

## 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.

Project ID	Project Title	Service Area	Sponsor	Scope	Achieved Milestones Q3	Planned Milestones Q4	Status	Progress Summary/Update	Q2 RAG Status	Q3 RAG Status
CPP014	Rentsense	Housing & Property Services	Deborah Fenton	Implementation of analytical software to identify arrears and potential arrears	N/A	N/A	Closed	Project Closure Report submitted and reviewed and signed off in the September Steering Groups.  <b>Request that this can be removed from this report.</b>	BLUE	BLUE 
CPP018	Telecare Offering	Council Housebuilding	Deborah Fenton	Cessation of the delivery of Telecare and move to ECC country-wide care provision of technology service for telecare and assistive technology delivery.	N/A	N/A	Closed	Project Closure Report submitted and reviewed and signed off in the October Steering Groups.  <b>Request that this can be removed from this report.</b>	BLUE	BLUE 
CPP008	Development Strategy/Programme	Council Housebuilding	Deborah Fenton	Detail the strategy on how we will achieve the business objectives of the council House Building Programme	Refer to CHBCC	Refer to CHBCC	Open	Refer to minutes from CHBCC  PMO are obtaining a more detailed update which will be communicated at Select Committee.	GREEN	GREEN 
CPP009	Housing & Asset Management System	Housing & Property Services	Deborah Fenton	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.	TBC	TBC	Open	A series of Project Workshops have been undertaken since the Project Kick-off in September 2021. These have included Civica Cx introductory Workshops and also "Discovery" Workshops covering the core functional areas of Service Charges, Allocations, Rents, Repairs, Assets; further Workshops have been scheduled for December 2021, primarily	GREEN	AMBER 

								<p>focussing on commencing the configuration of the Cx system for Rents. A review of the detailed Project Plan is ongoing, and Workshops are now being scheduled from January 2022 in accordance with the Project Plan.</p> <p>The Civica Cx solution is being hosted and managed by Civica; the Live, Test, Train, Development instances of Cx have now been set up and access to these environments has been enabled for EFDC resources.</p>		
CPP017	Sheltered Housebuilding Review	Housing & Property Services	Deborah Fenton	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.	N/A	N/A	Closed	<p>This activity is to be combined with the Council Housebuilding Project. Consultant from Meta plan is currently reviewing the report with a view of developing a strategic long-term plan.</p> <p><b>Internal governance process is being managed in order to complete a 'Project Closure Report'</b></p> <p><b>Project will remain open on this report until this is received and signed off.</b></p>	GREEN	<p>BLUE</p> 
CPP148	Fully Accessible Flats (Sheltered Housing Scheme)	Housing Properties - Older People's Services	Deborah Fenton	Remodel of 2 lounges to provide accessible flats	N/A	Drawings and feasibility studies currently being undertaken	Open	<p>Waiting for the results of the feasibility study, once received a detailed progress update will be provided.</p>	GREEN	<p>GREEN</p> 

CPP021	Leisure Management Contract - Reconciliation (COVID)	Contract & Technical	James Warwick	To maintain service delivery and minimise financial losses to the Council due to COVID19	Monthly meetings held with places leisure to reconcile and agree management fee	Monthly meetings held with places leisure to reconcile and agree management fee	Open	The Leisure facilities are operating without any Covid restrictions at present and EFDC is now receiving a monthly management fee, this is still lower than the management fee received pre-pandemic, but it is estimated we will reach pre-pandemic levels from April 22. Reconciliation continues on a monthly basis.	GREEN	GREEN 
CPP026	Waste Management Contract (Extend or Procure)	Contract & Technical	James Warwick	To review the options for provision of waste, recycling collections and street cleansing services beyond the current contract term. It may be feasible to retender, enhance services or achieve efficiencies	Waste Management Contract Strategic Options Report - Presented and agreed at Select Committee - November 2021	Waste Management Contract Strategic Options Report - Due to be presented at Cabinet on 25th January 2022	Open	A report was presented at Stronger Place – Select Committee in November, recommending an agreement in principle to extend the waste contract from November 2024 for a further ten years. The report will now be presented to Cabinet on 25th January to formally approve an agreement in principle to the extend the waste contract.	GREEN	GREEN 
CPP031	Locata	Housing Needs	Jennifer Gould	Integrating available functionality of current LOCATA system across the Homelessness, Temporary Accommodation and Rehousing Team. Upgrading system functionality and allowing customers to access all areas of housing in real time and have autonomy over their housing applications.	N/A	N/A	Closed	Jennifer Gould advised that this is historic and was closed in 20/21. Removing from report.	BLUE	BLUE 

CPP033	Reprovision of Hostel	Community & Wellbeing	Jennifer Gould	Obtaining a new location for our hostel provision to be more accessible to our customers	N/A	N/A	Closed	<p>Agreed that this project can be formally closed as this is being managed as part of BAU and is not a project.</p> <p><b>Internal governance process is being managed in order to complete a 'Project Closure Report'</b></p> <p><b>Project will remain open on this report until this is received and signed off.</b></p>	BLUE	BLUE 
CPP036	Wider Determinants of Health Improvement	Community & Wellbeing	Jennifer Gould	Delivery of activities that contribute to an overall reduction in health deprivation in the pilot wards. A tested place-based approach that can be replicated to respond to the health inequality needs of other areas.	N/A	N/A	Closed	<p>The Community Health &amp; Wellbeing Project Update Report was submitted to the April 21 Stronger Communities Select Committee. This has also been accepted as a formal project closure report through internal governance.</p> <p><b>Request that this can be removed from this report.</b></p>	BLUE	BLUE 

CPP037	Corporate approach to resident engagement	Community & Wellbeing	Jennifer Gould	To review the corporate approach to resident engagement	N/A	N/A	Closed	<p>Agreed not to progress. The framework around corporate project reporting fulfils the function of ensuring a corporate approach to resident engagement by giving SLT overview of all projects being carried out across the organisation and, therefore, enabling added value to be secured where appropriate.</p> <p><b>Internal governance process is being managed in order to complete a 'Project Closure Report'</b></p> <p><b>Project will remain open on this report until this is received and signed off.</b></p>	BLUE	BLUE 
CPP035	Waltham Abbey Community & Cultural Hub	Community & Wellbeing	Jennifer Gould	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.	N/A	N/A	On Hold	Discussed and agreed at the Stronger Communities Steering Group on the 23/11/21 that the project would be placed on hold whilst awaiting a discussion with Cabinet (lead by Jennifer Gould and Andrew Small) on if the project can be formally closed.	RED	BLUE 
CPP029	Community and Cultural Trust	Community & Wellbeing	Jennifer Gould	To set up a Community and Cultural Trust with charitable status that enables increased opportunity to secure external funding for work/projects in the community and cultural space that benefit	Recruitment information for trustees researched and trustee guidance documents created for induction.	A draft trustee recruitment pack is in production and recruitment of trustees and launch of the trust to be completed by the end of Q4.	Open	Following the registration of the trust with the Charity Commission, work is underway on the recruitment of new trustees and the launch of the trust in Q4.	GREEN	GREEN 

				communities across the District.						
CPP034	Review & Rationalisation of EF Museum Collection	Community & Wellbeing	Jennifer Gould	Rationalise the collection to improve the collections available making more accessible for local community, and efficient and effective use of storage.	<p>Museum Store 1 – Phase 1 and 2 complete (objects have been assessed, reviewed and all been through Portfolio Holder Decision)</p> <p>Museum Store 2 and Offsite Crate Store – Phase 1 complete (objects have been assessed), phase 2 PH process / advertisement for disposal begun</p>	<p>Museum Store 3 – Phase 1 complete (objects have been assessed), phase 2 PH process / advertisement for disposal begun</p> <p>Continue with Phase 2 in Museum Store 2 and Crate Store</p>	Open	The overall project is on track to meet milestones for the duration of the project. Report and presentation were given to Communities Select Committee in September on this project. All items in Museum store 1 have been to steering committee and have had final portfolio holder sign off and are being advertised to museums. All items at the offsite Crate store and Museum Store 2 have been through phase 1 and the research phase (phase 2) has now begun for all these items. Phase 1 has begun in store 3 at the museum. 30 items from store 1 at the museum have initial agreement from other museums to be transferred. An additional £2000 has been secured from SHARE museums east to start work on a discreet project on the museum's photography collection - this will enable a pilot selection of photographs to	GREEN	GREEN 

								be put through this project, digitised and identified.		
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CPP038	Commercial Letting 2nd Flr & 323	Economic Development	John Houston	To let second floor to private sector in line with councils' economic objectives and achieve significant annual income.	Finalised and completion and signing of lease		Complete	<p>Tenant is now in occupation after signing of lease and handover in December. Expected to be trading by end of February following refit. Tenant will be offering top of the range business facilities and support for the local economy.</p> <p><b>Internal governance process is being managed in order to complete a 'Project Closure Report'</b></p> <p><b>Project will remain open on this report until this is received and signed off.</b></p>	GREEN	BLUE 
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CPP040	Digital Support Platform for Business	Economic Development	John Houston	An externally provided platform for 'Place' that will re-imagine Epping Forest District as a great location to live, work and do business.	<p>December completion of initial marketing campaign on LoyalFree to drive up business participation.</p> <p>November completion of initial marketing campaign on Click It Local to drive up business participation.</p> <p>December launch of Christmas trading campaign, marketing town centres via Visit Epping Forest website.</p>	N/A	Complete	<p>Component elements - click it local, LoyalFree, Visit Epping Forest platforms are all in operations.</p> <p>The Click It Local campaign is a platform to allow local independent businesses to market themselves and their products via an online delivery platform. This was important during the pandemic to provide facilities to those available, especially with big online retailers.</p> <p>Loyal Free is a platform that allows service providers and retail assets to promote their offer and discounts, and attractions for shoppers and visitors.</p> <p>Visit Epping Forest is a platform that promotes the tourism economy locally to deliver support of attractions across the district, it also markets the place in an attractive manner. Over the Christmas period when the council was closed the site was used by over 5000 people.</p> <p><b>Internal governance process is being managed in order to complete a 'Project Closure Report'</b></p>	GREEN	BLUE 
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								<p><b>Project will remain open on this report until this is received and signed off.</b></p>		
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CPP041	Direct Financial Aid to Businesses	Economic Development	John Houston	Additional financial support for local businesses during the COVID19 pandemic.	Government grants came to an end in this quarter, including the Essex Business Adaptation grant. Pre-Christmas further grants support was announced by central Government in response to omicron impact on the hospitality sector.	End of March. Full expenditure of ARG against allegation.	Open	Government provided guidance for ARG additional support 30th December. Steps are being taken to roll this out.  Officers are currently reviewing the guidance and putting in place a programme to deploy support to individual businesses as soon as possible.	GREEN	GREEN 
CPP042	District Prospectus for Inward Investment	Economic Development	John Houston	To promote the district for new business investment.	Inclusion of details contained in the North Weald master plan consultation.	Launch February.	Open	Website has been designed and populated and is awaiting incorporation of information from the North Weald master planning consultation.	GREEN	GREEN 
CPP044	New Business Support Packages	Economic Development	John Houston	To create a business zone that will provide: - A substantial range of employment opportunities for people of all ages - facilities for business start-ups and sole entrepreneurs - Opportunities for companies involved in distribution and light industry	Launch of North Weald consultation in December.	Complete master planning consultation and deliver actions highlighted in cabinet report.	Open	North Weald masterplan consultation in delivery. REGUS business incubation space coming online end of February.	GREEN	GREEN 

CPP045	Town Centre Regeneration/Action Plans	Economic Development	John Houston	<p>Conduct surveys on all town centres. Produce action plan for improvement. In consultation with local stakeholders. Appointed town centre manager.</p>	<p>Deadline for Completion and submission of claim forms to Government for RHSS/WBF November 2021.</p> <p>Launch of Christmas shop local campaign including radio advert, banners across all applicable high streets and events.</p>	<p>Parklet t in Waltham Abbey deployed February. Responses on funding expected February. Note – detail delivery plans available on projects linked to ARG/RHSS/WBF.</p>	Open	<p>Implementation of six town centre action plans agreed by cabinet is ongoing, rollout of Welcome Back Fund/RHSS (Re-opening of High Streets Safely fund) in delivery. Cost recovery, in dialogue with Central Government including providing additional information. Financial support being sought from town councils to maintain capacity for local action.</p>	GREEN	<p>GREEN</p> 
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CPP024	Travel Local	PP & Implementation	Nigel Richardson	<p>To provide local travel options for more distant villages and towns off the underground route and thereby support local training, employment and shopping, To deliver an attractive and cost-effective replacement for EFDC/ECC-subsidised route 87 bus</p> <p>Provide key workers with alternatives mode of transport</p>	<p>DaRT87 up and running but has been hit by the effects of the pandemic with continued WFH work patterns suppressing demand for tube journey links and older/concessionary pass holders remaining cautious about using public transport.</p>	<p>Full report on DaRT87 usage, marketing, viability to go to March Cabinet.</p> <p>Identify alternative approaches that may better meet (likely) market conditions in 22/23:</p> <ul style="list-style-type: none"> <li>• Shared Taxi based service (incl app &amp; EV vehicles)</li> <li>• Harlow Council to part-fund?</li> <li>• Start discussions with other (commercial) operators</li> </ul> <p>Assess potential funded DRT opportunities</p>	Open	<p>Difficult trading conditions due to lockdowns; lack of confidence in buses among concessionary pass holders; large reduction in 5 day per week tube commuting; school/college disruptions. Positives: 1,096 viewers of website leading to 178 online registrations of interest (16%). Examples of 'lifeline' users (NHS &amp; other), good/reliable service and we provided a 'supplier of last resort' solution.</p> <p>Negatives: conversion of 'interest' to actual usage is very low; fare revenue returned to EFDC is well below estimates; EFCT constrained on vehicles and driver availability (incl covid effects).</p> <p>Learnings: 33%+ of interest is from Harlow residents; Epping Green shows highest % residents expressing interest (rural isolation); Need to test whether elderly comfortable with approach (no evidence of other adults having problems); biggest single prompt to explore was the climate change consultation.</p>	AMBER	<p>AMBER</p> 
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CPP092	Climate Action Plan	PP & Implementation	Nigel Richardson	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.	The Climate Change and Sustainable Transport Officer have developed a draft action plan with the overall objective of becoming carbon neutral by 2030. The finalised action plan will cover all service areas and the wider District emissions. Cabinet delayed the start of the consultation on the Draft Climate Change Action Plan which began on 11 Oct and finished on 26 Nov 2021, so as not to run at the same time of the Local Plan Main Modification's consultation.	Continued development of the action plan based on comments and feedback from the consultation. A report of the findings will go to O&S in January. Finalise draft of Climate Action Plan to be submitted for Cabinet in Spring.	Open	Consultation responses received and currently analysing these (120 main survey, 707 Youth Survey, 8 email/post). Very pleased with the 700 responses from the Youth Survey, has given some strong themes to look at and also some interesting ideas. Main area to agree for the final document is internal targets. Comments from the consultation will be used to develop the action plan.	AMBER	GREEN 
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CPP093	Green Infrastructure Strategy	PP & Implementation	Nigel Richardson	Establish strategy and policies relating to Green and Blue infrastructure, the protection of ecological assets and high-quality design.	Field work and positive meeting between officers and reps from Natural England in North Weald, Loughton and Theydon Bois taken place. Significant progress work on the SAMMS strategy for Special Area of Conservation and governance arrangements across neighbouring authorities.	<p>On-going strategy of numerous projects predominantly funded by developer contributions on the back of planning permissions.</p> <p>Detail out North Weald Green Infrastructure Strategy and engage with partners.</p> <p>Progress Roding Valley Recreation Ground and Theydon Bois to Loughton/Debden Public Rights of Way Network, given +ve support from Natural England.</p> <p>Strategic Access Management &amp; Monitoring Strategy (SAMMS) and governance arrangements to be discussed with Planning Portfolio Holder prior to a report going to March Cabinet.</p>	Open	Unsuccessful in bid for a Public Practice cohort to oversee GIS. Continuing with consultant Nicky Linihan funded through planning post vacancy and support from Planning Implementation Team.	AMBER	AMBER 
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CPP094	Interim Air Pollution Mitigation #Strategy	PP & Implementation	Nigel Richardson	To improve air quality by reducing vehicle emissions through roads within Epping Forest, without the need to introduce a chargeable Clean Air Zone.	Interim Air Pollution Mitigation Strategy (APMS) adopted by Full Council on 8 February 2021. Cross party Portfolio Holder Advisory Group set up to help deliver the Interim APMS. Meetings have taken place and ideas discussed with relevant officers, invited EFDC and ECC councillors and Corporation of London. Observation and ideas formulating.	Relaunch of PAG with an action focus to include Climate Change and Sustainable Transport Officers.  Pre-measurement and assessment of air quality: put forward options.	Open	Planning conditions/S106 obligations on relevant planning permissions for electric vehicle charging points, Broadband, Route Management Strategies as well as securing financial contributions.	AMBER	AMBER 
CPP095	Local Enforcement Plan	PP & Implementation	Nigel Richardson	Publish Updated Local Planning Enforcement Plan	Draft Local Enforcement Plan agreed by Planning & Sustainability Portfolio Holder following consultation.	Publish of updated Local Enforcement Plan	Open	Reminder sent, as still awaiting legal advice on prosecution principles/policy before final sign off by Portfolio Holder.	AMBER	AMBER 
CPP096	Local Plan	PP & Implementation	Nigel Richardson	Adoption of the emerging Local Plan. It sets out the vision, objectives and policies for meeting and shaping the District's development needs and its distribution up to 2033 - replacing the existing 2006 and 2008 Local Plans.	Main Modification consultation completed, and results sent to Local Plan Inspector Oct 2021.	Inspector has informed us that her Final Report is expected in Q4. Following receipt of the Inspector's Fact Check report, then our response as well as an assumption she will find it "sound", the Plan can be formally adopted by the Council before the end of Q4, if it makes the MMs recommended.	Open	Inspector updated in Dec 2021 and it is on the Local Plan Latest News and Updates part of the Council's website that the Final Report is expected in Q4.	AMBER	AMBER 

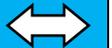
CPP131	Back Office System (Digital Planning Process Improvement & Digital Solution)	Digital Planning	Nigel Richardson	<p>Deliver a digital solution and improve processes within planning department.</p> <p>Providing the Development Management Service with a single digital workspace to complete all tasks 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>Data Migration has progressed considerably, draft field mapping documents have now been partly completed for all service areas and discussions are now being had with NEC and Arcus Global (supplier) with the intention of engaging them to assist with the completion of the field mapping and remaining data migration activities.</p>	<p>The core focus for the project is to maintain momentum on the data migration activity and complete the field mapping. Arcus Global Cloud-based Back Office System to be operational May 2022.</p>	Open	<p>Funding has been identified through Planning Budget reallocation to bring in external support to complete date migration, given capacity and capability not available otherwise.</p>	AMBER	AMBER 
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CPP089	Local Skills & Opportunities - DevelopMe	Corp Services	Paula Maginnis	<p>The objective of this project is to maximise employment and training opportunities to lessen the negative impact of Covid 19 on our residents. Set in motion for the Council to work with Harlow and Uttlesford to become the local Gateway for Kickstart applications from small businesses unable to offer the minimum of 30 placements. EFDC members agreed to purchase an employability platform which could be developed to provide information to both Kickstart placements and employers. However, the government amended the requirement to offer a minimum of 30 placements which meant small business/ employers could apply individually without the need of a Gateway. In the meantime, a small project group involving EFDC, Harlow and Uttlesford came together to provide a West Essex employability contribution to our residents impacted by Covid on their employment.</p>	N/A	N/A	Closed	<p>Project Closure Report submitted and reviewed and signed off in the October Steering Groups.</p> <p><b>Request that this can be removed from this report.</b></p>	BLUE	BLUE 
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CPP103	Developing Our Skills & Behaviours	People	Paula Maginnis	To ensure all employees have access to learning & development which supports their changing needs & needs of the Council (with focus on requirements for OWOW, Our Ways of Working & Creating Our Tomorrow Change Programme)	N/A	N/A	Closed	Project Closure Report submitted and reviewed and signed off in the October Steering Groups.  <b>Request that this can be removed from this report.</b>	BLUE	BLUE 
CPP108	New Collaboration tool	People	Paula Maginnis	Introduction of a new organisational collaboration tool.	N/A	N/A	On Hold	Agreed through internal governance (Steering Group) that this is a larger organisation wide project that requires full-service design and scoping to be completed. This is currently being reviewed by the PMO to determine resource capacity and prioritisation in order to complete an outline business case to support this as a formal project.  It is anticipated that the above activity will be completed in Q1 in-line with the Service Plan reviews and further updates will be provided after then.	GREEN	BLUE 
CPP100	Attracting Onboarding & Retaining Talent	People	Paula Maginnis	Creating a strong People Brand that is inspiring and motivating EFDC employer brand, harnessing technology and social media platforms to attract new talent to join EFDC to either start or further enhance their careers,	TBC	TBC	Open	This is currently being delivered under a number of individual projects, all of which are progressing. A more detailed update has been requested which will be provided verbally at Select Committee.	GREEN	TBC

				rewarding our employees for high performance.						
CPP104	Engagement & Wellbeing	People	Paula Maginnis	Employee engagement platform and request employee surveys through Workbuzz. Bespoke 6 monthly wellbeing reviews through bespoke employee surveys through Onepol.	Workbuzz second survey launched in December 2021	<p>An updated 'Creating our tomorrow – wellbeing/future working' survey to be designed and launched in February 2022</p> <p>6 monthly insight into our last 'Beyond the Pandemic – Future ways of working' survey to be designed and launched in February 2022</p>	Open	<p>Workbuzz has successfully launched with its first employee engagement survey in September 2021 (36% organisational response rate and insight shared with organisation in November 2021)</p> <p>Workbuzz second survey launched in December 2021 (52% response rate and insight will be shared in January 2022) additional surveys will be launched in March and June 2022.</p> <p>An updated 'Creating our tomorrow – wellbeing/future working' survey will be designed and launched in February 2022 as a 6-monthly insight into our last 'Beyond the Pandemic – Future ways of working' survey.</p>	GREEN	GREEN



CPP120	Councillor Portal	Customer Services	Rob Pavey	Application to provide ease of access for Councillors to all information and services in the one location	N/A	N/A	Closed	<p>Agreed that this project can be formally closed as this is being managed as part of BAU and is not a project.</p> <p><b>Internal governance process is being managed in order to complete a 'Project Closure Report'</b></p> <p><b>Project will remain open on this report until this is received and signed off.</b></p>	AMBER	BLUE 
CPP124	Digital Customer Journey	Customer Services	Rob Pavey	Increase the digitisation of the customer journey.	N/A	N/A	Closed	<p>Agreed that this project can be formally closed as this is being managed as part of BAU and is not a project.</p> <p><b>Internal governance process is being managed in order to complete a 'Project Closure Report'</b></p> <p><b>Project will remain open on this report until this is received and signed off.</b></p>	BLUE	BLUE 
CPP125	Digital Members Journey	Customer Services	Rob Pavey	Support Members to make the transition from a paper to digital way of working. Ensuring Members have digital tools, training and skills required for transition from paper to digital ways of working	N/A	N/A	Closed	<p>Project Closure Report submitted and reviewed and signed off in the September Steering Groups.</p> <p><b>Request that this can be removed from this report.</b></p>	BLUE	BLUE 

CPP135	Telephony Solution	Customer Services	Rob Pavey	Omni channel platform enabling streamlined multi-channel customer contact	N/A	N/A	On Hold	This will form part of the upcoming Digital Strategy that is currently being developed including project prioritisation. Currently there is no progress update or milestones set until the work on the digital strategy has been completed. Further updates will be provided in the upcoming months.	AMBER	BLUE 
CPP132	Research & Feasibility Data Insights	Customer Services	Rob Pavey	Provide insight for the future design of Council services based on data and behavioural analysis	N/A	N/A	Open	The council is currently reviewing the priority of this programme against other initiatives. Programme may then require further clarity on its scope. RAG status has been determined as Amber until a formal decision is made regarding direction of travel.	AMBER	AMBER 
CPP137	Underclaimed Benefits Campaign	Revenue & Benefits	Rob Pavey	Anti-Poverty Campaign	Data extracted on cases around Pension Credit shortfall. Joint activity taking with the Community Hub partners	This is an on-going project which will last span the end of the financial year. To be completed by end Q1 2022/23.	Open	This is an on-going project which will last span the end of the financial year. To be completed by end Q1 2022/23.	GREEN	GREEN 

## 2. Quarterly KPI Reporting

Stronger Communities KPIs				
Key Performance Indicator	21/22	Actual	Target	Comments
<b>Customer Services:</b> Overall Customer Satisfaction	Q1	66%	80%	For comparison the last quarter, FY20/21 Q4, actual was 74% - this quarter has seen an increase of overall customer satisfaction of 6%.
	Q2	58%	80%	Wait times have been impacted by severe resourcing issues in the contact centre due to long term sickness, bereavement and leave all at the same time.
	Q3	65%	80%	Satisfaction is improving, trends include chasing non-responses or unable to find information on website which will be addressed via the call causation analysis work.
	Q4			
<b>Customer Services:</b> First Point Resolution	Q1	49.9%	45%	For comparison the last quarter, FY20/21 Q4, actual was 44% - this quarter has seen an increase of overall customer satisfaction of 5.9%
	Q2	62%	45%	For comparison the last quarter, FY20/21 Q4, actual was 44% - this quarter has seen an increase of overall customer satisfaction of 5.9%
	Q3	61%	45%	Despite ongoing absence in the contact centre, the remaining team are continuing to resolve queries at first point resolution above target.
	Q4			
<b>Customer Services:</b> Complaints resolved within SLA	Q1	89%	85%	<p>&gt; Reduced volume of complaints compared to Q4. 97 last Quarter, 65 this quarter with 89% handled within SLA</p> <p>&gt; 42% complaints had the outcome of "Not Upheld" and 12% were upheld. 44% partially upheld.</p> <p>&gt; 5 out of the 65 complaints for Q1 have escalated to a Stage 2 formal complaint in all cases the initial outcome remained.</p> <p>SERVICE AREAS WITH SIGNIFICANT VOLUMES</p> <p>&gt; Waste - 13 formal complaints for this Q1 with the main themes being around the uncleanliness of the streets as the perception is that residential streets were not being cleaned. Expectations were managed by the Waste Team Manager in each complaint.</p> <p>&gt; Revs &amp; Bens - 11 complaints for Revs &amp; Bens with the majority pertaining to Business Grants and Council Tax arrears.</p>
	Q2	88%	85%	84 complaints for Q2 which is an increase on Q1. 9% escalated to stage 2 with no change on outcome. All areas except waste and Qualis have seen an increase. Rev & Bens complaints related to grants & council tax arrears. Community & Resilience relating to noise. Housing Assets & Maintenance, 10 complaints no trends

	Q3	83%	85%	Volume reduced with 64 complaints for Q3, decrease on Q2. 4.5% escalated to stage 2 these are still open, pending investigation. Significant reduction for Rev & Bens from 15 down to 4, Community Resilience reduced from 12 to 2.
	Q4			
<b>Community Health and Wellbeing:</b> No of homelessness approaches	Q1	258	n/a	This is an information only PI that enables the service to track trends and map trajectory ensuring statutory service is adequately resourced to meet demand.  It does not provide a measure of the quality or effectiveness of the homelessness service which would be far better served by reporting on outcomes
	Q2	229	n/a	YTD 487 homelessness approaches. An average of 81 pcm.
	Q3	204	n/a	YTD 663 homelessness approaches. An average of 74pcm – we usually see a decline in the number of homelessness approaches in December and around the festive season.
	Q4			
<b>Community Health and Wellbeing:</b> No of households in Temporary Accommodation	Q1	107	n/a	This is an information only PI that enables the service to track trends and map trajectory ensuring statutory service is adequately resourced to meet demand.
	Q2	101	n/a	
	Q3	88	n/a	The figure is a snapshot taken on the last day of the final month in a quarter.  It does not provide a measure of the quality or effectiveness of the homelessness service which would be far better served by reporting on outcomes
	Q4			

<b>Community Health and Wellbeing:</b> Engagement in community, physical or cultural activity	Q1	4569	1750	These targets were set during the pandemic. With the easing of restrictions, engagement has been even greater than expected hence the actual figure is much higher than the target. Given this, the annual target of 7000 (1750 / quarter) will be adjusted to annual target of 14,000 (3,500 / quarter) and this will be reflected in reporting for the remaining quarters.
	Q2	5407	3500	This annual target has been increased to 14000
	Q3	3328	3500	This annual target has been increased to 14000. The current cumulative total is currently at 13.304 and the annual target of 14000 is expected to be exceeded.
	Q4			

<b>Community Health and Wellbeing:</b> No of families in B&B accommodation for 6 weeks+	Q1	0	0	The Council has a legal requirement to ensure no family is kept in B&B accommodation for more than 6 weeks. No family within Epping has been placed in B&B accommodation for longer than 6 weeks as required.
	Q2	0	0	No family within Epping has been placed in B&B accommodation for longer than 6 weeks as required.
	Q3	0	0	No family within Epping has been placed in B&B accommodation for longer than 6 weeks as required.
	Q4			

<b>Contracts:</b>	<b>21/22</b>	<b>Actual</b>	<b>Target</b>	<b>Comments</b>
% change of leisure centre attendees from previous years quarter: Gym visits	Q1	Epping: 55% decrease Loughton: 25% decrease Ongar: 60% decrease Waltham Abbey: 58% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed for all of Q1 in 2020 in line with local and government restrictions.  Due to the COVID-19 pandemic, attendance has seen a significant decrease as gyms were closed during Q1. As restrictions have now lifted, it is expected that there will be an improvement in actuals for the remaining quarters
	Q2	Epping: 73% decrease Loughton: 18% decrease Ongar: 63% decrease Waltham Abbey: 64% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed partially during Q2 in 2020 in line with local and government restrictions.  August figures for gym visits were above previous years. However, despite restrictions being lifted, attendance for gym visits is still considerably low and will be kept under review. Group Work Out classes returned on 17 <sup>th</sup> May which may be a factor for greater gym use.  at the next Leisure Management Partnership Board if we can change the KPI to actual number of users for membership and swimming to match the KPI's Places Leisure use. Happy to keep current KPI until new financial year.

	Q3	Epping: 64% decrease Loughton: 17% decrease Ongar: 61% decrease Waltham Abbey: 60% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as the centres closed partially in Q3 2020 in line with local and government restrictions. NB: December figures are not included as the KPIs are not published yet. Attendance for gym visits remain lower than pre-Covid numbers and will be kept under review. Although there are currently no restrictions in leisure centres, the Omicron variant may be a factor for % decrease.
	Q4			
<b>Contracts:</b> % change of leisure centre attendees from previous years quarter: Casual swimming	Q1	Loughton: 10% increase Ongar: 103% increase Waltham Abbey: 7% decrease	n/a	The percentage change was calculated comparing 2019 figures against 2021 figures. 2020 figures were not used due to gyms closed for all of Q1 in 2020.  The Ongar refurbishment project completed in Jan 2021 and has attracted higher attendance.
	Q2	Loughton: 22% decrease Ongar: 108% increase Waltham Abbey: 104% increase	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed partially during Q2 in 2020 in line with local and government restrictions.  Casual swimming continues to grow and although Loughton is currently at a 22% decrease, the number of casual swimming has increased since Q1 in 2021. The Ongar pool refurbishment works has attracted higher attendance. Waltham Abbey is currently benefitting from the temporary closure of The Laura Trott Leisure Centre in neighbouring Broxbourne.
	Q3	Loughton: 16% decrease Ongar: 108% increase Waltham Abbey: 16% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as the centres closed partially in Q3 2020 in line with local and government restrictions. NB: December figures are not included as the KPIs are not published yet. Loughton swimming figures are improving when compared with previous months, however, remain low in comparison to 2019

				figures, as well as Waltham Abbey and will both be kept under review. The Ongar pool refurbishment works is attracting higher attendance.
	Q4			
<b>Contracts:</b> Club Live membership	Q1	Epping: 33% decrease Loughton: 24% decrease Ongar: 103% increase Waltham Abbey: 29% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed for all of Q1 in 2020 in line with local and government restrictions.  The Ongar refurbishment project completed in Jan 2021 and attracted higher attendance.
	Q2	Epping: 29% decrease Loughton: 18% decrease Ongar: 19% decrease Waltham Abbey: 21% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed partially during Q2 in 2020 in line with local and government restrictions.  Although figures are not up to pre-Covid levels, Club Live Memberships continue to grow compared to Q1 figures. Please note the Club Live numbers for Q2 are indicative as the actual September 2021 numbers are not yet out.
	Q3	Epping: 29% decrease Loughton: 17% decrease Ongar: 14% decrease Waltham Abbey: 16% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed partially in Q3 2020 in line with local and government restrictions. NB: December figures are not included as the KPIs are not published yet. Club live numbers are increasing when compared with previous months this year, however, remain lower than pre-Covid levels. Although there are currently no restrictions in leisure centres, the Omicron variant may be a factor for % decrease.
	Q4			
<b>Stronger Places KPIs</b>				
<b>Contracts Waste:</b> Recycling rate	<b>21/22</b>	<b>Actual</b>	<b>Target</b>	<b>Comments</b>
	Q1	59.630%	60%	A target of 60% has not quite been reached during Q1. However, a restructure of the Waste Team has been completed to increase capacity within the team and focus on developing initiatives, education and awareness on reuse and recycling.

	Q2	60.8%	60%	Estimate needs validation by WDA
	Q3	59%	60%	Slight reduction due to Bank Holidays and waste service is catching up on collection expected to be on target in Q4.
	Q4			
<b>Contracts Waste:</b> Reduction in household waste	Q1	0.107kg/household	0.100kg/household	Household waste volumes are still high following the COVID-19 pandemic and the resulting increase in home workers moving waste from commercial properties to residential properties. As above, the waste team are looking into initiatives for education and awareness on reuse and recycling.
	Q2	0.105kg	0.100kg/household	As above, still high levels of waste being presented as people continue to work from home. Also, this figure does comprise of refuse, some street cleansing and fly tips
	Q3	0.099kg	0.100kg/household	
	Q4		0.100kg/household	
<b>Housing Management</b> Rent Arrears	Q1	1.37%	<1.55%	This KPI is a measure of the outstanding rent due (arrears) of the total rent sum from Council residential properties.
	Q2	1.37%	<1.55%	This KPI is a measure of the outstanding rent due (arrears) of the total rent sum from Council residential properties.
	Q3	Awaiting Data		Awaiting Data
	Q4			
<b>Planning and Development:</b> Percentage of applications determined within agreed timelines: Major	Q1	0%	80%	There were only 2 decisions which were refused planning permission, but the refusal was given outside of agreed timeline due to the complexity of the applications, which required planning committee decision.
	Q2	1.43%	90%	The backlog of planning permissions because of the air quality impact on Epping Forest is being steadily released but applicants are unwilling to sign extension of time to a new end date on major application types. Performance therefore is suffering with 1 out of 6 decided in time.
	Q3	36.4%	80%	Major type applications represent only a small number of the overall number of planning applications received, but they are more complex and generally are reported to planning committees. The backlog of planning permissions because of the air quality impact on

				Epping Forest is being steadily released but because of the delay, there is some reluctance for applicants to sign extension of time to a new end date on major application types. Performance therefore is suffering but improved this quarter with an up to Q3 performance of 4 out of 11 application decided in time.
	Q4			
<b>Planning and Development:</b> Percentage of applications determined within agreed timelines: Minor	Q1	83%	90%	67 out of 80 in time. The other 13 applications were decided outside of the agreed timeline due to the complexity of the applications which delayed decisions. A process and efficiency review are underway to consider what improvements can be made to prevent further delays in applications.
	Q2	86.19%	90%	156 out of 181 applications were made in time, which is an improvement over Q1. The target is just being missed but moving in the right direction.
	Q3	82.13%	90%	This covers planning applications that include 1 to 9 dwellings/ pitches per application as well as commercial under 10,000sq m or 1 hectare and other minor developments. Up to Q3, 239 out of 291 applications were made in time, but the air quality impact on delaying the release of planning decisions is also a factor on performance here.
	Q4			
<b>Planning and Development:</b> Percentage of applications determined within agreed timelines: Other	Q1	92%	90%	This category has the highest volume of applications received (householder extensions) and 348 out of 378 applications were decided in time in this category in Q1, which is normal. They are less contentious, and the majority are determined daily under officer delegated powers. Therefore the 8-week target is generally achieved. Those required to be determined at planning committees, which meet on a 4-week cycle, are more likely to be out of time.
	Q2	91.19%	90%	600 out of 658 applications were decided in time. They are less contentious, and the majority determined daily under officer delegated powers, so the 8-week target is generally achieved.
	Q3	90.59%	90%	905 out of 999 applications were decided in time in this category up to Q3. They are less contentious, and the majority determined daily

				under officer delegated powers, so the 8-week target is generally achieved.
	Q4			
<b>Planning and Development:</b> Housing Delivery Test progress	Q1	n/a	n/a	This is KPI is measured annually, quarterly figures are not available. KPI data will be provided following Q4.
	Q2	n/a	n/a	
	Q3	n/a	n/a	
	Q4			

<b>Stronger Council KPIs</b>				
<b>Key Performance Indicator</b>	<b>21/22</b>	<b>Actual</b>	<b>Target</b>	<b>Comments</b>
<b>People:</b> Diversity & Inclusion – % of workforce by Ethnicity	Q1	Black & minority ethnic: 5.06% White - all: 71.16% Unknown (no response to survey): 4.38% Withheld (no declaration of ethnicity on survey): 19.06%	No targets are set but People Team have developed workforce KPI data insights and dashboards.	For comparison, 2019/20 figures were: Black & minority ethnic: 4.67% White - all: 73.22% Unknown (no response to survey): 5.64% Withheld (no declaration of ethnicity on survey): 12.09%  The key takeaway from the current figures are that staff are increasingly withholding ethnicity information. 18.74% this year, compared with 12.09% last year, did not declare ethnicity when given the option to do so.
	Q2	Black & minority ethnic: 5.11% White - all: 69.87% Unknown (no response to survey): 4.26% Withheld (no declaration of ethnicity on survey): 19.74%	No targets are set but People Team have developed workforce KPI data insights and dashboards.	
	Q3	Black & minority ethnic: 5.07% White - all: 69.93% Unknown (no response to survey): 4.47% Withheld (no declaration of ethnicity on survey): 19.50%	No targets are set but People Team have developed workforce KPI data insights and dashboards.	
	Q4			

<b>People:</b> Diversity & Inclusion – % of workforce with Disability	Q1	6.29%	n/a	This is voluntary information from staff and the actual figure may be higher than what is reported. 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.
	Q2	5.96%	n/a	
	Q3	5.84%	n/a	
	Q4			
<b>People:</b> Staff Turnover %	Q1	4.12%	11%	Target is based on public sector median turnover rate which is 11% per annum. For comparison, the average turnover per quarter in FY2019/20 was 4.4% so our figure is in line with expectations.
	Q2	4.94%	11%	
	Q3	3.26%	11%	
	Q4			
<b>People:</b> Sickness Absence – average number of days per employee	Q1	2.29days	2.15 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	3.95 days	2.15 days	
	Q3	4.13 days	2.15 days	
	Q4			