




2. Status and Progress Report: Key Corporate Projects

Reporting Guide

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

Strategic Projects - Quarterly Progress Updates

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.

| Project ID | Project Name | Project Description | Service Area | Project Sponsor | Progress Summary Update | Key Milestones | Status | Q2 RAG | Q3 RAG | Q4 RAG |
|------------|-----------------------------------|--|--------------|-----------------|--|---|----------------|--------|--------|--------|
| CPP001 | Financial ICT Systems Replacement | Review of finance system to support improving business processes and wider system integration. | Finance | Andrew Small | <p>Procurement & Contracts reviewed & commented on the draft Advanced contract.</p> <p>Formal agreement has been delayed but is in discussion regarding the finance systems design alignment with CCC. This has impacted on project progress.</p> <p>A successful workshop was to review AP, AR, Bank Reconciliation & high-level dashboard overview.</p> <p>Interviews held for a joint SME Project Manager and Business Analyst for EFDC & CCC. Successful candidates started on the 21st March 24.</p> <p>Support has been provided to colleagues with handover & onboarding plan.</p> <p>EFDC secured extensions for Proactis Marketplace and Ash Debtors systems contracts.</p> | <p>SoW & Draft Contract Agreed with Advance TBC</p> <p>SoW agreed between EFDC and supplier TBC</p> <p>Advanced Financials design blueprints reviewed and signed off across partners TBC</p> <p>Formal Project Initiation Meeting TBC</p> | Service Design | Amber | Amber | Amber |

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| | | | | | Draft Charter of Accounts has been prioritised and is being worked through among partners and stakeholders. | | | | | |
| 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 | Housing & Property Services | Surjit Balu | <p>Commenced implementation of C365 and began supplying asset and certificate data to the supplier.</p> <p>Working with IT to secure resource capacity.</p> <p>Implemented oversight of BAU issues within the project to manage resources and priorities effectively.</p> <p>Initiated investigations for dependencies with Finance Implementation alongside desired Repairs Improvements, aiming to streamline processes and integration.</p> <p>Extended the tenure of the Super User to maintain project continuity within budget constraints.</p> <p>Continued resolution of underlying data issues and user familiarisation challenges.</p> <p>Progressed with Phase 2 planning, including resource allocation and detailed scoping for cost evaluation.</p> <p>Successfully kicked off CRM Workstream, engaging with</p> | <p>Specification agreed, costed and planned 10/05/2024</p> <p>UAT Completed & signed off 10/05/2024</p> <p>Upgrade applied to Live 31/05/2024</p> <p>Kick Off Workstream with Plan 01/07/2024</p> <p>CRM Cases Deployed 30/09/2024</p> <p>Kick off Workstream with Scope and Plan 01/11/2024</p> <p>Decision made on implementation timing Spring 2025</p> | In Delivery | | | |

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| | | | | | <p>stakeholders and completing system build and training materials.</p> <p>Continued progress with Electrical Compliance and OHMs archive process.</p> <p>Service Charge demonstration completed, pending additional resource funding confirmation for Phase 2.</p> <p>Upgrade on track as per plan.</p> <p>Finance Integration de-scoped due to lack of progress, while Repairs Improvement stalled awaiting further discussion with Finance.</p> <p>New Civica Project Manager allocated for Phase 2, with an introductory meeting conducted.</p> | | | | | |
| CPP019 | Epping Leisure Centre - Contract Agreement & Implementation | Contract and agreement between Epping Forest District Council and Places Leisure Management Ltd for the design, build, operation and maintenance of the proposed new Epping Sports Centre. | Contract & Technical | James Warwick | <p>Work is progressing steadily for the construction of the Epping Leisure Centre.</p> <p>The Bakers Lane car park closed on Tuesday, 14th November 2024 to facilitate necessary works for the project, including site clearance and surveys. Pellikaan, the contractor, officially took possession of the site on Monday, 22nd January 2024, and began preparations, such as installing security fencing and welfare facilities.</p> | <p>Complete DBOM Contract Variation/Agree Management Fee 31 May 2024</p> <p>Complete sheet piling and reduced dig excavation 03 May 2024</p> | In Delivery | | | |

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| | | | | | <p>An Early Works Agreement was entered on Wednesday, 10th January 2024, allowing building works until the contract variation is complete.</p> <p>Pre-start planning conditions are being addressed to ensure a smooth start on-site.</p> <p>Pellikaan is keeping residents and stakeholders informed through newsletters and a dedicated webpage.</p> <p>Challenges with Qualis S278 Phase 1 works may impact project timelines, but mitigation measures are in place.</p> <p>Pellikaan has started early works activities, including site clearance and partial breaking out of tarmac.</p> <p>Agreement in Principle obtained for S278 Phase 2 retaining wall, awaiting Technical Approval from ECC Highways.</p> <p>A successful groundbreaking ceremony took place on 6th March, attended by various stakeholders.</p> | | | | | |
| CPP026 | Waste Programme | To review options in respect of the waste management contract with Biffa at the end of the first ten-year term on 4 Nov 2024 | Contract & Technical | James Warwick / Jennifer Gould | <p>Hub:</p> <p>Quotes received for hub construction exceeded estimates. Designs underwent scrutiny to reduce costs and approval for revised cost subsequently gained from Cabinet in March.</p> | <p>Complete procurement of additional/specialist services July 24</p> <p>Granicus begin work to build and improve</p> | In Delivery | Green | Green | Amber |

Planning permission granted for operations hub at NWA.

Official tender award letter issued to SFS for vehicle fleet supply and maintenance.

Operations:
Terra Verde Services Limited registered with Companies House; Articles of Association and Contract being prepared by Anthony Collins Solicitors.

Tax Advice quotes received from PWC and Ensors; Ensors recommended and appointed for tax advice.

Purchase order for Whitespace raised and confirmed.

IT Kit specifications confirmed; awaiting quotes for revised numbers.

Tenancy build for TVS underway.

Initial meetings with Granicus held; Granicus appointed for discovery work.

DMR procurement documents drafted; contingency plans revisited.

Initial meeting with Ensors held; nominees for TVS board discussed.

form integrations.
August 24

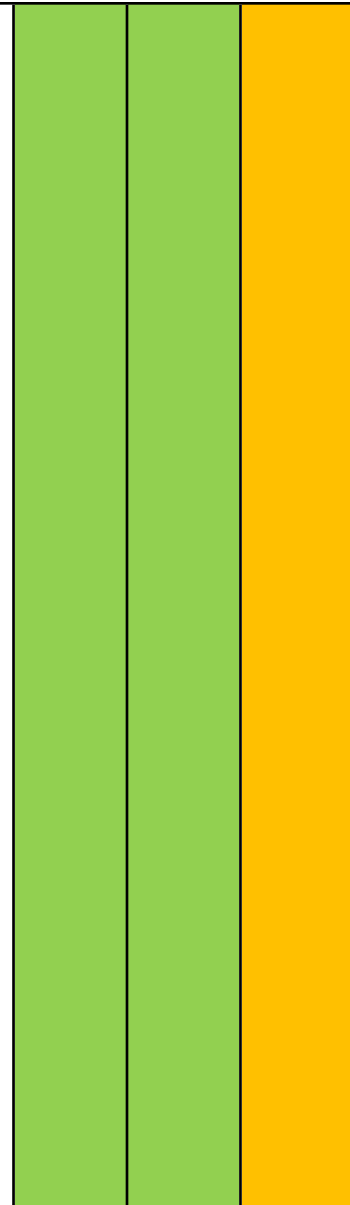
Whitespace software implementation begins
August 24

TUPE process – request for information sent to Biffa
October 24

Construction period
May 24 – Feb 25

NWA Tower kitted out with ICT equipment for TVS
October 24

ICT Infrastructure installed for TVS office space at hub
January 25



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| | | | | | <p>Waste collection contract drafting underway by Anthony Collins Solicitors.</p> <p>Vehicles Operations: Benchmarking carried out for vehicle bid competitiveness and workshops conducted to align tendered vehicles with company MD requirements.</p> <p>Contract for vehicle hire and maintenance awarded to SFS.</p> <p>Contract and order form signed with SFS; delivery timeframe set for September.</p> <p>This workstream will be closed off and covered as part of the operations work.</p> | | | | | |
| CPP141 | Public Protection System Project (formerly known as M3 PP) | <p>Replacement of M3PP.</p> <p>M3PP is a case management system used for complaints management, regulatory systems and enforcement.</p> | Commercial & Regulatory | Mandy Thompson | <p>Board approved a project name change which reflects the departments positive move to a superior solution. Name change to "Public Protection System Project".</p> <p>Progress had slowed due to resource restrictions at NEC. Weekly catch-ups with NEC have been implemented to bring momentum back to an acceptable level.</p> <p>Draft contract received on 20/03</p> <p>Reviews undertaken with Public Protection teams to understand the operational benefits associated with</p> | <p>Complete Data Cleans/Data Housekeeping Review March 24</p> <p>Agree & sign EFDC/NEC Contract March/April 24</p> <p>Formal Project Initial Meeting May 24</p> | Service Design/ Scoping | | | |

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| | | | | | <p>deploying NEC's Assure Customer Portal.</p> <p>Project board asked to review and consider the cost/benefit analysis. If approved, the details will be included in an update to the JP&SCSG.</p> <p>Data cleanse/refinement works continue to be led by Public Protection teams with direct support provided & available upon request from ICT, Data Protection team & Project Manager.</p> | | | | | |
| CPP182 | Pay360 upgrade and migration | Moving to SaaS solution | Finance | Chris Hartgrove | <p>Business case presented and agreed on the 15/03/2023.</p> <p>EFDC paid for upgrade and migration to Cloud in April 2023. From June 2024, the current on-premise version not supported.</p> <p>Vendor extension granted up to August 2024, providing the project is in flight by April 2024.</p> <p>Database and sample files uploaded to vendor's STFP by EFDC ICT on 8/01/2024 and initial testing is underway.</p> <p>Updated project plan and Statement of Works approved.</p> | <p>Exception python scripts will be integrated into Pay360 as matching rules but may be extra cost if scripts need completely rewriting 26/03/2024</p> <p>Test system training 26/03/2024</p> | Service Design/ Scoping | | | Green |
| CPP183 | Local Land Charges to Arcus Project | Moving from NEC to Arcus | Corporate Services | Dawn Baird | <p>Deep dive demo held with subject matter experts to showcase the Arcus HMLR link.</p> | <p>Hold Formal EFDC/Arcus Formal KO March 24</p> | Service Design/ Scoping | | | Green |

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| | | | | | <p>Arcus held their internal formal project initiation to secure internal resource. (Arcus meeting held 6th March).</p> <p>EFDC/Arcus Contract signed (inc. PO and Invoice).</p> <p>Land Charges team undertook detailed assessment to identify all source data associated with the completion of CON 29 forms. Output from the team's assessment shared with Arcus.</p> | <p>Agree v1.0 Project Delivery Plan April 24</p> | | | | |
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Quarterly KPI Reporting

| Key Performance Indicator | Owner | 22/23 | Target | Actual | Comments |
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| <p>Customer Services:</p> <p>Overall Customer Satisfaction</p> | Gill Wallis | Q1 | 80% | 63.60% | Residents continued dissatisfaction with the waste collection service, predominantly on the supplier's failure to deliver bins and not collecting reported missed collections. |

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| | | Q2 | 80% | 56.3% | <p>Customer satisfaction is being badly affected by the Waste and Recycling service, as customers are reporting that missed collections have not been collected despite being reported, and bin deliveries are not being made even though this is a paid for service.</p> <p>We have been further affected by the lack of containers such as Blue boxes and Food and Garden bin lids.</p> |
| | | Q3 | 80% | 63.39% | <p>Customer satisfaction in Q3 has been affected by the waste service delivered by Biffa, specifically, the management of the stock of waste containers has resulted in the delayed delivery of replacement bins. Work is underway to address this issue.</p> <p>A review into this particular "Overall Customer Satisfaction" KPI is currently under underway. Early insight and benchmarking indicates that, in reality, customers are only leaving feedback proactively if their expectations or wishes aren't specifically met.</p> |
| | | Q4 | 80% | 64.39% | <p>Customer satisfaction in Q4 has continued to be affected by general waste service matters albeit it to a lesser extent than in previous quarters, this is coupled with the fact that Q4 is the period in which Council Tax end of year billing falls.</p> <p>Careful consideration in respect of this generic corporate Customer Satisfaction KPI has been undertaken, with a detailed presentation delivered to Communities Scrutiny Committee. It was agreed that, in its current format, this particular KPI is too broad. More specific and suitable KPIs will come on stream in 24-25, both to capture more accurately the experience of customers supported via the Contact Centre, alongside service-area specific KPIs to ensure a more</p> |

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| | | | | | detailed picture of customer satisfaction is secured moving forwards. |
| Customer Services: First Point Resolution | Gill Wallis | Q1 | 45% | 69.30% | The team continue to work with back-office teams ensuring agent scripts provide as much information as possible, enabling resolution by the contact center. |
| | | Q2 | 70% | 76.2% | More residents are calling to report missed collections or failed deliveries, queries which can be resolved by the contact center at first point of contact. Technical queries continue to be passed to the Planning Duty Officer, those which can be resolved by the contact center are resolved using FAQs. |
| | | Q3 | 70% | 58.25% | Initial dip was due to the implementation of the new telephony system and the fact that Officers now need to remember to manually log this statistic. The Team Manager has had 1-2-1 conversations with all Officers to ensure this information is now captured consistently. In reality, the Contact Centre has resolved a far higher number of calls, however, the data was not captured. |
| | | Q4 | 70% | 62.69% | Six months into the implementation of the Cirrus Telephony System has seen a positive improvement in this KPI. Cirrus is becoming embedded as the norm and staff are increasingly proficient in its use. Work has also been undertaken with Cirrus/Gamma Business Partners to declutter and remove unnecessary functionality which was negatively impacting how data was being captured by the officers and associated reporting outputs. |

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| Customer Services: Complaints resolved within SLA | Gill Wallis | Q1 | 85% | 89% | 165 complaints for Q1, a significant decrease on the previous quarter (258) 44% relate to waste and missed collections. 99% of which were responded to within SLA. 21% relate to Qualis Property Solutions. 97% of responded to within SLA. |
| | | Q2 | 85% | 86% | 142 complaints for Q2, a continuing decreasing trend, however still not back to BAU volumes due to high volumes of waste related complaints. 18 Complaints remain open & still within the timeframe to respond. 13 escalated to the stage 2 process, slight increase on the previous Qtr. Waste - complaints drastically reduced down to 54 (making up c.40% of the complaints volume) and within SLA. Qualis - A slight reduction in QPS Repairs, however within SLA (35 to 22) |
| | | Q3 | 85% | 77% | 128 complaints for Q3, a decreasing trend. 34 complaints remain open, 17 within the timeframe. 6 escalated to the Stage 2 process, which is a slight increase on the previous quarter. Qualis Repairs - An increase from 22 to 41, however, 90% have been resolved within the SLA. Planning – An increase from 9 to 23. Half remain open but 57% have been resolved within SLA. Housing Assets – An increase from 9 to 13. Of which 8 remain open, 46% have been resolved within the SLA. Customer Services staff regularly liaise with each Service area to understand what support the Complaints Team can offer. |

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| | | Q4 | 85% | 77% | <p>141 formal complaints were received in Q4. 14 different service areas within the Council received complaints.</p> <p>37 complaints remain open, 19 of these are within the SLA timeframe threshold. 8 complaints are Stage 2 – this is a decrease on the previous quarter. 6 new cases are open with the Ombudsman.</p> <p>Decreases have been seen in:</p> <p>Qualis Repairs – a decrease in volume from 41 to 35</p> <p>Planning – a significant reduction from 23 to 13</p> <p>The Complaints Team resolved 133 informal complaints “in-house” - these are complaints that are triaged and do not fall within the Formal Complaints Guideline. The Team also continues to work closely with the specific Service Areas where the SLA has not been met.</p> |
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| Community Health and Wellbeing: No of homelessness approaches | Danielle Blake | Q1 | n/a | 178 | <p>This represents a 7% increase on the same period last year.</p> <p>Q1 last year 165 (av. 55 per calendar month) vs. 178 this year (av. 60 per calendar month)</p> |
| | | Q2 | n/a | 302 | <p>This represents a 6% decrease on the same period last year albeit only pertains to a difference of approximately 21 physical applications.</p> <p>Q2 last year 323 (av. 107 per calendar month) vs. 302 this year (av.100 per calendar month)</p> |
| | | Q3 | n/a | 228 | <p>This represents a 28% increase on the same period in 2022.</p> |

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| | | | | | Q3 2022 – 164 (av.54 per calendar month) vs. 228 in 2023 (av. 76 per calendar month) |
| | | Q4 | n/a | 262 | This represents a 43% increase on the same period last year. Q4 2023 = 182 (av.60 pcm) vs. 262 in Q4 2024 (av. 87pcm) |
| Community Health and Wellbeing: No of households in Temporary Accommodation | Eleanor Green | Q1 | N/A | 106 | This is very close to the figure provided for the same period last financial year. |
| | | Q2 | N/A | 113 | A very slight increase on last quarter. |
| | | Q3 | N/A | 115 | A very slight increase on last quarter. |
| | | Q4 | N/A | 118 | Another small increase, this has been highlighted on our Service Risk Register. |
| Community Health and Wellbeing: Engagement in community, physical or cultural activity | Gill Wallis | Q1 | 3500 | 3945 | Enhanced engagement figure in Q1 as a result of two key events; RideLondon 2023 and Ninefields Playground Launch event. |
| | | Q2 | 3500 | 3679 | |
| | | Q3 | 3500 | 3303 | The figure of 3303 covers all the community activities such as the Community Cafe, Social Active Strong, West Essex Inclusion Project, Limes Farm and Ninefields Youth Clubs and Care to Move sessions. |
| | | Q4 | 3500 | 8264 | Significantly enhanced Q4 figure as a result of Epping Forest Youth Council bi-annual elections. Secondary school pupil engagement was at a record high for the 2024 Youth Council elections. |

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| Community Health and Wellbeing: No of families in B&B accommodation for 6 weeks+ | Eleanor Green | Q1 | 0 | 0 | This is a national target – no families in B&B for more than 6 weeks. We try not to use B&B for families in any event. |
| | | 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. |
| | | Q3 | 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. |
| | | Q4 | 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. |
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| Contracts: Club Live membership (Fitness Membership) | James Warwick | Q1 | n/a | Epping: 1,273 Loughton: 3,888 Ongar: 1,099 Waltham Abbey: 2,878 | Epping - Increase of 16 from previous quarter Loughton - Increase of 28 from previous quarter Ongar – Increase of 19 from previous quarter Waltham Abbey – Increase of 298 from previous quarter The number of swimming memberships continues an upward trend and there is a good increase in club live memberships across all four centres, particularly Waltham Abbey. Waltham Abbey leisure centre club live figures have exceeded pre-Covid levels. Please note the KPIs for Q1 are indicative as the actual June 2023 figures are not yet out. |

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| | | Q2 | n/a | <p>Epping: 1,317</p> <p>Loughton: 4,011</p> <p>Ongar: 1,152</p> <p>Waltham Abbey: 2,993</p> | <p>Epping - Increase of 44 from previous quarter Loughton - Increase of 123 from previous quarter Ongar – Increase of 53 from previous quarter. Waltham Abbey – Increase of 115 from previous quarter.</p> <p>There is good growth in club live fitness memberships across the four centres. However, with the exception of Waltham Abbey, pre-Covid levels have not been reached.</p> |
| | | Q3 | n/a | <p>Epping: 1,358</p> <p>Loughton: 3,852</p> <p>Ongar: 1,159</p> <p>Waltham Abbey: 3,000</p> | <p>Epping - Increase of 41 from previous quarter Loughton – Decrease of 159 from previous quarter Ongar – Increase of 7 from previous quarter Waltham Abbey – Increase of 7 from previous quarter</p> <p>Epping, Ongar & Waltham Abbey facilities show steady growth in fitness memberships. Whilst Loughton Leisure Centre fitness memberships have decreased since last quarter, there is an increase in fitness memberships when compared with the previous year. A possible reason for the reduction in fitness memberships in Loughton since the last quarter is due to increased competition from a new gym nearby and this is under review.</p> |
| | | Q4 | n/a | <p>Epping: 1,399</p> <p>Loughton: 3,855</p> <p>Ongar: 1,170</p> <p>Waltham Abbey: 2,997</p> | <p>Epping - Increase of 41 from previous quarter Loughton - Increase of 3 from previous quarter Ongar – Increase of 18 from previous quarter. Waltham Abbey – Increase of 4 from previous quarter.</p> <p>Growth in fitness memberships across all four centres.</p> <p>Note: March 2024 figures not available at the time of reporting.</p> |

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| Contracts: Club Live membership (Swimming Membership) | James Warwick | Q1 | n/a | Loughton: 489 Ongar: 146 Waltham Abbey: 357 | Loughton – Increase of 18 from previous quarter Ongar – Decrease of 5 from previous quarter Waltham Abbey - Increase of 69 from previous quarter Swimming memberships increases generally, but there is a small decrease at Ongar Leisure Centre. Please note the KPIs for Q1 are indicative as the actual June 2023 figures are not yet out. |
| | | Q2 | n/a | Loughton: 523 Ongar: 144 Waltham Abbey: 389 | Loughton – Increase of 34 from previous quarter Ongar – Decrease of 2 from previous quarter Waltham Abbey - Increase of 32 from previous quarter Minor movement with swimming memberships generally, but memberships have increased in Loughton and Waltham. There is minimal change on swimming levels over the course of the quarter in Ongar. |
| | | Q3 | n/a | Loughton: 523 Ongar: 144 Waltham Abbey: 389 | Loughton – Increase of 34 from previous quarter Ongar – Decrease of 2 from previous quarter Waltham Abbey - Increase of 32 from previous quarter Minor movement with swimming memberships generally, but memberships have increased in Loughton and Waltham. There is minimal change on swimming levels over the course of the quarter in Ongar. |
| | | Q4 | n/a | Loughton: 503 | Loughton – Decrease of 20 from previous quarter Ongar – Same as previous quarter |

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| | | | | Ongar: 144 Waltham Abbey: 406 | Waltham Abbey - Increase of 17 from previous quarter There is no change in swimming memberships in Ongar since the previous quarter and memberships have increased in Waltham Abbey. Whilst Loughton swim memberships have decreased since the previous quarter, there is an improvement when compared with previous year memberships. |
| Contracts: No. of people on Learn to Swim Programme (Swimming Lessons) | James Warwick | Q1 | n/a | Loughton: 2,516 Ongar: 790 Waltham Abbey: 1,719 | Loughton – Increase of 24 from previous quarter Ongar – Increase of 13 from previous quarter Waltham Abbey – Decrease of 6 from previous quarter Number of people on Learn to Swim Programme has increased generally, with a small decrease at Waltham Abbey Leisure Centre. However, Waltham Abbey swimming lessons have exceeded pre-Covid levels. Please note the KPIs for Q1 are indicative as the actual June 2023 figures are not yet out. |
| | | Q2 | n/a | Loughton: 2,652 Ongar: 814 Waltham Abbey: 1,764 | Loughton – Increase of 136 from previous quarter Ongar – Increase of 24 from previous quarter Waltham Abbey – Increase of 45 from previous quarter Number of people on the swimming scheme programme has increased in all center's. Loughton and Waltham Abbey are performing very well and have exceeded pre-Covid levels. |
| | | Q3 | n/a | Loughton: 2,720 | Loughton – Increase of 68 from previous quarter Ongar – Increase of 4 from previous quarter |

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| | | | | Ongar: 818 Waltham Abbey: 1,828 | Waltham Abbey – Increase of 64 from previous quarter Number of swimming lessons have increased across all centres since the previous quarter. Good growth in the number of swimming lessons in Loughton and Waltham Abbey. |
| | | Q4 | n/a | Loughton: 2,675 Ongar: 813 Waltham Abbey: 1,785 | Loughton – Decrease of 45 from previous quarter Ongar – Decrease of 5 from previous quarter Waltham Abbey - Decrease of 43 from previous quarter Whilst the no. of people on learn to swim programme has decreased across all three centres in Q4, the numbers have exceeded the previous year's Q4 figures. Note: March 2024 figures not available at the time of reporting. |
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| Contracts Waste: Recycling rate | James Warwick | Q1 | 60% | 60.097% | Achieved recycling target for Q1 |
| | | Q2 | 60% | 59% | Slightly below recycling target for Q1 |
| | | Q3 | 60% | 58% | Slightly below recycling target for Q1 |
| | | Q4 | 60% | 57% | Slightly below recycling target for Q1 |

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| Contracts Waste: Reduction in household waste | James Warwick | Q1 | 0.100kg/household | 0.098kg | Achieved Target for Q1 |
| | | Q2 | 0.100kg/household | 0.093kg | Achieved Target for Q2 |
| | | Q3 | 0.100kg/household | 0.285kg | As below |
| | | Q4 | 0.100kg/household | 0.385kg | Work is underway to understand the reason for the increase in household waste and reevaluate the waste KPI's in terms of relevance and targets. New KPI's are being developed as part of the new waste company and will be aligned with the Waste Strategy for Essex. |
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| Housing Management: Rent Arrears | Surjit Balu | Q1 | <1.55% | 2.58% | We are working on getting the most out Rent sense and some new training has helped the figures move in the right direction. |
| | | Q2 | <1.55% | 1.47% | Large focus on ensuring tenant/s is paying rent in advance and in accordance with TA . DDR changes have been made for options to pay Weekly , Fortnightly or Monthly whereas before we only had monthly payment option. Changing DDR collections to be paying in advance of the month ahead. This has had a drastic effect and will continue to do so to end of FY. DWP – Universal Credit Collections set up to be paid directly to landlord. |
| | | Q3 | <1.55% | Data not available | Data is not available due to IT issues in the new system. |

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| | | Q4 | <1.55% | 1.31% | Good overall reduction, especially given the challenges of working with a new system and some issues that has presented. |
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| Planning and Development: Percentage of applications determined within agreed timelines: Major | Nigel Richardson | Q1 | 80% | 100% | Major type applications represent only a small number of the overall number of planning applications received, but are more complex and usually reported to planning committees. Decisions were made within the agreed extension of time in all 4 application cases. |
| | | Q2 | 80% | 100% | 100% Decisions were made within the agreed extension of time in all 11 application case |
| | | Q3 | 80% | 100% | Decisions made within agreed extension of times on all 18 applications. |
| | | Q4 | 80% | 100% | Decisions made within agreed extension of times on all 25 applications. Excellent performance. |
| Planning and Development: Percentage of applications determined within agreed timelines: Minor | Nigel Richardson | Q1 | 90% | 80% | This covers planning applications that include 1 to 9 dwellings/ pitches per application as well as offices, light industry, general industry, storage, warehousing or retail floorspace under 10,000sq m or 1 hectare and other minor developments. 70 out of 87 applications were made in time, showing an early improvement from 2022-23, which is due to renewed focus on officers seeking extensions of time where applicable, case reviews and discussion at team meetings. |
| | | Q2 | 90% | 81.4% t | 140 out of 172 applications were made in time, showing a continued slight improvement |
| | | Q3 | 90% | 80% | 210 out of 263 applications were decided in time, which is out of target. Staffing departures in this quarter has impacted and temporary cover has been challenging. Planning Advisory Service are meeting Planning Development Management Team and selected Members to advise on transforming the service and improve performance. |
| | | Q4 | 90% | 80.5% | 284 out of 353 applications were made in time. Successfully bid for DLUHC offered resource funding, but too early to see impact on performance. |

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| Planning and Development: Percentage of applications determined within agreed timelines: Other | Nigel Richardson | Q1 | 90% | 88% | Includes the highest volume of this type of applications received (householder extensions). 258 out of 292 applications were decided in time, which is just out of target but a great improvement on 2022-23 of mainly delegated cases, which is due to a renewed focus on officers seeking extensions of time where applicable, case reviews and discussion at team meetings. |
| | | Q2 | 90% | 84% | 460 out of 548 mainly delegated applications were decided in time, which is out of target, but |
| | | Q3 | 90% | 81% | 640 out of 792 applications were decided in time, which is out of target. Staffing departures in this quarter has impacted and temporary cover has been challenging. Planning Advisory Service are meeting Planning Development Management Team and selected Members to advise on transforming the service and improve performance. |
| | | Q4 | 90% | 82.6% | 877 out of 1062 applications were decided in time (82.6%), which is out of target, but improved in Q4. Improvement made by tighter management of caseload and resources. |
| Planning and Development: Housing Delivery Test progress | Nigel Richardson | Q1 | 95% | 91% | The Housing Delivery Test (HDT) is an annual measurement of housing delivery in the District. It is calculated using the number of homes delivered over the three-year period divided by the total number of homes required for the same three-year period which is calculated against the standard methodology figure. The Housing Delivery Test measurement for 2022 for EFDC was calculated as 30% when it was published by DLUHC in December 2023. In reaching that conclusion DLUHC used the 'standard method' in its calculations. However, it failed to take account of the EFDC Local Plan, which was adopted in March 2023. EFDC have requested for the 2022 measurement be recalculated and are waiting to hear back from DLUHC. |
| | | Q2 | | | |
| | | Q3 | | | |
| | | Q4 | | | |

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| | | | | | Accounting for the housing requirement in the Local Plan, the result is 91% and the consequence of this would be producing a housing action plan, given we are not 95% or above. |
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| People: Diversity & Inclusion – % of workforce by Ethnicity | Paula Maginnis | Q1 | This is a data set as no targets are in place. However, the People Team have developed some workforce data insights. For comparison information, the Census data is as follows: 2011 White 90.5% Ethnic Minorities 9.5% 2021 White 84.1% Ethnic Minorities 15.9% | BAME (Black and Minority Ethnic) 6.59% White – All 72.65% Not Stated 20.76% | This is voluntary information from employees and the actual figures may be higher than what is reported. A large number of employees remain unwilling to disclose their ethnicity information however the People team will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022 |
| | | Q2 | This is a data set as no targets are in place. However, the People Team have developed some workforce data insights. For comparison information, the Census data is as follows: 2011 White 90.5% Ethnic Minorities 9.5% 2021 White 84.1% Ethnic Minorities 15.9% | BAME (Black and Minority Ethnic) 7.21% White – All 73.61% Not Stated 19.18% | This is voluntary information from employees and the actual figures may be higher than what is reported. |

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| | | Q3 | <p>This is a data set as no targets are in place. However, the People Team have developed some workforce data insights. For comparison information, the Census data is as follows:</p> <p>2011 White 90.5% Ethnic Minorities 9.5%</p> <p>2021 White 84.1% Ethnic Minorities 15.9%</p> | <p>BAME (Black and Minority Ethnic) 7.26%</p> <p>White – All 75.52%</p> <p>Not Stated 17.22%</p> | <p>This is voluntary information from employees and the actual figures may be higher than what is reported. The ‘not stated’ figure is reducing quarter by quarter, albeit by a low number.</p> |
| | | Q4 | <p>This is a data set as no targets are in place. However, the People Team have developed some workforce data insights. For comparison information, the Census data is as follows:</p> <p>2011 White 90.5% Ethnic Minorities 9.5%</p> <p>2021 White 84.1% Ethnic Minorities 15.9%</p> | <p>BAME (Black and Minority Ethnic) 7.64%</p> <p>White – All 76.01%</p> <p>Not Stated 16.35%</p> | <p>This is voluntary information from employees and the actual figures may be higher than what is reported. The ‘not stated’ figure is reducing quarter by quarter, albeit by a low number.</p> |

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| <p>People:</p> <p>Diversity & Inclusion – % of workforce with Disability</p> | <p>Paula Maginnis</p> | <p>Q1</p> | <p>This is a data set as no targets are in place. However, the People Team have developed some workforce data insights. For comparison information, the Census data is as follows: 2021 14% 5.8% day-to-day activity impacted a lot 8.2% day-to-day activity impacted a little</p> | <p>4.79%</p> | <p>This is voluntary information from staff and the actual figure may be higher than what is reported.</p> <p>We are working towards Disability Confident Level 2 and working with external charities, e.g. Shaw Trust, Change 100, and the Living with Disability publication to increase our engagement and hiring of people with disabilities.</p> |
| | | <p>Q2</p> | <p>This is a data set as no targets are in place. However, the People Team have developed some workforce data insights. For comparison information, the Census data is as follows: 2021 14% 5.8% day-to-day activity impacted a lot 8.2% day-to-day activity impacted a little</p> | <p>4.54%</p> | <p>This is voluntary information from staff and the actual figure may be higher than what is reported.</p> <p>The Council has achieved Level 2 Disability Confident.</p> |
| | | <p>Q3</p> | <p>This is a data set as no targets are in place. However, the People Team have developed some workforce data insights. For comparison</p> | <p>4.77%</p> | <p>This is voluntary information from staff and the actual figure may be higher than what is reported.</p> <p>The Council has achieved Level 2 Disability Confident.</p> |

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| | | | information, the Census data is as follows: 2021 14% 5.8% day-to-day activity impacted a lot 8.2% day-to-day activity impacted a little | | |
| | | Q4 | This is a data set as no targets are in place. However, the People Team have developed some workforce data insights. For comparison information, the Census data is as follows: 2021 14% 5.8% day-to-day activity impacted a lot 8.2% day-to-day activity impacted a little | 5.10% | This is voluntary information from staff and the actual figure may be higher than what is reported. The Council has achieved Level 2 Disability Confident. |
| People: Staff Turnover % | Paula Maginnis | Q1 | 11% | 8.51% | Target is based on public sector median turnover rate which is 11% per annum. |
| | | Q2 | 11% | 3.67% | Target is based on public sector median turnover rate which is 11% per annum. |
| | | Q3 | 11% | 2.69% | Target is based on public sector median turnover rate which is 11% per annum. |
| | | Q4 | 11% | 3.57% | Target is based on public sector median turnover rate which is 11% per annum. |

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| People: Sickness Absence – average number of days per employee | Paula Maginnis | Q1 | 2 Days | 1.6 days | Target is based on the mean average number of days lost per employee per quarter in 2021/22 and 2022/23. We would expect lower numbers than the 2 average days throughout spring / summer and higher numbers than the average in autumn/winter. However, our working flexibly policy assists in this regard, employees will often work through some illness if working from home. |
| | | Q2 | 2 Days | 1.56 days | Target is based on the mean average number of days lost per employee per quarter in 2021/22 and 2022/23. We would expect lower numbers than the 2 average days throughout spring / summer and higher numbers than the average in autumn/winter. However, our working flexibly policy assists in this regard, employees will often work through some illness if working from home. |
| | | Q3 | 2 Days | 1.74 day | Target is based on the mean average number of days lost per employee per quarter in 2021/22 and 2022/23. We would expect lower numbers than the 2 average days throughout spring / summer and higher numbers than the average in autumn/winter. However, our working flexibly policy assists in this regard, employees will often work through some illness if working from home. |
| | | Q4 | 2 Days | 2.17 days | Target is based on the mean average number of days lost per employee per quarter in 2021/22 and 2022/23. We would expect lower numbers than the 2 average days throughout spring / summer and higher numbers than the average in autumn/winter. However, our working flexibly policy assists in this regard, employees will often work through some illness if working from home. |