recruited managers


ICT Strategy Programme		Lead Officer: Paula Maginnis	
Goal	Aspirational milestones	Status	Progress
<b>Infrastructure Review</b>			
Refresh our disaster recovery capability and improve network resilience	<u>Q2</u> <ul style="list-style-type: none"> <li>DR infrastructure installed</li> </ul> <u>Q3</u> <ul style="list-style-type: none"> <li>Infrastructure testing complete</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>Further Infrastructure strategy action plan complete</li> </ul>	Red 	Reason for RAG Status: Disaster Recovery is not progressing at planned rate due to overall resourcing issues in the team.  Return to Green: We expect to be able to put resource on this in Q4.
<b>Business Application Review</b>			
Understand all applications Identify unsupported ones Implement supplier mgt Decommission out of date / used systems Move applications to SaaS Blueprint for future applications	<u>Q2</u> <ul style="list-style-type: none"> <li>Business Architecture current state</li> <li>Business Partner model implemented</li> </ul> <u>Q3</u> <ul style="list-style-type: none"> <li>Supplier management process implemented</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>Strategy and plan for business application architecture</li> </ul>	Red 	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.  Return to Green: Consulting third parties for support in the business app strategy.


Accommodation Programme		Lead Officer: Louise Wade	
Goal	Aspirational milestones	Status	Progress
Accommodation Strategy: programme A range of projects to improve the design & development of the Councils buildings & assets and the way in which employees work 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	<u>Q2</u> <ul style="list-style-type: none"> <li>Agree FFF schedule, furniture and place order</li> <li>AV Design complete</li> <li>Complete proposed travel plan</li> </ul> <u>Q3</u> <ul style="list-style-type: none"> <li>Procurement tender on printing project commenced.</li> <li>Ascertain final agreement on lease/rental fees for 3rd parties</li> <li>Ways of working and members workshops held</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>Refurbishment work complete in 323 &amp; Civic</li> <li>Complete FF&amp;E,AV, Desktop and IT Installation</li> </ul>	Red 	Refurbishment continues to progress on time and budget; Negotiations continue with partners. Community Hub vision agreed at cabinet in December. Travel policy drafted and DRT pilot will provide indication of additional mode of transport to Civic. High level of engagement with stakeholders include employee and members stakeholder information sessions.  Reason for RAG Status: The intention was to conclude discussions with partners by year end.  Route to Green: Conclude in January/February. There has been extensive space planning to accommodate all requirements. We are currently finalising the offer to the library and will look to issue this in January.


Housing Programme		Lead Officer: Deborah Fenton	
Goal	Aspirational milestones	Status	Progress
<b>Council Housebuilding</b>			
To deliver the Council housebuilding programme	<u>Q2</u> <ul style="list-style-type: none"> <li>▪ On site start Phase 4.1</li> </ul> <u>Q3</u> <ul style="list-style-type: none"> <li>▪ On site start Phase 4.2</li> <li>▪ Onsite start Phase 4.3</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>▪ Onsite start Phase 4.4</li> </ul>	Red 	<p>The forecast for the next 4 years has been submitted to finance, this includes a bid for the Qualis affordable housing units.</p> <p>Reason for RAG Status: C19 is causing issues on building development i.e. delayed material deliveries.</p> <p>On site start phase 4.2, now expected across 25 Jan - 11 Feb</p> <p>On site start phase 4.3, expected July 2021 due to design changes requiring planning resubmission. Tender approval for 4.3 was done via CHBCC Dec 20, contract to be signed with supplier.</p> <p>It should be noted that we are also looking at a review of the HRA strategy within the next quarter.</p> <p>Return to Green: Rebaseline Phase 4.2 and 4.3.</p>
<b>Housing and Asset Management System</b>			
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.	<u>Q3</u> <ul style="list-style-type: none"> <li>▪ High level Requirements complete</li> <li>▪ Initial tender response and evaluation complete</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>▪ Cabinet approval and award</li> </ul>	Red 	<p>High Level Requirements complete.</p> <p>Reason for RAG Status: Tender was delayed due to negotiating terms with partners. Awaiting tender responses to perform evaluation. Expected responses by late Jan.</p> <p>Return to Green: Conclude evaluation and tender. Rebaseline tender milestone to Q4.</p>

<b>Sheltered Housing Review</b>			
<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>Q3</u></p> <ul style="list-style-type: none"> <li>▪ Wifi install in communal areas</li> <li>▪ Improve Marketing and Promotion of sheltered housing</li> </ul> <p><u>Q4</u></p> <ul style="list-style-type: none"> <li>▪ Stronger Place Select committee – 3-year action plan</li> <li>▪ SH impact to 55plus review</li> </ul>	<p>Red</p> 	<p>A pilot refurb is currently being planned for one of the schemes. Initial meetings taken place with supplier for specialist packages for sheltered housing and a pilot refurb is being planned for one housing scheme, to be approved by cabinet. Further update will be presented to select committee in the new year.</p> <p>Reason for RAG Status: Wifi plans are being removed due to being Cost/Benefit and a need to further understand the broader view of sheltered housing needs is being considered.</p> <p>Route to Green: Consider Sheltered housing needs in Q4.</p>

<b>District Sustainability Programme</b>		<b>Lead Officer: Alison Blom-Cooper / Nigel Richardson / Kim Durrani</b>	
<b>Goal</b>	<b>Aspirational milestones</b>	<b>Status</b>	<b>Progress</b>
<b>Implementation of the Green Infrastructure Strategy (Strategic Alternative areas of Natural Greenspace)</b>			
<p>Establish strategy and policies relating to Green and Blue infrastructure, the protection of ecological assets and high quality design.</p>	<p><u>Q1</u></p> <ul style="list-style-type: none"> <li>▪ Green and blue infrastructure strategy issued for consultation</li> </ul> <p><u>Q3</u></p> <ul style="list-style-type: none"> <li>▪ Cabinet consideration of strategy for endorsement as a material planning consideration</li> </ul>	<p>Red</p> 	<p>Report to be submitted to Cabinet in Feb 2021.</p> <p>Reason for RAG: Decision made by Cabinet to defer.</p> <p>Route to Green: Approval at cabinet in February. Next stage after that is to take this forward and implementing the projects in the GIS. Rebaseline milestones to Q4.</p>

Planning and Development Programme		Lead Officer: Nigel Richardson/Alison Blom-Cooper	
Goal	Aspirational milestones	Status	Progress
<b>Local Plan</b>			
Deliver Local Plan	<u>Q3</u> <ul style="list-style-type: none"> <li>Main Modifications consultation</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>Adoption of local plan</li> </ul>	Red 	Reason for RAG Status: Awaiting Local Plan Inspector response and timeline to Main Modifications so that consultation can take place – now planned for Q4.  Return to Green: Local Plan adoption anticipated to be in Q1 FY 21/22.

Economic Development		Lead Officer: John Houston	
<b>Digital Enablement and Gateway</b>			
Goal	Aspirational milestones	Status	Progress
An externally provided platform for 'Place' that will re-imagine Epping Forest District as a great location to live, work and do business.  Platform for; <ol style="list-style-type: none"> <li>On-line information</li> <li>On-line business building</li> <li>On-line trading programme</li> <li>On- line community building</li> <li>On-line transaction and settlement</li> <li>On-line bookings</li> <li>On-line info. re. employment and skills</li> </ol>	<u>Q2</u> <ul style="list-style-type: none"> <li>Project Initiation</li> </ul> <u>Q3</u> <ul style="list-style-type: none"> <li>Requirements, tender and Procurement complete</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>Phase 1 implementation</li> </ul>	Red 	A rationalised digital gateway plan has been drafted.  Reason for RAG: Further detailed analysis was required to understand the feasibility of the solution and need. The preferred option is for a digital gateway that is focused on the local economy and social benefit using tried and tested low cost technology. The product can then evolve over time and make best use of previous investment.  Route to Green: Report is being prepared for Cabinet in January 2021.

Town Centre Development		Lead Officer: John Houston	
Goal	Aspirational milestones	Status	Progress
<b>Leisure Contract</b>			
To maintain service delivery and minimise financial losses to the Council due to Covid-19	<u>Q3</u> Assess impact of final account of the first month of opening	Red 	<p>The Leisure Contract remains under pressure especially with the uncertainty around the lockdowns and ongoing Covid19 risk. Open Book Reconciliation is ongoing for settlement of operating accounts from March to October 2020. A separate discussion is taking place around the financing of 2020/21 financial year.</p> <p>Reason for RAG: Is the need for ongoing discussions given the pandemic and the delay to the conclusion of these discussions by Q3.</p> <p>Route to Green: A report on the future development and management fee for the new Epping Leisure Centre will be presented to Cabinet in early 2021.</p>

### 3. Quarterly KPI performance reporting

Stronger Communities KPIs				
Key Performance Indicator	Progress			Comments
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.
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	

Stronger Places KPIs				
Contracts Waste:	20/21	Actual	Target	
Reduction in household waste	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.
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.



<b>Stronger Council KPIs</b>				
<b>Key Performance Indicator</b>	<b>Progress</b>			<b>Comments</b>
<b>People:</b>	<b>20/21</b>	<b>Actual</b>	<b>Target</b>	
Diversity & Inclusion – % of workforce by Ethnicity	Q1	n/a	n/a	The target is representative of Epping Forest District general population
	Q2	BME: 6%	BME: 9.5%	White: 73%, Undisclosed: 15%, Unreported: 6%.
	Q3	BME: 5%	BME: 9.5%	White: 72%, Undisclosed: 18%, Unreported: 5%
<b>People:</b> Diversity & Inclusion – % of workforce with Disability	Q1	n/a	n/a	The target is representative of Epping Forest District general population
	Q2	7.00%	10.60%	
	Q3	7.00%	10.60%	
<b>People:</b> 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.

KPIs not reported this quarter:

- Sustainable Travel: agreement on measurements will take place in Q4.