









**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	
Waltham Abbey Community & Cultural Hub			
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><u>Q2</u></p> <ul style="list-style-type: none"> <li>Develop Options / Feasibility Study for Community &amp; Economic Hub</li> <li>Present Feasibility Study to Cabinet</li> </ul> <p><u>Q4</u></p> <ul style="list-style-type: none"> <li>Confirm EFDC capital funding</li> <li>Produce/agree SLA for management of revised facilities</li> <li>Detailed proposal sign-off (FY21/22-Q1)</li> </ul>	<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 &amp; 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>

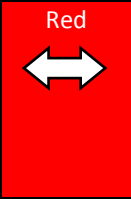
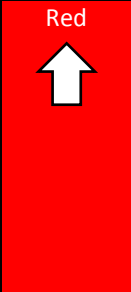
Community and Data Insights Programme		Lead Officer: Rob Pavey	
Research & Feasibility Recommendations			
Goal	Aspirational milestones	Status	Progress
Provide insight for the future design of our service based on data and behavioural analysis Provide customer-centric services	<p><u>Q3</u></p> <ul style="list-style-type: none"> <li>Establish Corporate objectives for Community Data Insight objectives</li> <li>Provide Options for Data analysis tools</li> </ul>	<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>



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"> <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>	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.
Digital Customer Journey			
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>	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"> <li>▪ Councillor Portal</li> </ul>	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.

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"> <li>▪ Organisational alignment to delivery</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>▪ Digital Performance Management Review and implementation</li> <li>▪ New automated recruitment process through iRecruit</li> </ul>	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.
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"> <li>▪ People Team restructure</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>▪ Automate people management by moving to digital processes</li> <li>▪ People policy review / refresh</li> </ul>	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.



ICT Strategy Programme		Lead Officer: Paula Maginnis	
<b>Flexible and Remote Working</b>			
Enable employees to work flexibly and remotely	<u>Q2</u> <ul style="list-style-type: none"> <li>Teams Rollout</li> <li>Laptop standards issued</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>O365 rollout complete</li> <li>Govroam (Wi-Fi roaming in public sector locations) complete</li> </ul>	<p>Red</p> 	<p>Reason for RAG: Further work required to complete Govroam works. O365 migration underway. Initial group migrated. Remaining groups scheduled over next few weeks.</p> <p>Route to Green: Re-baseline milestones for FY21-22.</p>
<b>Mobile Phone Review</b>			
Reduce mobile phone ownership and usage	<u>Q4</u> <ul style="list-style-type: none"> <li>Assessment and strategy complete</li> </ul>	<p>Red</p> 	<p>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.</p> <p>Route to Green: Re-baseline milestones for FY21-22.</p>
<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>	<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>
<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>	<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>


Housing Programme		Lead Officer: Deborah Fenton	
Council Housebuilding			
Goal	Aspirational milestones	Status	Progress
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 	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. Phase five has moved into the consultation stage with member. Following this a feasibility study will be carried and planning submitted where appropriate.  Route to Green: Re-baseline milestones for FY21-22.
Housing and Asset Management System			
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 	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.  Return to Green actions: Complete tender and re-baseline milestones for FY21-22.

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"> <li>Appoint Climate Change officer</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>Cabinet adoption of Climate Action plan</li> </ul>	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"> <li>Green and blue infrastructure strategy issued for consultation</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>Cabinet consideration of strategy for endorsement as a material planning consideration</li> </ul>	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.

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"> <li>Tender Process complete</li> </ul> <p><u>Q4</u></p> <ul style="list-style-type: none"> <li>Phase 1 implementation</li> </ul>	<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"> <li>Main Modifications consultation</li> </ul> <p><u>Q4</u></p> <ul style="list-style-type: none"> <li>Adoption of local plan</li> </ul>	<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"> <li>1. On-line information</li> <li>2. On-line business building</li> <li>3. On-line trading programme</li> <li>4. On-line community building</li> <li>5. On-line transaction and settlement</li> <li>6. On-line bookings</li> <li>7. On-line info. re. employment and skills</li> </ol>	<p><u>Q2</u></p> <ul style="list-style-type: none"> <li>▪ Project Initiation</li> </ul> <p><u>Q3</u></p> <ul style="list-style-type: none"> <li>▪ Requirements, tender and Procurement complete</li> </ul> <p><u>Q4</u></p> <ul style="list-style-type: none"> <li>▪ Phase 1 implementation</li> </ul>	<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"> <li>- A substantial range of employment opportunities for people of all ages</li> <li>- facilities for business start-ups and sole entrepreneurs</li> <li>- Opportunities for companies involved in distribution and light industry</li> </ul>	<p><u>Q4</u></p> <ul style="list-style-type: none"> <li>▪ Appraisal option completed.</li> </ul>	<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>

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>

### 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	
<b>Customer Services:</b> Overall Customer Satisfaction	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%	
<b>Customer Services:</b> First Point Resolution	<b>20/21</b>	<b>Actual</b>	<b>Target</b>	
	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%	
<b>Customer Services:</b> Complaints resolved within SLA	<b>20/21</b>	<b>Actual</b>	<b>Target</b>	
	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%	

<b>Community Health and Wellbeing:</b> No of homelessness approaches	<b>20/21</b>	<b>Actual</b>	<b>Target</b>	<b>Comments</b>
	Q1	118	n/a	
	Q2	96	n/a	
	Q3	61	n/a	
	Q4	TBC	n/a	
<b>Community Health and Wellbeing:</b> No of households in TA	<b>20/21</b>	<b>Actual</b>	<b>Target</b>	<b>Comments</b>
	Q1	n/a	100	
	Q2	n/a	100	
	Q3	137	100	
	Q4	TBC	100	
<b>Community Health and Wellbeing:</b> Major works voids average time	<b>20/21</b>	<b>Actual</b>	<b>Target</b>	
	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	
<b>Community Health and Wellbeing:</b> Total remote users including; web and social media figures across the Community, Culture and Wellbeing service area	<b>20/21</b>	<b>Actual</b>	<b>Target</b>	<b>Comments</b>
	Q1	n/a	n/a	
	Q2	n/a	n/a	
	Q3	172,367	175,000	
	Q4	TBC		
<b>Community Health and Wellbeing:</b> Total visits in person to Epping Forest District Museums including; school outreach and loan box service	<b>20/21</b>	<b>Actual</b>	<b>Target</b>	<b>Comments</b>
	Q1	n/a	n/a	
	Q2	n/a	n/a	
	Q3	2568	1500	
	Q4	TBC	1500	

<b>Community Health and Wellbeing:</b> Engagement in community, physical or cultural activity	<b>20/21</b>	<b>Actual</b>	<b>Target</b>	<b>Comments</b>
	Q1	n/a	n/a	
	Q2	n/a	n/a	
	Q3	2723	1325	
	Q4	TBC	1325	
<b>Community Health and Wellbeing:</b> No of families in B&B accommodation for 6 weeks+	<b>20/21</b>	<b>Actual</b>	<b>Target</b>	<b>Comments</b>
	Q1	0	0	
	Q2	0	0	
	Q3	0	0	
	Q4	TBC	0	
<b>Contracts:</b> % increase of leisure centre attendees from previous years quarter: Gym visits	<b>20/21</b>	<b>Actual</b>		<b>Comments</b>
	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		
<b>Contracts:</b> % increase of leisure centre attendees from previous years quarter: Casual swimming	<b>20/21</b>	<b>Actual</b>		<b>Comments</b>
	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		

<b>Contracts:</b>	<b>20/21</b>	<b>Actuals</b>	<b>Comments</b>
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	

<b>Stronger Places KPIs</b>				
<b>Contracts Waste:</b>	<b>20/21</b>	<b>Actual</b>	<b>Target</b>	<b>Comments</b>
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%	
<b>Contracts Waste:</b> Reduction in household waste	<b>20/21</b>	<b>Actual</b>	<b>Target</b>	
	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		
<b>Housing Management</b> 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%	
<b>Planning and Development:</b> 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%	

<b>Planning and Development:</b> 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%	
<b>Planning and Development:</b> 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%	
<b>Planning and Development:</b> 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	
<b>People:</b> 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%	
<b>People:</b> 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%	
<b>People:</b> 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%	
<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.
	Q4	TBC	2 days	

KPIs not reported this quarter:

- Sustainable Travel: Not yet agreed.