




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.



Progress updates will be presented as agreed to Overview and Scrutiny on a quarterly basis and reflect the previous reporting quarter.


The Corporate Performance Report reflects key progress updates for identified Priority Projects within the EFDC Portfolio and KPI targets and actuals.


Priority Projects - Quarterly Progress Updates



Project ID	Project Name	Project Description	Service Area	Project Sponsor	Progress Summary Update	Key Milestones	Status	Q1 RAG	Q2 RAG
CPP009	Housing & Asset Management System	Implementation of an integrated housing and asset management solution to replace the legacy system (Northgate OHMS) that has reached end of life, and to replace manual processes and spreadsheets in order to: - enable agile and mobile working. - improve the management information and improve analytics to identify improvements - implement a "fit for purpose" system to enable EFDC to fulfil housing and asset management functions	Housing & Property Services	Deborah Fenton	<p>HAM Project Board meeting took place on 14 September 2022 – agreed Data Pass 2 Sign-off; to engage in commercial discussions with TSG for a SharePoint EDRMS Solution (initial Phase being a Scoping Study)</p> <p>Data Pass 3 has commenced – review / cleansing activities have commenced; scope includes tenant & leaseholder mailing addresses; court, notices, eviction records</p> <p>Cx Asset Management Asbestos Scoping Workshop completed on 28 September 2022</p> <p>Stock Condition Surveys (Ridge) – Pilot surveys commenced w/c 19th September 2022; data from the pilot surveys provided to EFDC HAM Project Team on 30th September and is currently being reviewed to understand the approach to loading the data into Cx</p> <p>Census: co-ordinate data extracts from OHMS to support the Census (data from the Census will be loaded into OHMS and will then be migrated to Cx)</p> <p>Integration (Cx to Service Connect – used by Qualis): development of</p>	<p>Data Pass 2. August 2022</p> <p>Data Pass 3. October 2022</p> <p>Complete testing. February 2023</p> <p>Complete training. March 2023</p> <p>Phase 1 Go-live. April 2023</p>	In Delivery	Green	Red 

					<p>detailed design documentation by Totalmobile due to be submitted to EFDC w/c 3rd October 2022</p> <p>Resources: agreed to engage additional Civica resource to supplement EFDC resources on activities associated with developing workflows</p> <p>Change management – continued development of the Change Impact Assessment (CIA) for Phase 1; draft internal staff comms developed</p>				
CPP026	Waste Management Contract (Extend or Procure)	<p>To review options in respect of the waste management contract with Biffa at the end of the first ten-year term on 4 Nov 2024 and decide whether to extend for another ten years or go out to procurement.</p> <p>Objectives - Determine whether to extend the Waste Contract or go out to procurement</p>	Contract & Technical	James Warwick	<p>Informal cabinet meeting on 17th August where Biffa presented current issues and additional costs for contract extension. Biffa have still not formally presented waste contract extension proposals and costings. Ongoing service delivery issues with current contractor. A PIN (Prior Information Notice) was issued on 24 August as a soft market exercise to see if waste contractors would be interested in bidding if the contract were to go to procurement. 6 waste contractors have expressed interest to date, meetings have taken place and all contractors are interested in tendering if contract goes to market. Cabinet Report asking for formal approval to go out to procurement for the waste contract will be determined on 10th October.</p>	<p>Informal discussions with interested Waste Contractors. September 2022. A number of waste contractors have expressed an interest.</p> <p>Cabinet approved a decision to go to procurement on 10th October 2022</p> <p>Procurement Notice and documentation to be issued to Market in January 2023</p>	In Delivery	Green	Green 

					Portfolio Holder Advisory Group on Waste being proposed at Cabinet in November.				
CPP090	North Weald Master Planning/Enterprise Zone	To support programme for delivery. A master planning exercise to best inform EFDC as to the options available to make best use of the employment land Objectives - To achieve maximum value from development opportunities in line with council ambition to be set out at the conclusion of the master planning exercise.	Economic Development	Nick Dawe	The latest version of the Master plan has been reviewed by Simon Rutter from Qualis and is now with senior EFDC officers for further comment. Project cannot progress as it is dependent on Local Plan. (https://www.qualisgroup.com/about-us/)	Final Master Plan revision made by RPS following comments by Senior Officers. November 2022. Master Plan agreed by Senior officers. December 2022 Master Plan presented to Cabinet. Feb/March 2023	Service Design/Scoping	Not Started	Green 
CPP096	Local Plan	Adoption of the emerging Local Plan. It sets out the vision, objectives and policies for meeting and shaping the Districts development needs and its distribution up to 2033 - replacing the existing 2006 and 2008 Local Plans.	PP & Implementation	Nigel Richardson	The emerging Local Plan is at an advanced stage in its Examination following the Main Modifications (MM's) Consultation in Summer 2021 and the collated representations published online and provided to the Inspector in October 2021, who then went on maternity leave. Despite assurances that her final report would be issued by April 2022, she was replaced instead by a new inspector who on 16 June 2022 issued to us a schedule containing necessary changes & reasons for them in order to meet the tests of	Streamlined final Council response on Actions to Planning Inspector (PINS) Early Sept 2022 Main modifications (MM's) to be published and consulted upon for 6 weeks. October 2022	In Delivery	Amber	Amber 

					<p>soundness as set out in the National Planning Policy Framework. With additional resources now brought in, we have responded to his 50 actions and agreed a new schedule of MM's with him. Preparing now to publish them for a 6-week consultation of further MM's as part of the final Examination, before reporting for Local Plan adoption to Full Council.</p>	<p>MM's collated and sent to PINS. Nov 2022</p> <p>Receive report from PINS, fact checked by Officers before returning to PINS for final release - December 2022</p> <p>Report to Council Cttee for adoption - January 2023</p>			
CPP135	Telephony Solution	Omni channel platform enabling streamlined multi-channel customer contact. Development of a new corporate telephony platform which is cloud based, adhering to a set of ICT/business guiding principles, integrating with Microsoft Teams and not requiring replacement of existing user hardware. For the customer contact centre, it will provide improved analytics and reporting as well as support call reduction via introduction of new channels such as AI and chat bots.	Customer Services	Rob Pavey	<p>Supplier overview & workshop sessions ongoing</p> <p>High level requirements signed off</p> <p>Financial impact of current system under revision</p> <p>The final agreed position supports the financial proportion of the benefits analysis</p> <p>Initial communication plan development</p> <p>Contractual agreements between EFDC/Wavenet received & reviewed</p>	<p>Close Soft Market Test October 2022</p> <p>Procurement Methodology Agreement. December2022</p>	Service Design/Scoping	Green	Green 

					OBC accepted at Joint Portfolio & Stronger Communities Steering Group				
CPP141	M3 PP Proposal	<p>M3 PP is a case management system used for complaints management, regulatory systems and enforcement.</p> <p>The project is required due to the current M3 system being decommissioned shortly. Any point imminently, EFDC will get notification of 12 months to closure. From then on it will be unsupported – i.e. no upgrades being done and it will therefore not be secure.</p> <p>Year ago, the idea was to transfer into Azure, but after initial work, Azure worked out too expensive.</p>	Commercial & Regulatory	Mandy Thompson	<p>Supplier overview & workshop sessions ongoing although at a slower than originally anticipated due to restricted suppliers in the market</p> <p>High level requirements signed off</p> <p>Financial impact of current system under revision</p> <p>The final agreed position supports the financial proportion of the benefits analysis</p> <p>Initial communication plan discussed.</p> <p>Communications/Project to review the communication requirements again in 2 months</p> <p>Process mapping the 'As-Is' instigated</p> <p>OBC accepted at Joint Portfolio & Stronger Communities Steering Group</p>	<p>Close soft market test. November 2022</p> <p>Procurement methodology agreement. January 2023</p>	Service Design/ Scoping	Green	Green 
CPP153	People Strategy Programme	The People Strategy Programme is a multi-layered programme consisting of a number of workstreams, the current People Strategy will conclude April 2022 with a newly designed People Strategy	People	Paula Maginnis	Attracting Onboarding & Retaining Talent (CPP100) Project is on track. Information / content is continuing to be added and tweaked. Security profiles for HR (who will allocate onboarding profiles / administer	Finalising version 1 of the strategy (post Corporate Plan finalising). 31.10.22	In Delivery		

		<p>commencing April 2023 to April 2027:</p> <p>Attracting Onboarding & Retaining Talent (CPP100) - Fully integrated iTrent iRecruitment system to manage the complete candidate journey from attraction, selection, onboarding and retention.</p> <p>Development of new People Strategy 23/27</p>			<p>access for new onboarders) is also being compiled, with all completed elements being replicated into the Live system.</p> <p>Development of new People Strategy 23/27</p> <p>First draft of the content of new People Strategy has been created and send to Andrew Small, Georgina Blakemore and Paula Maginnis for review.</p>	<p>Moving to live environment. 31.12.2022</p> <p>Roll out of new system. 31.03.2023</p> <p>Roll out of new strategy. 31.03.2023</p>		Green	Green 
CPP156	Revs & Bens SAAS Project - Cloud One	<p>The move of the Capita One Revenues and Benefits system to the Cloud complies with the direction determined within the Council's ICT strategy and reduction of the Council's on-site server estate. The timing of a move to the Cloud is critical. The move to the Cloud needs to happen in 2022/23 to avoid significant additional work for both the ICT and Revenues and Benefits teams due to essential upgrade work required this year to the Capita One system.</p>	Revenue & Benefits	Rob Pavey	<p>On 15th August during project meeting test schedule was planned.</p> <p>Updated project plan received from Capita –migration will start on Friday 7th October.</p> <p>EFDC has got now access to data bases, Insight Report Builder, reports and file share.</p> <p>Staff is confidently using the system. The next step is user acceptance testing will last till 30th September (instead of 3rd October)</p> <p>Capita has provided guidance – EFDC is still in phase 1, that contains critical aspects to implement the system successfully.</p> <p>47 investigation reports have been raised to Capita, some of them are fixed.</p> <p>All interfaces have passed in live and testing environment, we tested around 30 scripts.</p> <p>Visual Chrome project work is complete.</p>	<p>Load testing – 5th October 2022</p> <p>Go Live – 10th October 2022</p> <p>Revs & Bens need to be in Ingres 11.2 – 8th December 2022</p>	Service Design/Scoping	Green	Green 

					<p>Acceptance testing: IN LIVE – insight version 3 reports still being tested. There are 59 reports left. The reports are prioritised of when they will be first needed.</p> <p>Project Manager had meeting with managers to confirm user resources. (load testing)</p> <p>Project Manager has weekly meetings with PM from Capita where issues are discussed and daily meetings with team to discuss progress.</p> <p>Resource priorities have been set and shared with the team.</p> <p>Freeze control was raised over the migration weekend and Monday.</p>				
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Quarterly KPI Reporting

Key Performance Indicator	Owner	22/23	Target	Actual	Comments
Customer Services: Overall Customer Satisfaction	Rob Pavey	Q1	80%	55.85%	Most dissatisfaction came around the Waste services, Ride London, the Energy Rebate for Council Tax, and elections
		Q2	80%	54.60%	Continued dissatisfaction regarding missed waste collections and some concerning the energy rebate, with customer expectation on when receiving payments.
		Q3	80%		
		Q4	80%		
Customer Services: First Point Resolution	Rob Pavey	Q1	45%	70.90%	Team performs well and changing the target is under consideration. The earliest suggestion is for next year due to amount of pressure that the team is going through right now.
		Q2	45%	73.9%	The contact centre continues to work with technical areas to enhance & update the agent scripts, enabling increased first

					point resolution. The intention is to increase the target next year.
		Q3	45%		
		Q4	45%		
Customer Services: Complaints resolved within SLA	Rob Pavey	Q1	85%	89%	Last Qtr 88 complaints in total, significant increase this Q1 to 128 due to the Biffa Crisis with a total of 51 formal complaints for Waste. 40% of all complaints are waste/missed collection related.
		Q2	85%	94%	Q1 128 complaints in total, a significant increase this quarter to 192. 71% of these complaints are regarding the ongoing waste collection issues. 98% of waste complaints were responded to within SLA, hence the 94% result.
		Q3	85%		
		Q4	85%		
Community Health and Wellbeing: No of homelessness approaches	Jennifer Gould	Q1	n/a	277	This represents a 7% increase on the same period last year. Q1 last year 258 (av. 86 per calendar month) vs. 277 this year (av. 92 per calendar month)

		Q2	n/a	313	Q2 last year 229 (av. 76 pcm) vs. 301 (av. 100 pcm) This represents a 31% difference on the same period last year.
		Q3	n/a		
		Q4	n/a		
Community Health and Wellbeing: No of households in Temporary Accommodation	Jennifer Gould	Q1	n/a	116	This represents an 8% increase on the same snapshot figure last year and is comparable with the increase in homeless approaches.
		Q2	n/a	126	This represents an 24% increase on the same snapshot figure last year and is comparable with the increase in homeless approaches.
		Q3	n/a		
		Q4	100		
Community Health and Wellbeing: Engagement in community, physical or cultural activity	Jennifer Gould	Q1	3500	3207	The target is even per quarter, but there is higher engagement in the summer quarter due to holiday activities. The actual numerical value matches one that EFDC achieved last year.
		Q2	3500	5713	Last quarterly we were slightly under this and may also be in Q3 and Q4 as there is an increase in our prevision over the summer months with our holiday programming.

		Q3	3500		
		Q4	3500		
Community Health and Wellbeing: No of families in B&B accommodation for 6 weeks+	Jennifer Gould	Q1	0	0	This is a national target – no families in B&B for more than 6 weeks. We try not to use B&B for families in any event and have so far been able to avoid it.
		Q2	0	0	This is a national target – no families in B&B for more than 6 weeks. We try not to use B&B for families in any event and have so far been able to avoid it.
		Q3	0		
		Q4	0		

Contracts: Club Live membership (Fitness Membership)	James Warwick	Q1	n/a	Epping: 1,253 Loughton: 3,779 Ongar: 1,121 Waltham Abbey: 2,449	Epping -26% decrease from previous quarter Loughton -14% decrease from previous quarter Ongar - 15% decrease from previous quarter Waltham Abbey - 6% decrease from previous quarter The decrease in gym memberships is due to the rising costs of living and people are looking to make savings and cancelling gym memberships.
		Q2	n/a	Epping: 1,243 Loughton: 3,943 Ongar: 1,115 Waltham Abbey: 2,403	Epping - 10 less than previous quarter Loughton - Increase of 164 from previous quarter Ongar - 6 less than previous quarter Waltham Abbey - 46 less than previous quarter The reduction in gym membership at Epping, Ongar and Waltham Abbey could be due to the rising cost of living and may also be due to seasonal changes, the summer months tend to see less gym usage and some memberships may have stopped over the summer months. Loughton ran a gum membership promotion during this quarter which is we will look to run at the other centres.

		Q3	n/a		
		Q4	n/a		
Contracts: Club Live membership (Swimming Membership)	James Warwick	Q1	n/a	Loughton: 517 Ongar: 176 Waltham Abbey: 415	Loughton - 2% decrease from previous quarter Ongar - 35% increase from previous quarter Waltham Abbey - 9% increase from previous quarter Generally, the number of swimming memberships continues an upward trend and increases each quarter
		Q2	n/a	Loughton: 518 Ongar: 164 Waltham Abbey: 446	Loughton - Increase of 1 from previous quarter Ongar - decrease of 12 from previous quarter Waltham Abbey - Increase of 31 from previous quarter Small decrease at Ongar and increases at Loughton and Waltham Abbey which saw an increase.
		Q3	n/a		
		Q4	n/a		

Contracts: No. of people on Learn to Swim Programme (Swimming Lessons)	James Warwick	Q1	n/a	Loughton: 2,776 Ongar: 861 Waltham Abbey: 1,731	Loughton - 4% increase from previous quarter Ongar - 8% decrease from previous quarter Waltham Abbey - 15% increase from previous quarter No. of people attending swimming lessons continues to increase on a monthly basis
		Q2	n/a	Loughton: 2,800 Ongar: 854 Waltham Abbey: 1,808	Loughton - Increase of 24 from previous quarter Ongar Decrease of 7 from previous quarter Waltham Abbey - Increase of 77 from previous quarter No. of people attending swimming lessons continues to increase at Waltham Abbey and Loughton but small decrease at Ongar. Shortage of swimming teachers has led to some lessons being cancelled.
		Q3	n/a		
		Q4	n/a		

Contracts Waste: Recycling rate	James Warwick	Q1	60%	57.34%	Slightly below target due to missed collections (figures have not been verified by ECC)
		Q2	60%	58.32	Slightly below target due to missed collections
		Q3	60%		
		Q4	60%		
Contracts Waste: Reduction in household waste	James Warwick	Q1	0.100kg/house hold	0.103kg	Marginally above our target as we have seen larger waste generated since the pandemic and more people working from home. There were also street parties this quarter due to the Jubilee that generate additional waste.
		Q2	0.100kg/house hold	0.182kg	Marginally above our target as we have seen larger waste generated since the pandemic and more people working from home. Missed collections may also have an impact.
		Q3	0.100kg/house hold		
		Q4	0.100kg/house hold		

Housing Management: Rent Arrears	Deborah Fenton	Q1	<1.55%	1.49%	There has been an increase in arrears due to system issues. This has resulted in delays in posting payments and also the Housing Benefit income. This is a short term issues and we expect the arrears figures to reduce agree from the end of Q3.
		Q2	<1.55%	1.89%	
		Q3	<1.55%		
		Q4	<1.55%		
Planning and Development: Percentage of applications determined within agreed timelines: Major	Nigel Richardson	Q1	80%	100%	Eight applications determined in time, including those where the end date has been extended with the agreement of the applicant.
		Q2	90%	100%	
		Q3	80%		
		Q4	80%		
Planning and Development: Percentage of applications determined within agreed timelines: Minor	Nigel Richardson	Q1	90%	75%	A new system is currently in place which has resulted in KPI data not yet being available. Should the KPI data be received prior to O&S then this will be updated within the meeting itself. Should it not then this will be updated when Q2 data is collected.

		Q2	90%	64%	110 out of 173 determined in time. Performance affected by a combination of the crossover between the old and new planning application cloud-based system causing some registration delays in the summer. Issue has been overcome and registration is quicker as a result.
		Q3	90%		
		Q4	90%		
Planning and Development: Percentage of applications determined within agreed timelines: Other	Nigel Richardson	Q1	90%	72%	A new system is currently in place which has resulted in KPI data not yet being available. Should the KPI data be received prior to O&S then this will be updated within the meeting itself. Should it not then this will be updated when Q2 data is collected.
		Q2	90%	72%	389 out of 537 determined in time. Performance affected by a combination of the crossover between the old and new planning application cloud-based system causing some registration delays in the summer. Issue has been overcome and registration is quicker as a result
		Q3	90%		
		Q4	90%		
Planning and Development: Housing Delivery Test progress	Nigel Richardson	Q1	n/a	Data will be provided following completion of Q4	This is KPI is measured annually. KPI data will be provided for the whole year following Q4.
		Q2			

		Q3			
		Q4			
People: Diversity & Inclusion – % of workforce by Ethnicity	Paula Maginnis	Q1	No targets are set but People Team have developed workforce KPI data insights and dashboards. The district's Census data relating to ethnicity is not released until 29.11.202	Black and Minority Ethnic 5.75% White – all 70.03% Not Stated 24.22%	This is voluntary information from employees and the actual figures may be higher than what is reported. A large number of employees remain unwilling to disclose their ethnicity information however the People team will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022
		Q2	No targets are set but People Team have developed workforce KPI data insights and dashboards. The district's Census data relating to ethnicity is not	Black and Minority Ethnic 6.13% White – all 70.58% Not Stated 23.29%	This is voluntary information from employees and the actual figures may be higher than what is reported. A large number of employees remain unwilling to disclose their ethnicity information however the People team will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022.

			released until 29.11.202		
		Q3			
		Q4			
People: Diversity & Inclusion – % of workforce with Disability	Paula Maginnis	Q1	n/a The district's Census data relating to disability will not be released until January 2023	5.92%	This is voluntary information from staff and the actual figure may be higher than what is reported. The People Team will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022. We are working towards Disability Confident Level 2 and working with external charities, e.g. Shaw Trust, Change 100, and the Living with Disability publication to increase our engagement and hiring of people with disabilities.
		Q2	n/a The district's Census data relating to disability will not be released until January 2023	5.6%	This is voluntary information from staff and the actual figure may be higher than what is reported. The People Team will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022. We are working towards Disability Confident Level 2 and working with external charities, e.g. Shaw Trust, Change 100, and the Living with Disability publication to increase our engagement and hiring of people with disabilities.
		Q3	n/a		
		Q4	n/a		

People: Staff Turnover %	Paula Maginnis	Q1	11%	2.78%	Target is based on public sector median turnover rate which is 11% per annum. The turnover rate for EFDC consistently remains below this level.
		Q2	11%	3.85%	Target is based on public sector median turnover rate which is 11% per annum. The turnover rate for EFDC consistently remains below this level.
		Q3	11%		
		Q4	11%		
People: Sickness Absence – average number of days per employee	Paula Maginnis	Q1	2.15 Days	1.63 Days	Target is based on the mean average number of days lost per employee per quarter in 2020. We expect lower numbers than the 2.15 average throughout spring / summer and higher numbers than the average in autumn / winter.
		Q2	2.15 Days	1.9 Days	Target is based on the mean average number of days lost per employee per quarter in 2020. We expect lower numbers than the 2.15 average throughout spring / summer and higher numbers than the average in autumn / winter.
		Q3	2.15 Days		
		Q4	2.15 Days		