Our Corporate Plan 2018-2023

"Ready for the future"

Stronger communities

1. People live longer, healthier and independent lives

- 1.1 Supporting healthy lifestyles
- 1.2 Promoting independence for older people and people with disabilities

2. Adults and children are supported in times of need

- 2.1 Safeguarding and supporting people in vulnerable situations

3. People and communities achieve their full potential

- 3.1 Enabling communities to support themselves
- 3.2 Provide culture and leisure
- 3.3 Keeping the district safe

Stronger places

4. Delivering effective core services that people want

- 4.1 Keeping the district clean and green
- 4.2 Improving the district housing offer

5. A district with planned development

- 5.1 Planning development priorities
- 5.2 Ensuring infrastructure supports growth

6. An environment where new and existing businesses thrive

- 6.1 Supporting business enterprise and attracting investment
- 6.2 People develop skills to maximise their employment potential
- 6.3 Promoting retail, tourism and the visitor economy

Stronger council

7. Customer satisfaction

- 7.1 Engaging with the changing needs of our customers

8. Democratic engagement

- 8.1 Robust local democracy and governance

9. A culture of innovation

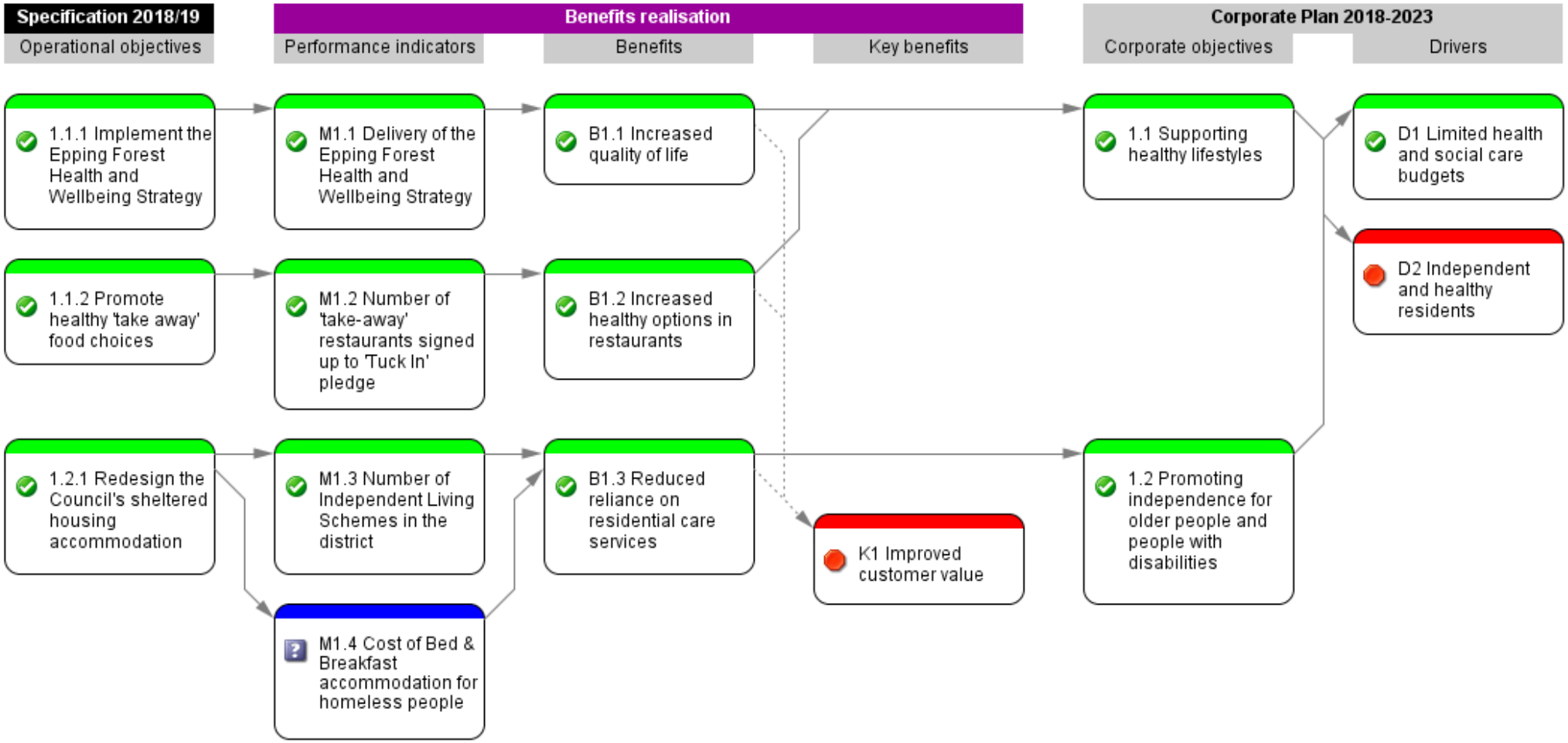
- 9.1 Enhancing skills and flexibility of our workforce
- 9.2 Improving performance through innovation and new technology

10. Financial independence with low Council Tax

- 10.1 Efficient use of our financial resources, buildings and assets
- 10.2 Working with commercial partners to add value for our customers

Aim 1 - People live longer, healthier and independent lives

Stronger communities



	Aim **1 People live longer, healthier and independent lives**	Stronger communities
To improve the quality of life and life expectancy of all our residents by promoting healthier lifestyles, as well as providing homes and facilities to reduce the future demand on social care services and support the independence of our more vulnerable residents.		

	Corporate objective **1.1 Supporting healthy lifestyles**
	Improving the quality of life, as well as life expectancy of all our residents by supporting and promoting healthier lifestyles, providing opportunities for physical activity and initiatives to support the emotional and mental health of our children and young people.

Operational objective **1.1.1 Implement the Epping Forest Health and Wellbeing Strategy**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the Epping Forest Health and Wellbeing Strategy	100%	31-Mar-2019	Action Achieved	CSC	Community and Partnership Services Director
	Q4 - The three multi-agency health and wellbeing thematic Action Groups continue to deliver successfully against their priority objectives. Public Health Grant funding was fully allocated in 2018-19. Overall, projects are 100% complete for this year.					
	Q3 - The three multi-agency health & wellbeing thematic Action Groups continue to make good progress on their priority objectives. Overall, projects are 70% complete.					
	Q2 - Each of the three thematic Health & Wellbeing Action Groups have facilitated positive partnership working and are making good progress in the delivery of key projects. Each Action Group has identified and agreed its three priorities for 2018-19. Overall, projects are 30% complete. Action Plans for each multi-agency group will be taken to the next EF Health & Wellbeing Board meeting on 30th October.					
	Q1 - Multi-agency Action Groups have been established for each of the three health & wellbeing thematic priorities and Action Plans are currently being development in collaboration with the Council`s partners.					

Operational objective **1.1.2 Promote healthy 'take-away' food choices**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Promote healthy 'take-away' food choices	100%	31-Mar-2019	Action Achieved	NSC	Commercial and Regulatory Services Director

	Q4 - The next Tuck IN evaluation workshop is planned for 14th May. The outcome of the workshop will be reported on Pentana.
	Q3 - The evaluation of TUCK IN which was due to report back in December is now due in February. The outcome of that could influence our proposed work in Waltham Abbey. A meeting with the CCG NHS Public Health Neighbourhoods group in W/Abbey took place and they are supportive of the link between EFDC and them pointing patients on weight loss programmes to 'healthy takeaways' they have offered to promote via their communications team also. We will still be targeting Waltham Abbey this month to get some businesses signed up. JJ's a commercial food supplier is now listing foods which caterers can buy which fit with TUCK IN objectives, so we will be highlighting this to businesses we visit over the next few weeks.
	Q2 - TUCK IN group have funded an evaluation of the project. Objectives of evaluation, - Identify blocks/restrictions hampering LA involvement and activities to engage businesses, what are they finding as common concerns from businesses about signing up - Businesses that are signed up; What were their main concerns about signing up, have they benefitted; what further support do they need to promote TUCK IN and healthier options. Evaluation to be undertaken at EFDC on 31st October, findings fed back in project report to TUCK IN group.
	Q1 - 2 Premises signed up: Anchor Fish Bar and Peggoty's Fish Bar.

Corporate objective **1.2 Promoting independence for older people and people with disabilities**

✓	Providing additional care facilities as well as future homes which in turn will reduce the demand on social care services and help to support independence.

Operational objective **1.2.1 Redesign the Council's sheltered housing accommodation**

RAG	*Description*	*Progress*	*Due date*	*Expected outcome*	*Scrutiny*	*Manager*
✓	Redesign the Council's sheltered housing accommodation	100%	31-Mar-2019	Action Behind Schedule	CSC	Housing and Property Service Director
	Q4 - As per Q3. This action will now be progressed in Quarter 2 of 19/20 when the new management structure is in place.					
	Q3 - as per Q2					
	Q2 - This action is pending the implementation of the new Senior Management Structure					
	Q1 - Project is currently being held in abeyance, pending the introduction of the new Senior Management Structure, due to the resultant increased commitments of the Director of Communities (who was leading the project) following the departure of the former Chief Executive and two other Directors.					

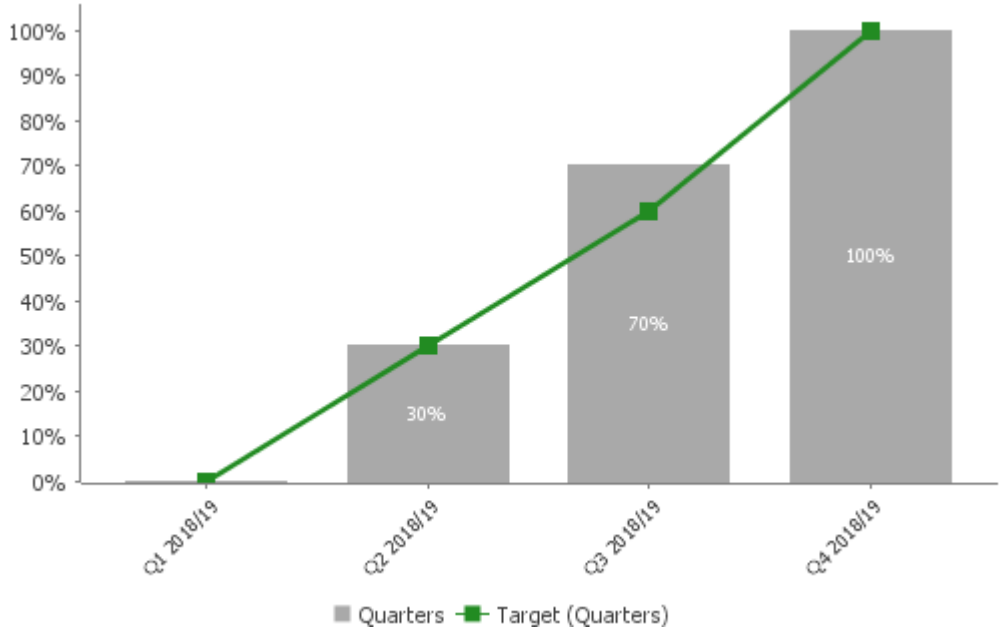
Performance indicator **M1.1 Delivery of the Epping Forest Health and Wellbeing Strategy**

This indicator is a measure of the successful implementation of projects contributing to the multi-agency Epping Forest Health & Wellbeing Strategy 2018-28 (Year 1).

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Yes	2018	CSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Community and Partnership Services Director	Aim to Maximise	Partnership	

Trend chart



Comments

Q4 - The Epping Forest Health and Wellbeing Board was re-launched with strengthened membership in March 2019. The three multi-agency health and wellbeing thematic Action Groups continue to deliver successfully against their priority objectives. Public Health Grant funding was fully allocated in 2018-19. Overall, projects are 100% complete for this year.

Corrective action

Q1 2018/19			*Q2 2018/19*			*Q3 2018/19*			*Q4 2018/19*		
Target	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*
0%	0%		30%	30%		60%	70%		100%	100%	

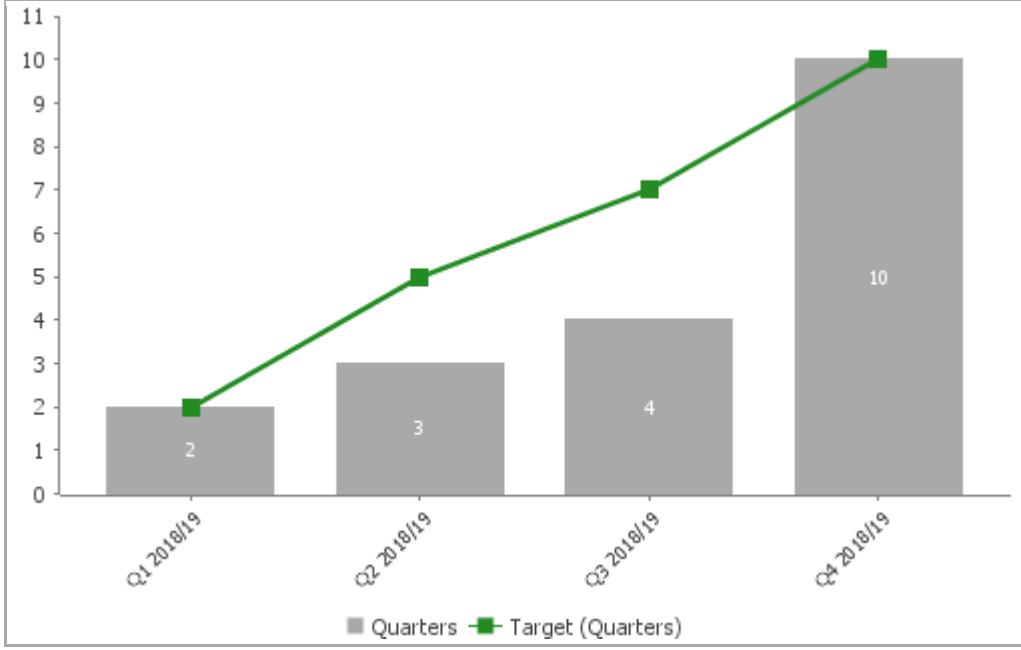
Performance indicator **M1.2 Number of 'take-away' restaurants signed up to 'Tuck In' pledge**

This indicator is a measure of the number of take-away restaurants and cafes who sign up to the 'Tuck In' pledge (this is an Essex County Council initiative).

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Yes	2018	NSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Private Housing Manager - Technical (CPS08) Commercial and Regulatory Services Director	Aim to Maximise	Partnership	

Trend chart



Comments

Q4 - Target of 10 premises achieved

Corrective action

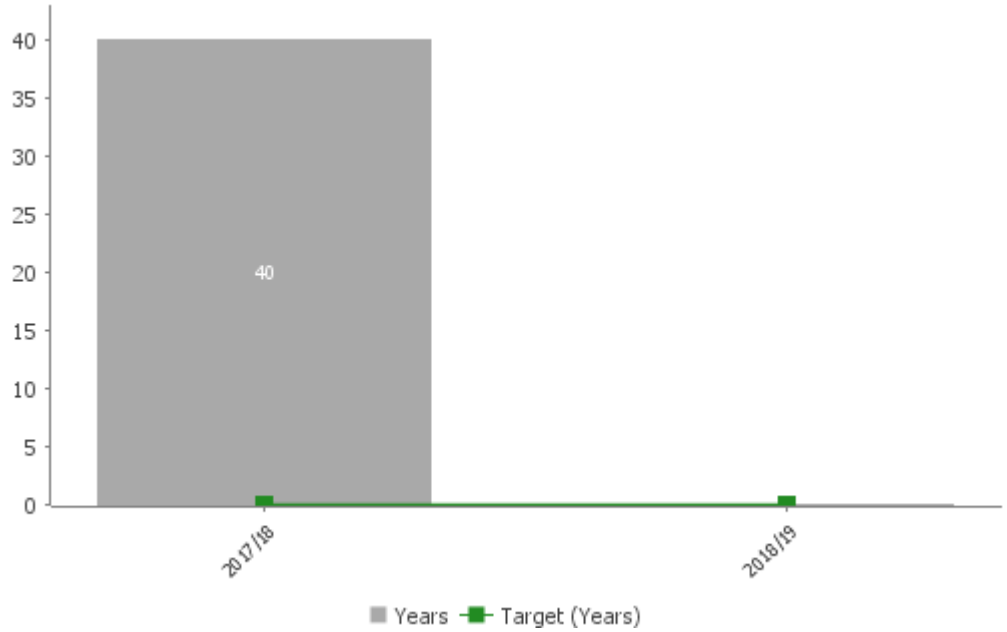
Q1 2018/19			*Q2 2018/19*			*Q3 2018/19*			*Q4 2018/19*		
Target	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*
2	2		5	3		7	4		10	10	

Performance indicator **M1.3 Number of Independent Living Homes in the district**

To promote an increase in the supply of Independent Living Homes for older people in the District, over the Corporate Plan Period (2018-23).	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	Not applicable	2018	CSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Acting Chief Executive	Aim to Maximise	Corporate	

Trend chart



Comments

Q4 - Essex County Council have advised that they are in the process of finalising the full planning application submission. This is due to be completed in April 2019 now that they have carried out the engagement with the community and Epping DC's design panel.

Corrective action

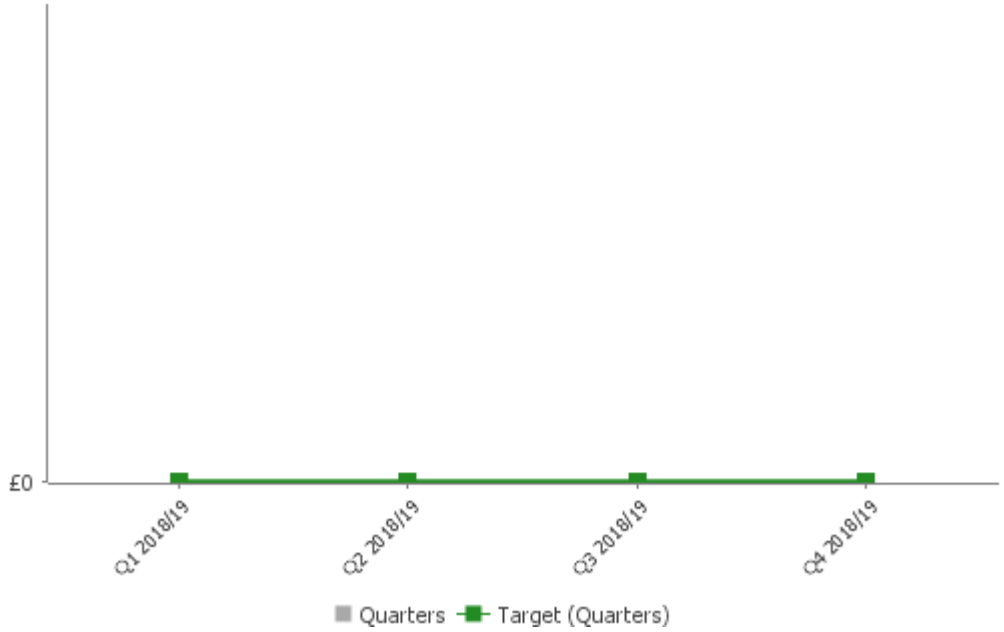
2018/19		
Target	*Value*	*Status*
0	0	

Performance indicator **M1.4 Bed & Breakfast accommodation for homeless people**

The indicator is intended to measure the savings generated by the reduction in the cost of Bed & Breakfast (B&B) accommodation for homeless people when accommodated in pods (temporary modular accommodation).	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	Not applicable	2018	CSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Assistant Director - Housing Operations (COP01)	Aim to Minimise	Corporate	

Trend chart



Comments

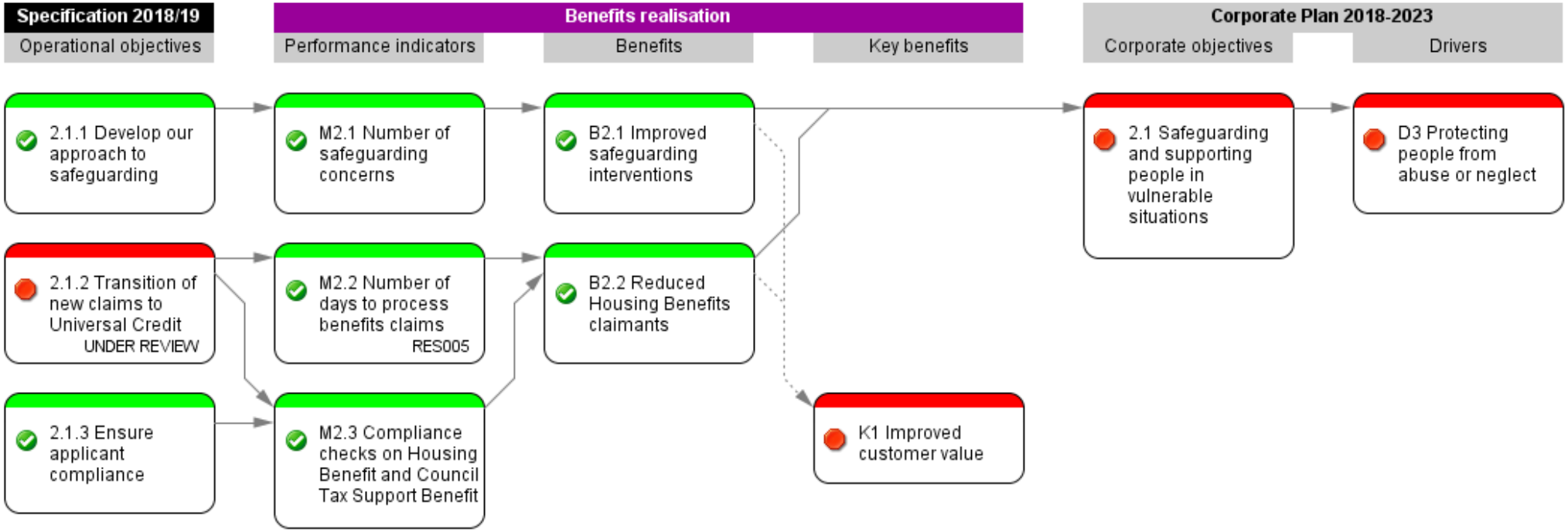
Q4 -Please note this indicator not being measured until 2019/20

Corrective action

Q1 2018/19			*Q2 2018/19*			*Q3 2018/19*			*Q4 2018/19*		
Target	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*
£0			£0			£0			£0		

Aim 2 - Adults and children are supported in times of need

Stronger communities



Aim 2 Adults and children are supported in times of need

Stronger communities

To protect people in vulnerable situations from abuse and neglect, and progressively remove the barriers which prevent people from accessing the help and support they need.

Corporate objective 2.1 Safeguarding and supporting people in vulnerable situations

Protecting people in vulnerable situations from abuse and neglect through a well trained workforce and by challenging the barriers that prevent people from accessing the help and support they need.

Operational objective 2.1.1 Develop our approach to safeguarding

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Develop our approach to safeguarding	100%	31-Mar-2019	Action On Target	CSC	Community and Partnership Services Director
	Q4 - 85 new cases received 1st January 2019 through to 31st March 2019. Safeguarding Officers continue to roll out a number of enhanced adult/children safeguarding training courses to staff.					
	Q3 - A meeting has been arranged between a Senior mental health practitioner and Safeguarding Lead for NELFT in January, at EFDC to discuss how we can access mental health services swiftly when supporting Epping Forest residents					
	Q2 - A large amount of safeguarding cases identified at EFDC involve mental health issues, we are attempting to identify improved referral pathways into the different mental health teams across the County to help support our residents to assist them getting the help and support they need earlier.					
	Q1 - The new Safeguarding Awareness e-learning course is now available on i-train and is mandatory for all EFDC staff this is to be completed by the 1st October. The Safeguarding Team are currently piloting the face-to-face Enhanced course for all frontline/call centre staff and hope to roll this out from September onwards.					

Operational objective 2.1.2 Transition of new claims to Universal Credit

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Transition of new claims to Universal Credit	0%	31-Mar-2019		RSC	Customer Services Director
	Please note this action will be replaced by a new action.					

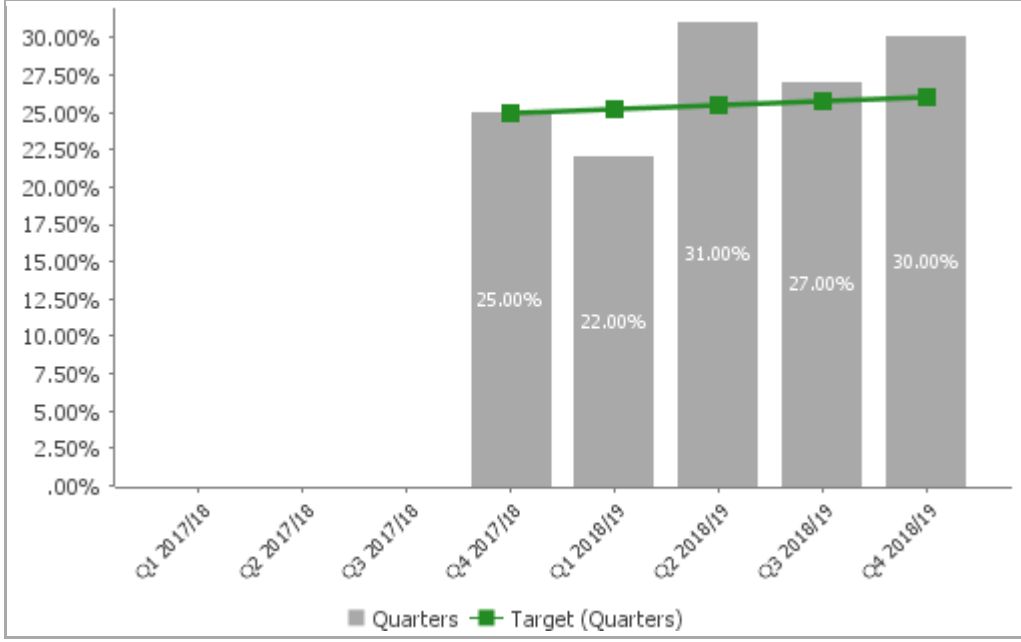
Operational objective **2.1.3 Ensure applicant compliance**						
RAG	*Description*	*Progress*	*Due date*	*Expected outcome*	*Scrutiny*	*Manager*
	Ensure applicant compliance	100%	31-Mar-2019	Action Achieved	RSC	Customer Services Director
	Q4 - 2720 of compliance checks of Housing Benefit and/or Council Tax were completed during quarter 4, which represents over 37% of caseload checked.					
	Q3 - 1902 of compliance checks of Housing Benefit and/or Council Tax were completed during quarter 3, which represents approximately 25% of caseload checked.					
	Q2 - Performance is on target to achieve and exceed the target					
	Q1 - Performance is on target to achieve checks on between 20% and 30% of the caseload during the year. Current performance suggests that almost 1/3 of benefit claims will have their entitlement checked during this financial year					

Performance indicator **M2.1 Number of safeguarding concerns**

Safeguarding aims to protect or promote the welfare of individuals and/or groups of people, which ensures prevention of harm for children, young people and adults with care and support needs (*Epping Forest District Council Safeguarding Policy and Procedures*).	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	Yes	2018	CSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Community and Partnership Services Director	Aim to Maximise	Corporate	

Trend chart



Comments

Q4 – target achieved

Corrective action

Q1 2018/19			*Q2 2018/19*			*Q3 2018/19*			*Q4 2018/19*		
Target	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*
25.25%	22.00%		25.50%	31.00%		25.75%	27.00%		26.00%	30.00%	

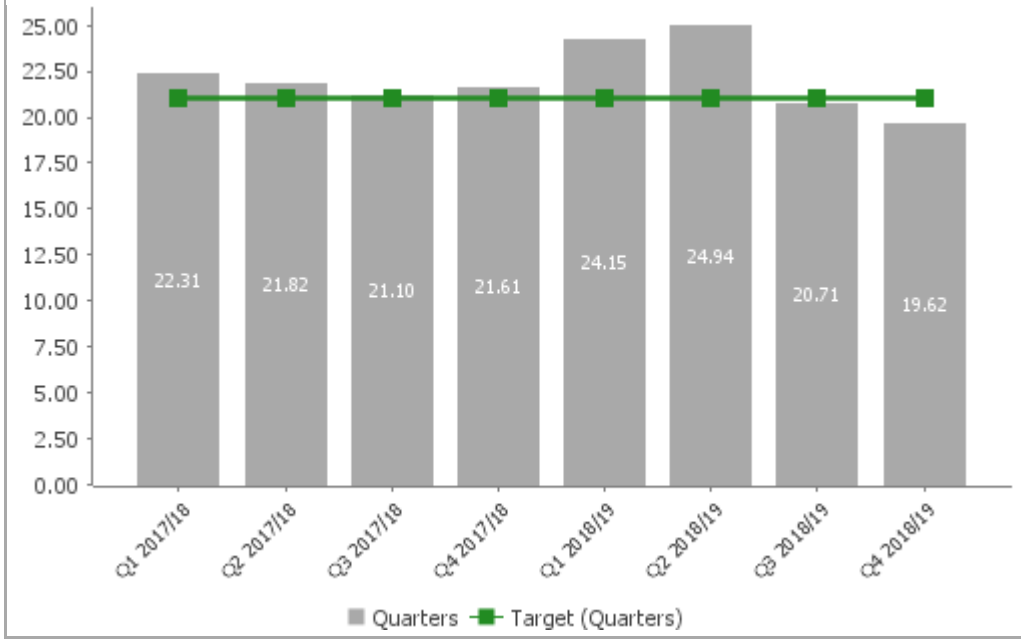
Performance indicator **M2.2 Number of days to process benefits claims**

On average, how many days did it take us to process new benefit claims? This indicator monitors the administration of Housing and Council Tax Benefit. Targets and performance are measured in days (Previously RES005).

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Yes	2012	RSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Customer Services Director	Aim to Minimise	Corporate	

Trend chart



Comments

Q4 – target met

Corrective action

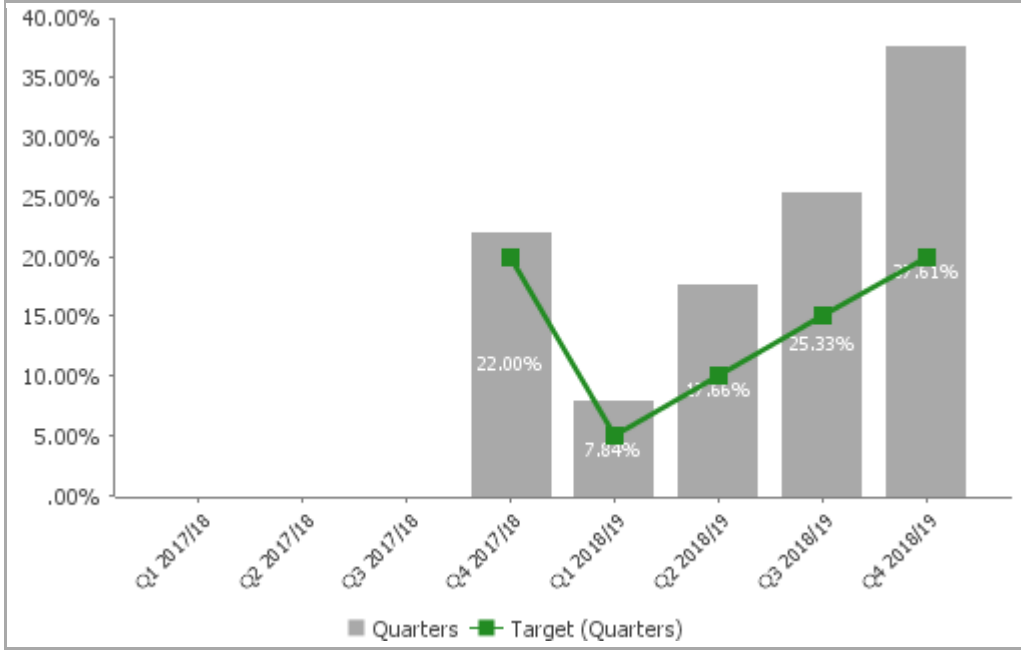
Q1 2018/19			*Q2 2018/19*			*Q3 2018/19*			*Q4 2018/19*		
Target	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*
21.00	24.15		21.00	24.94		21.00	20.71		21.00	19.62	

Performance indicator **M2.3 Number of compliance checks on Housing Benefit and Council Tax Support Benefit**

One of the Council's roles is to ensure that its residents are paying the correct amount of Council Tax or claiming the right amount of Housing Benefit or Council Tax support benefit.	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	Yes	2018	RSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Customer Services Director	Aim to Maximise	Corporate	

Trend chart

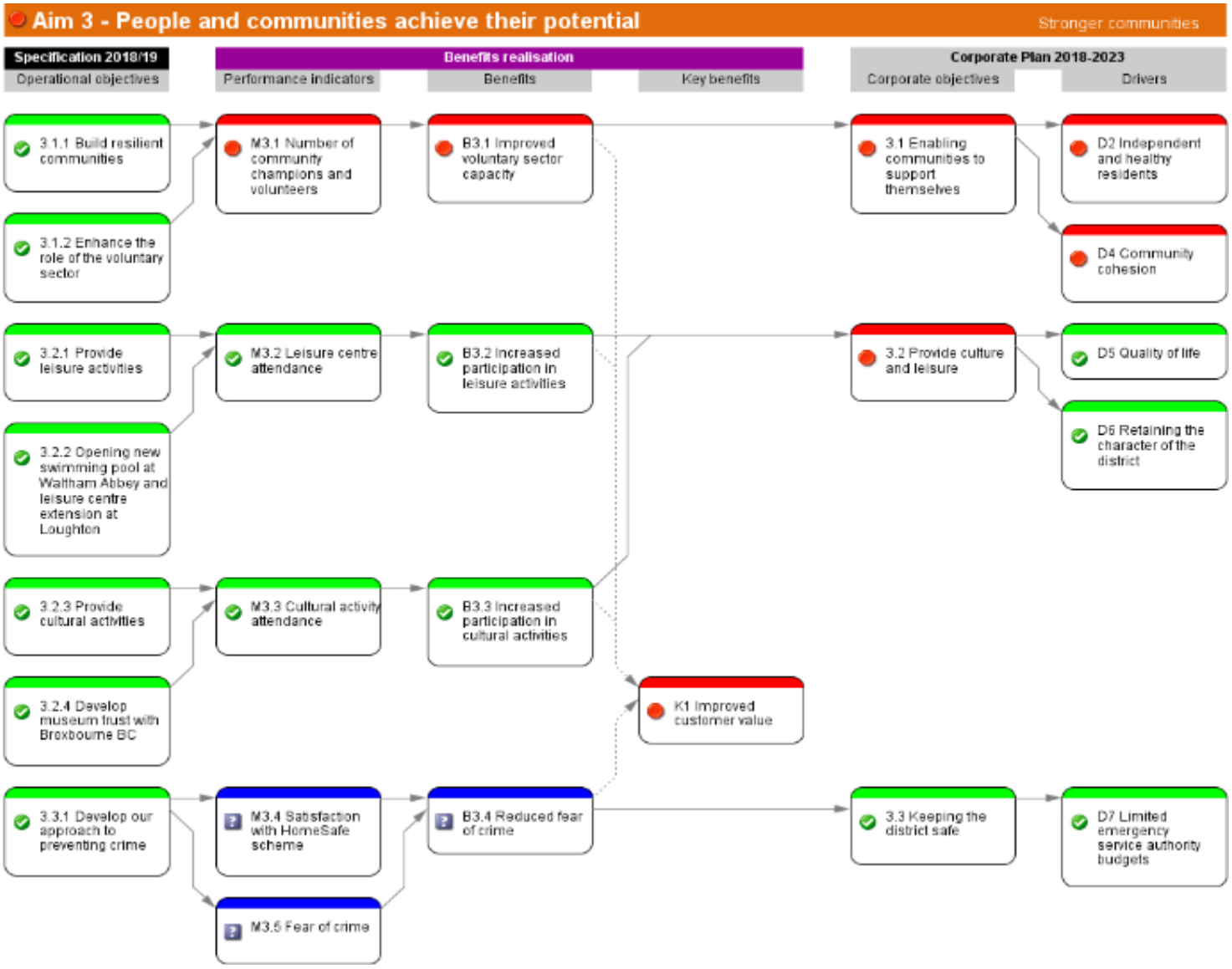


Comments

Q4 - Target exceeded for this year

Corrective action

Q1 2018/19			*Q2 2018/19*			*Q3 2018/19*			*Q4 2018/19*		
Target	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*
5.00%	7.84%		10.00%	17.66%		15.00%	25.33%		20.00%	37.61%	


Aim 3 - People and communities achieve their potential
Stronger communities
Specification 2018/19
Operational objectives
Benefits realisation
Performance indicators
Benefits
Key benefits
Corporate Plan 2018-2023
Corporate objectives
Drivers
3.1.1 Build resilient communities
3.1.2 Enhance the role of the voluntary sector
M3.1 Number of community champions and volunteers
B3.1 Improved voluntary sector capacity
3.1 Enabling communities to support themselves
D2 Independent and healthy residents
D4 Community cohesion
3.2.1 Provide leisure activities
3.2.2 Opening new swimming pool at Waltham Abbey and leisure centre extension at Loughton
M3.2 Leisure centre attendance
B3.2 Increased participation in leisure activities
3.2 Provide culture and leisure
D5 Quality of life
D6 Retaining the character of the district
3.2.3 Provide cultural activities
3.2.4 Develop museum trust with Broxbourne BC
M3.3 Cultural activity attendance
B3.3 Increased participation in cultural activities
K1 Improved customer value
3.3.1 Develop our approach to preventing crime
M3.4 Satisfaction with HomeSafe scheme
M3.5 Fear of crime
B3.4 Reduced fear of crime
3.3 Keeping the district safe
D7 Limited emergency service authority budgets

Aim 3 People and communities achieve their potential — Stronger communities

To enable communities to support themselves through the further development of partnership working with Town and Parish Councils and Voluntary Action Epping Forest, as well as provide opportunities for residents to participate in cultural and leisure activities which celebrate the character and heritage of the District. And finally, to prevent crime and ensure our residents feel safer through partnership working with Essex Police.

Corporate objective 3.1 Enabling communities to support themselves

Developing partnership working with the voluntary sector to help build community capacity and resilience across the district, enabling communities to support themselves.

Operational objective 3.1.1 Build resilient communities

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Build resilient communities	100%	31-Mar-2019	Action Achieved	CSC	Community and Partnership Services Director
	Q4 - Senior Safety Day organised in Nazeing with 60 older people attending. The day is a multi-agency event providing information for older people on how to stay safe and well. The event focuses particularly upon scam and fraud prevention. The community champions from Nazeing helped to co-ordinated the day and took a proactive and lead role in marketing the event to the local community. A new weekly crochet session and beginners yoga has been set up in Buckhurst Hill as part of the Buckhurst Hill Social Isolation and Loneliness project. EFDC are a formal partner that has helped successfully develop a project that will be commissioned by Essex County Council to address Social Isolation and Loneliness across West Essex. The project will employ community resilience coaches that will complement and work with EFDC's community champions. To date 10 community champions have been recruited, trained and mentored across the district.					
	Q3 - 235 older residents attended four Stay Well this Winter events across the Epping Forest District. The events are a multi–agency approach to delivering core health, safety and wellbeing messages to the older community over the winter months in the Epping Forest District. Buckhurst Hill Social Isolation Project – a multi-agency door knocking exercise and community event were delivered in Buckhurst Hill as part of the process to understand and reduce levels of social isolation in Buckhurst Hill. As a result EFDC have taken the lead with developing many activities and initiatives which will include raising awareness of the Active Living project, which targets inactive people, a new strength and balance exercise class, day time adult workshops, identifying a local community champion and the development working with the Monkhams Public House to start a crochet club.					
	Q2 - A Buckhurst Hill Social Isolation Pilot Project Report is being produced with key findings, recommendations, lessons learnt and next steps. A number of initiatives have been identified to be developed in Buckhurst Hill to help reduce social isolation which will be implemented in Quarter 3. An Essex wide social isolation and loneliness working group has been set up to develop further initiatives to tackle social isolation and loneliness and EFDC will play an active role within this group. Recruitment of community champions has begun and is on track to meet the target of 6 initial community					

	champions. An induction and training will be delivered to the first cohort of community champions in quarter 3.
	Q1 – The Community, Health & Wellbeing Team, in partnership with the West Essex CCG, Community Matrons, Community Agents, VAEF, Essex County Fire & Rescue Service and Public Health has undertaken a pilot neighbourhood project in Buckhurst Hill. A door knocking exercise was undertaken and a community event will be facilitated in Q2. Intelligence gathered will be used to determine a partnership response to local need identified. A Community Champions Project has been launched and the initial six geographic localities identified.

Operational objective **3.1.2 Enhance the role of the voluntary sector**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
✓	Enhance the role of the voluntary sector	100%	31-Mar-2019	Action Achieved	CSC	Community and Partnership Services Director
	Q4 - VAEF has been monitored during the course of the year against a dashboard of key outcomes including emotional & physical wellbeing, Social Isolation, Warmer Homes, Place, community development and befriending.					
	Q3 – Objective relating to Year 3 of the current Grant Aid SLA with VAEF has been agreed and signed by Chair of Trustees.					
	Q2 - Objective relating to Year 3 of the current Grant Aid SLA with VAEF have been agreed in line ECC`s pan-Essex targets for CVS`s and that the SLA Objectives will be signed shortly.					
	Q1 – Objective relating to Year 3 of the current Grant Aid SLA with VAEF are in the process of being agreed in line ECC`s pan-Essex targets for CVS`s.					

Corporate objective **3.2 Providing culture and leisure**

✓	Residents of all ages and backgrounds enjoy opportunities to participate in cultural and leisure activities which celebrate the rural character and heritage of our district.

Operational objective **3.2.1 Provide leisure activities**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
✓	Provide leisure activities	100%	31-Mar-2019	Action Achieved	NSC	Acting Chief Executive
	Q4 - Leisure activities delivered. Attendance numbers at each centre was as follows: • Ongar - 42,229 • Loughton - 112,707					

	• Epping - 40,270 • Waltham Abbey - 92,129
	Q3 - Attendance numbers at each centre was as follows: • Ongar - 43,484 • Loughton - 101,546 • Epping - 39,888 • Waltham Abbey - 50,120
	Q2 – As per Q1, Leisure activities being met and delivered

Projects & programmes **P135 New Leisure Management Contract Programme**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To maximise participation and value for money in the provision of leisure services to local residents and visitors through a partnership contract to manage the Council's Leisure Centres, and involving the extension of Loughton Leisure Centre as well as a final decision on whether to proceed with the construction of the new North Weald Leisure Centre.	45%	31-Mar-2023	Implement	NSC	Contracts and Technical Services Director

Operational objective **3.2.2 Opening new swimming pool at Waltham Abbey and leisure centre extension at Loughton**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Opening new swimming pool at Waltham Abbey and leisure centre extension at Loughton	100%	31-Mar-2019	Action Achieved	NSC	Commercial and Regulatory Services Director
	Q3 - Loughton refurbishment completed in September. The Waltham Abbey centre opened on 17th November.					

Operational objective **3.2.3 Provide cultural activities**						
RAG	*Description*	*Progress*	*Due date*	*Expected outcome*	*Scrutiny*	*Manager*
✓	Provide cultural activities	100%	31-Mar-2019	Action Achieved	CSC	Museum, Heritage & Culture Manager (CHC01)
	Q4 - Users in person: 10283, Total Usage: 204366 The figures show an increase on the previous year's figures at Q4 2017/18 where users in person: 5133 and total usage: 199450					
	Q3 - Users in person: 9698, Total usage: 178417 The figures show an increase on the previous year's figures Oct-Dec 17/18 Users in person: 5412 Total usage: 164581					
	Q2 - Total users 157308 (cumulative 287425). Users in person 11176 (cumulative 19902). Both these figures represent an increase on the 2017 -18 usage figures of 91866/7325 for this period.					
	Q1 - total users for cultural activities during q1 is 130117, where 8726 attended in person					

Operational objective **3.2.4 Develop museum trust with Broxbourne BC**						
RAG	*Description*	*Progress*	*Due date*	*Expected outcome*	*Scrutiny*	*Manager*
✓	Develop museum trust with Broxbourne BC	100%	31-Mar-2019	Action On Target	CSC	Museum, Heritage & Culture Manager (CHC01)
	Q4 - The Charity Commission assessor has determined that the trust has not demonstrated sufficient independence of the councils to allow registration. A meeting with the chairman and our legal advisor took place with regard to this and have asked for a review of the decision as it is out of step with other registered trusts. The trust may have to consider a resubmission with slightly broader objectives to meet the Charity Commission requirements.					
	Q3 - The trust has met 5 times, the trust is registered with Companies House but still awaiting registration with the Charity Commission. Following the initial delay caused by internal issues within the charity commission a case officer has now been appointed the application for registration is now being reviewed. There are currently two trustee vacancies.					
	Q2 - All trustees appointed, trust has met four times, the trust is registered with Companies House registration with the Charity Commission is now proceeding with a case officer allocated. While the 13th October launch has been postponed. The trust is working on a joint bid with MHC for project funding to the HLF					
	Q1 - All trustees appointed, trust has met four times, the trust is registered with Companies House but still awaiting registration with the Charity Commission. Trustees supported MHC with its first Crowd funding campaign and has outlined its initial fundraising priorities. A formal launch of the trust will take place on the 13th October.					

Projects & programmes **P008 Museum Development Trust**						
RAG	*Description*	*Progress*	*Due date*	*Stage*	*Scrutiny*	*Manager*
	To establish a Development Trust for the Epping Forest and Lowewood Museum services, involving the securing of additional income for activities, exhibitions and events, as well as providing opportunities for the greater inclusion of minority groups.	98%	31-Oct-2018	Implement	CSC	Community and Partnership Services Director

Corporate objective **3.3 Keeping the district safe**
Working in partnership with Essex Police to prevent crime and ensure our residents feel safe in the community.

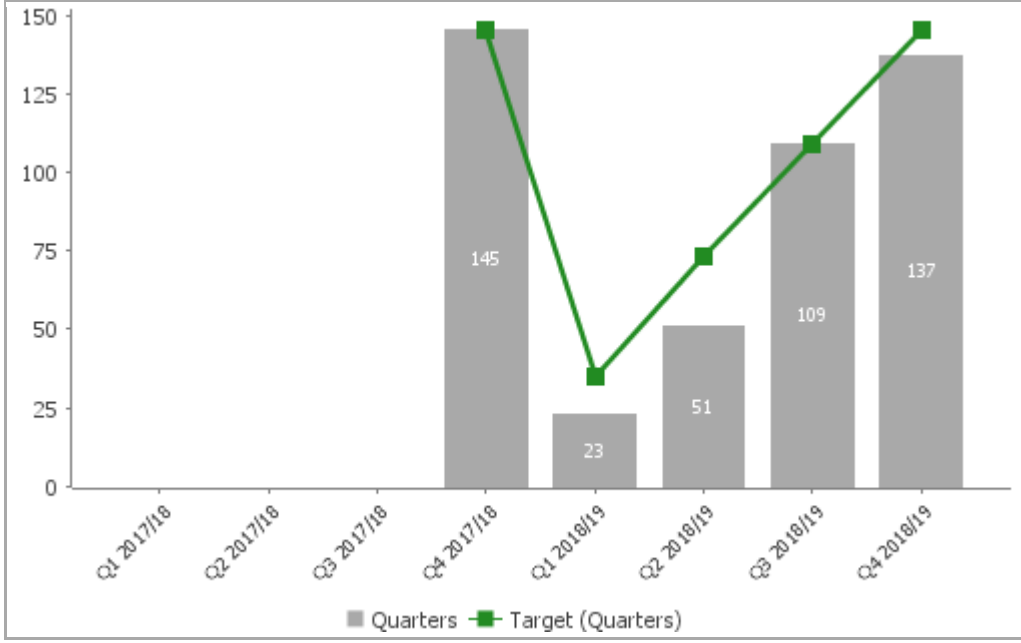
Operational objective **3.3.1 Develop our approach to preventing crime**						
RAG	*Description*	*Progress*	*Due date*	*Expected outcome*	*Scrutiny*	*Manager*
	Develop our approach to preventing crime	100%	31-Mar-2019	Action On Target	CSC	Community and Partnership Services Director .
	Q4 - 35 directed activities for the period 1st January through to 31st March of which 17 were direct tasking requests and18 were self generated.					
	Q3 - Following on from Operation Rose EFDC Community Safety Hub Police Officers are working with neighbouring Met Police Officers to deliver 5 Criminal Behaviour Orders (CBOs) on nominals identified in the operation resident in Epping Forest. Met Police are pursuing 9 CBOs on their respective nominals.					
	Q2 - The Hub is now working at full capacity, with a daily call conference facility which enables the co-located Community Safety and Police Officers react to rapidly emerging issues. Fortnightly district tasking is held on a Tuesday where tasking priorities and requests are agreed for the next two weeks. Tasking includes Officers from CID, Integrated Offender Management and Intelligence Teams to provide an accurate assessment of crime across the district. Over the first three months we have received 20 tasking requests, 19 of which were accepted. The CS officers have also carried out 32 self-generated cases and supported EFDC staff carrying out their functions on 16 occasions.					
	Q1 - The Epping Forest Community Safety Hub will be officially launched on 20th July within the Civic Offices in Epping. Three full time police officers a sergeant and two PC's work from the Civic offices using a marked police vehicle. They are working in collaboration with the Community Safety Team as an integrated Community Safety Hub. The officers work activities are directed by tasking requests and must relate to priorities of the Police and Crime Plan or the Community Safety Partnership priorities for the district.					

Performance indicator M3.1 Number of Community Champions and volunteers

The aim of this indicator is to measure the increase in the number of community leaders and volunteers in the Epping Forest District. Volunteering is of importance in community terms, as it helps to create more resilient, vibrant and self-supporting communities.	Is year-end target likely to be achieved?	Live from	Scrutiny
	No	2018	CSC

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Community and Partnership Services Director Community, Health & Wellbeing Manager (CHW01)	Aim to Maximise	Corporate	↑

Trend chart



Comments

Q4 - 22 volunteers and 6 community champions were recruited during quarter 4, giving a total of 137 of volunteers and community champions being placed within organisations in 2018/19.

Corrective action

The Volunteer coordinator at VAEF is currently working on an additional project and therefore has less time to recruit volunteers, which is fairly reflected in the shortfall of the target

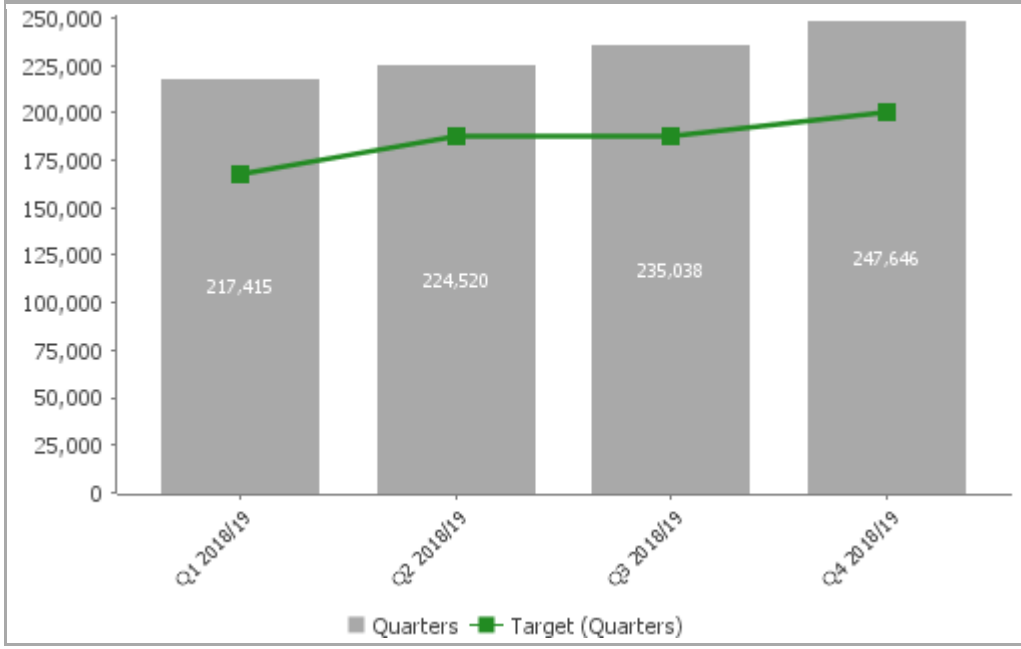
Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
35	23	●	73	51	●	109	109	✓	145	137	●

Performance indicator **M3.2 Leisure centre attendance**

The number of attendances at leisure centres through Epping Forest District Council	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	Yes	2018	NSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Commercial and Regulatory Services Director	Aim to Maximise	Corporate	

Trend chart



Comments

Q4 – Target achieved

Corrective action

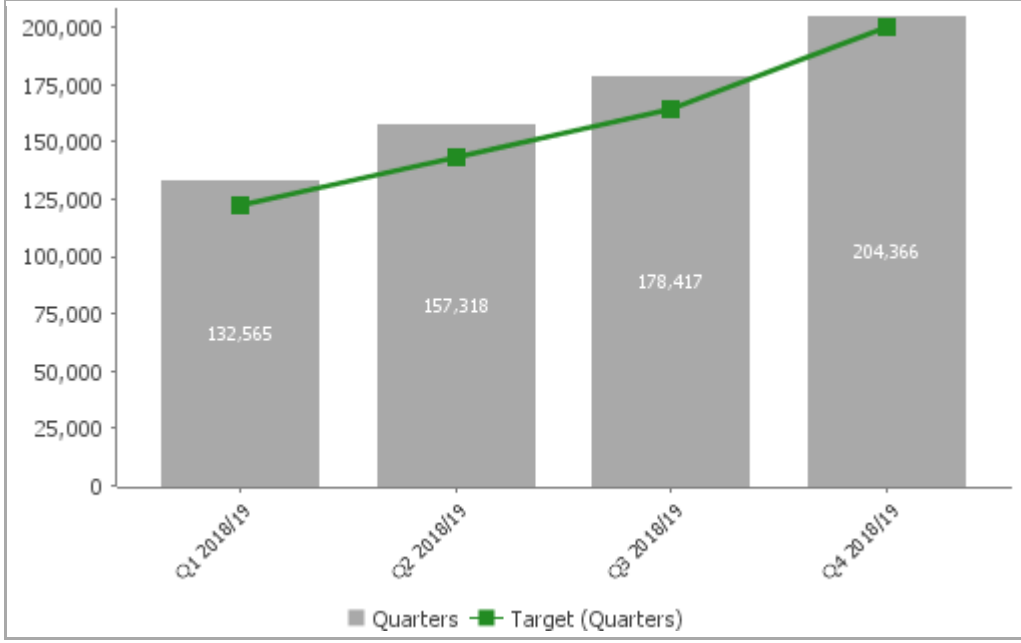
Q1 2018/19			*Q2 2018/19*			*Q3 2018/19*			*Q4 2018/19*		
Target	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*
167,235	217,415		187,545	224,520		187,874	235,038		200,970	247,646	

Performance indicator **M3.3 Cultural activity attendance**

The increased number of attendances at museum, heritage and cultural activities provided by Epping Forest District Council.	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	Yes	2018	CSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Community and Partnership Services Director	Aim to Maximise	Corporate	

Trend chart



Comments

Q4 – target met

Corrective action

Q1 2018/19			*Q2 2018/19*			*Q3 2018/19*			*Q4 2018/19*		
Target	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*
122,667	132,565		143,567	157,318		164,466	178,417		200,000	204,366	

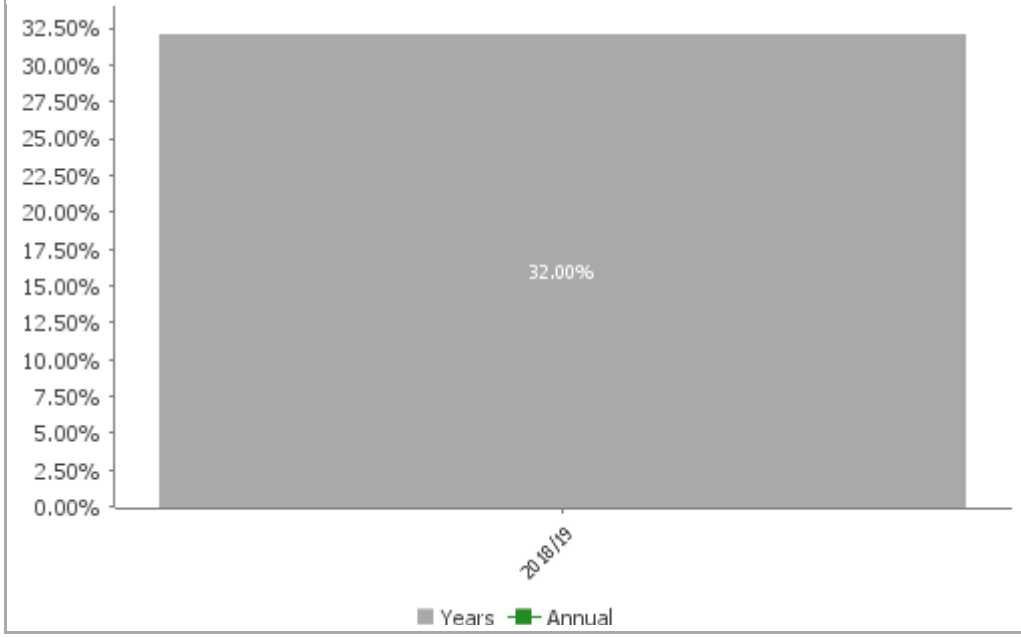
Performance indicator **M3.4 Satisfaction with HomeSafe scheme**

This indicator relates to the satisfaction levels of the HomeSafe scheme which was reviewed in 2017/18. Baseline data is to be collected in 2018/19 to allow for a target to be set from 2019/20 onwards. The intended measure is to be an increase in the satisfaction levels.

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Not applicable	2019	CSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Community and Partnership Services Director	Aim to Minimise	Partnership	

Trend chart

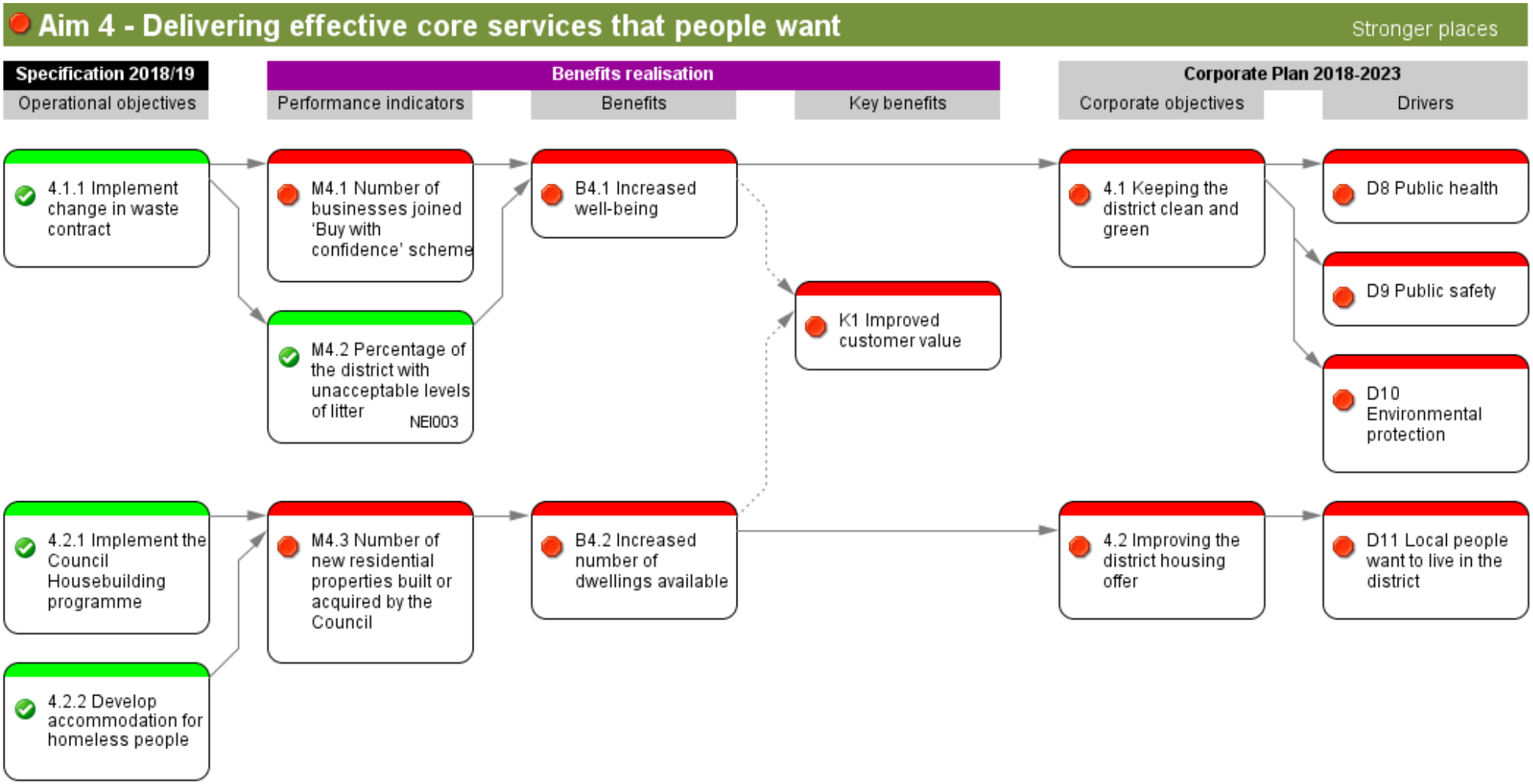


Comments

Q4 - Baseline for this measure has been collected in 2018/19, which is 32%

Corrective action

2018/19		
Target	*Value*	*Status*
	32.00%	


Aim 4 - Delivering effective core services that people want
Stronger places
Specification 2018/19
Operational objectives
Benefits realisation
Performance indicators
Benefits
Key benefits
Corporate Plan 2018-2023
Corporate objectives
Drivers
4.1.1 Implement change in waste contract
M4.1 Number of businesses joined 'Buy with confidence' scheme
M4.2 Percentage of the district with unacceptable levels of litter
NEI003
B4.1 Increased well-being
K1 Improved customer value
4.1 Keeping the district clean and green
D8 Public health
D9 Public safety
D10 Environmental protection
4.2.1 Implement the Council Housebuilding programme
4.2.2 Develop accommodation for homeless people
M4.3 Number of new residential properties built or acquired by the Council
B4.2 Increased number of dwellings available
4.2 Improving the district housing offer
D11 Local people want to live in the district

Aim 4 Delivering effective core services that people want

Stronger places

To strive for a cleaner, greener and attractive District where people feel proud to live and work, as well as to ensure the District has homes and neighbourhoods which accommodate the needs of those who wish to live in the District – including homeless people.

Corporate objective 4.1 Keeping the district clean and green

Striving for a cleaner, greener and attractive district in which businesses and communities prosper, where people feel proud to live and work.

Operational objective 4.1.1 Implement change in waste contract

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement change in waste contract- No further action due to the 4 waste consultations from the govt and possible changes in the future	100%	31-Mar-2019	Action Behind Schedule	NSC	Contracts and Technical Services Director
	Q4 - The government consultation under Resources and Waste Strategy for England is being reviewed to consider the impact it could have on Council Waste and Recycling Contract.					
	Q3 - The Waste Management Partnership Board at its meeting in July agreed to delay any changes to the waste collection arrangements following a full review. The government has recently published its Resources and Waste strategy for England. Any changes to waste management services can only be considered in light of the new Strategy, something that will be reviewed during the year.					
	Q2 - At the July WMPB it was decided to review the whole principle for charging for green waste collection. After the restructure a number of changes to waste management services will be reviewed to see if any further progress can be made.					
	Q1 - The Waste Management Partnership Board (WMPB) has established an Innovation Forum (IF) comprising of Biffa and Council Officers to look at ideas and report back with progress					

Corporate objective 4.2 Improving the district housing offer

Epping Forest will be a district that has homes and neighbourhoods that are safe, decent and attractive and that can accommodate the needs of those who want to live in the district including homeless people.

Operational objective 4.2.1 Implement the Council Housebuilding programme

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the Council Housebuilding programme	100%	31-Mar-2019	Action Under Control	CSC	Housing and Property Service Director

	Q4 - Phase 2 - Handover of the new homes will commence in April 2019. These will be phased over the next couple of months with final handover of Block D expected in July 2019. Phase 3 - To date the following developments have been handed over and let to new tenants - (a) London Road, Stanford Rivers – March 2018 (b) Bluemans End, North Weald – March 2018 (c) Parklands, Coopersale – October 2018 (d) Centre Drive, Epping – November 2018 (e) Stewards Green Road, Epping – December 2018 (f) Centre Avenue / Springfield, Epping – January 2019 (g) Queens Road, North Weald – is still on site, with the expected handover in August 2020
	Q3 - 12 units were completed this quarter: Parklands (Verrall Close) 4 units, Centre Avenue (Matthews Close) 4 units and Stewards Green Road (Thorn Terrace) 4 units. Those units were not completed: • Springfield due to boundary walls issues • Burton Road - two key issues are firstly the damage from the recent fire and secondly a delay in getting the water supply connected by Thames Water.
	Q2 - No handovers were completed in Quarter 2 due to the ongoing contamination and drainage issues. An initial mobilisation workshop was held for the new members of the Framework Alliance during this period.
	Q1 – Ph 2 (Burton Rd, Loughton) is due to complete in Dec. 2018. 5 of the 34 homes on 2 sites in Ph 3 are completed, with the remaining 29 homes due for completion on 5 sites between Jul. 2018 and Aug. 2019 – although issues have arisen at two of the sites that will now delay their completion. The newly-appointed consultants and contractors for Ph 4-6 are working collaboratively on an appropriate prog. of works and will price in due course.

Projects & programmes **P120 Council Housebuilding Programme**

RAG	*Description*	*Progress*	*Due date*	*Stage*	*Scrutiny*	*Manager*
	To undertake a phased housebuilding programme within the District, using the '1-4-1' right-to-buy receipts and underutilised Council-owned land, to provide further social housing within the District for use by applicants on the Council's Housing Register, and involving the purchase of properties on the open market, as well as the purchase of affordable housing provided by developers under Section 106 Legal Agreements.	59%	12-Dec-2020	Implement	CSC	Housing and Property Service Director

Operational objective **4.2.2 Develop accommodation for homeless people**						
RAG	*Description*	*Progress*	*Due date*	*Expected outcome*	*Scrutiny*	*Manager*
	Develop accommodation for homeless people	100%	31-Mar-2019	Action Under Control	CSC	Housing and Property Service Director
	Q4 - The four pods are now in situ at Norway House and fully furnished. As a reminder, three of the pods offer accommodation to two single people per pod and the fourth is for storage. Each resident has their own room and en suite bathroom with shared kitchen facilities. We are still waiting for Affinity to carry out the water connection, this was applied for early December and is being chased daily for completion. We have four residents lined up and as soon as this work is completed they will be moving in.					
	Q3 - Contractor possession date moved to 17th December due to concerns raised about unexploded bombs. This was classed as Low/Medium risk in the UXO report however at a late stage further investigations were needed due to the requirement to dig to 2 metres deep for foundations. Completion due for 1st March 2019					
	Q2 - ECD Architects went to tender to appoint the approved contractor for construction of the homeless pods to be situated at Norway House. We are looking at an estimated completion date of January 2019. In addition to extra security measures the hostel management team and members of the Housing Options team will be attending a Managing Conflict, Aggression and Lone working training course, tailored to meet their specific needs in the New Year.					
	Q1 - The contract for the supply and erection of the 3 modular units to accommodate 6 single homeless people at Norway House, North Weald (plus a modular store) is currently out to tender. Completion for the project is scheduled for December 2018.					

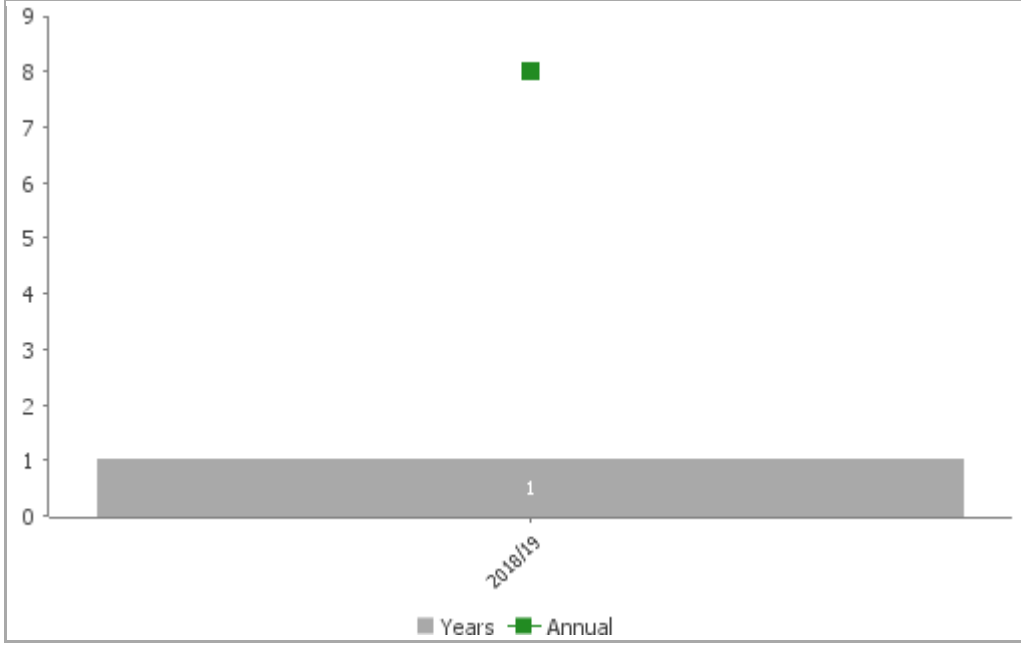
Projects & programmes **P151 Homeless PODs**						
RAG	*Description*	*Progress*	*Due date*	*Stage*	*Scrutiny*	*Manager*
	To provide temporary accommodation for homeless households at a lower cost than either traditional built, permanent accommodation or placing such households in expensive bed and breakfast accommodation. The pilot scheme will assemble three pods at Norway House to accommodate six single, vulnerable, homeless persons.	83%	31-Jul-2019	Initiation	CSC	Senior Project Manager (Housing)

Performance indicator M4.1 Number of businesses who joined the 'Buy with confidence' scheme

This indicator is a measure of the successful implementation and promotion of the 'Buy with confidence' (BWC) scheme.	Is year-end target likely to be achieved?	Live from	Scrutiny
	No	2018	NSC

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Contracts and Technical Services Director	Aim to Maximise	Corporate	

Trend chart



Comments

Q4 - Companies must pay a fee and submit to a Trading Standards audit to join the scheme. We had very little uptake from companies we contacted, only one company based in Waltham Abbey has joined. We then decided to offer subsidised entry, free to the first ten applicants, but this has still not attracted companies to sign up and submit to an audit. We are due to meet in 2019 to discuss options going forward, but at this time, one must be concerned that the unwillingness to sign up for free with potential for extra work, is an indicator that these companies do not want to submit themselves to an audit and may be rogue traders intent on fly-tipping. Some companies have suggested that they are too busy already to handle the volume of work and do not need to join the scheme. The EN team will continue to highlight the importance of complying with waste duty of care to help keep waste out of the hands of rogue traders and for residents and businesses to comply with the law and protect themselves.

Corrective action

2018/19		
Target	Value	Status
8	1	

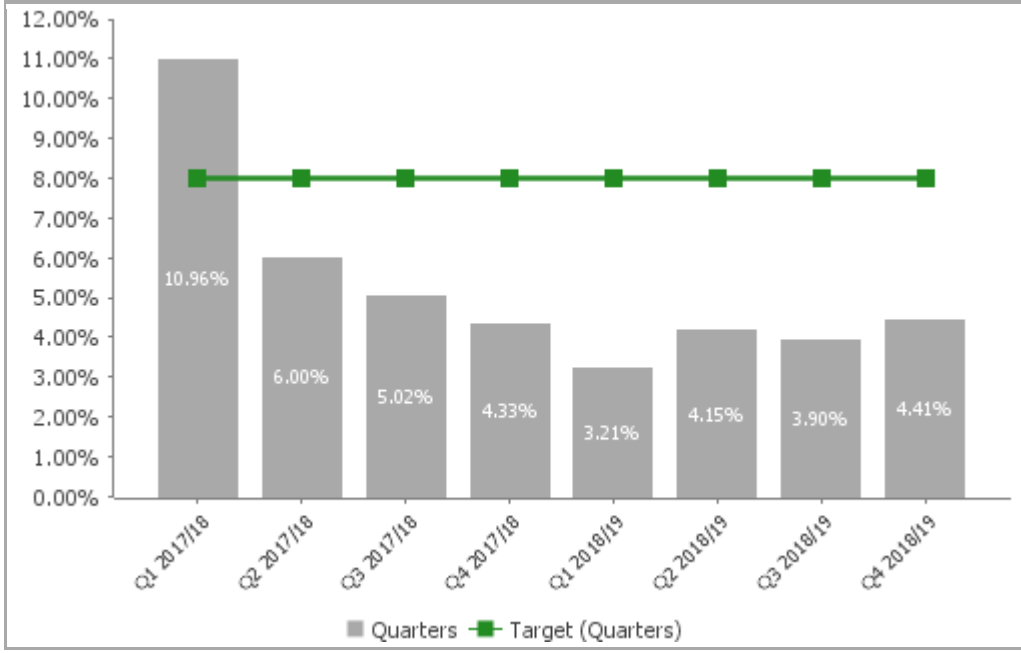
Performance indicator **M4.2 Percentage of the district with unacceptable levels of litter**

This indicator seeks to reduce unacceptable levels of litter. Performance is based on surveys of prescribed sites carried out over four quarterly periods each year, and represents the percentage of relevant land with deposits of litter which exceed the acceptable level (Previously NEI003).

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Yes	2007	NSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Contracts and Technical Services Director	Aim to Minimise	Corporate	

Trend chart



Comments

Q4 - Target met

Corrective action

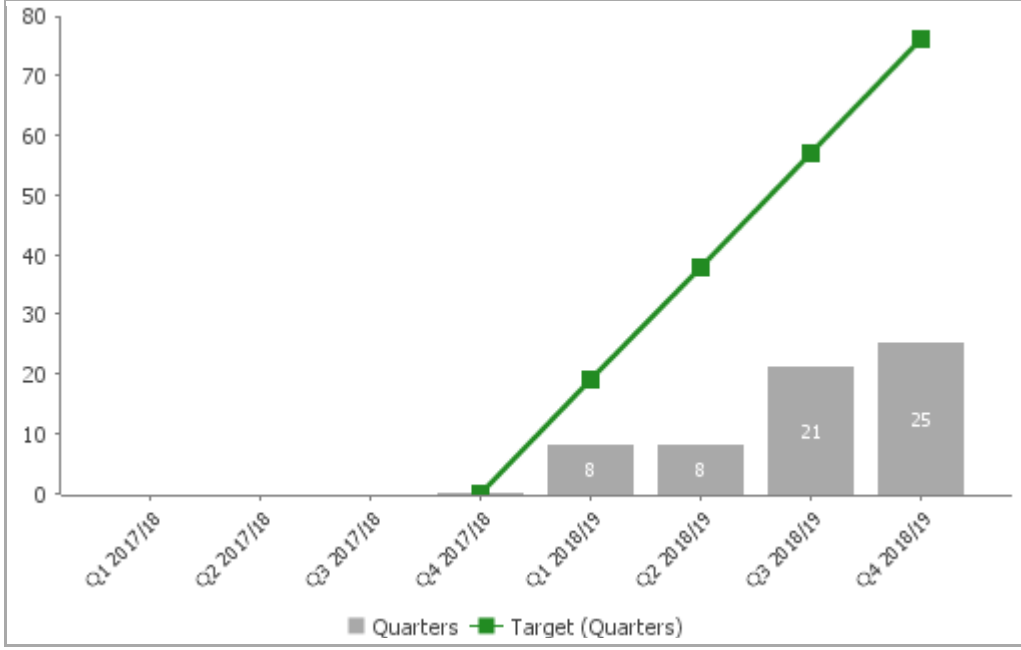
Q1 2018/19			*Q2 2018/19*			*Q3 2018/19*			*Q4 2018/19*		
Target	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*
8.00%	3.21%		8.00%	4.15%		8.00%	3.90%		8.00%	4.41%	

Performance indicator M4.3 Number of new residential properties built or acquired by the Council

To increase the level of Council housing in the District. To make better use of the Council's land to provide affordable housing.	Is year-end target likely to be achieved?	Live from	Scrutiny
	No	2018	CSC

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Housing and Property Service Director	Aim to Maximise	Corporate	

Trend chart



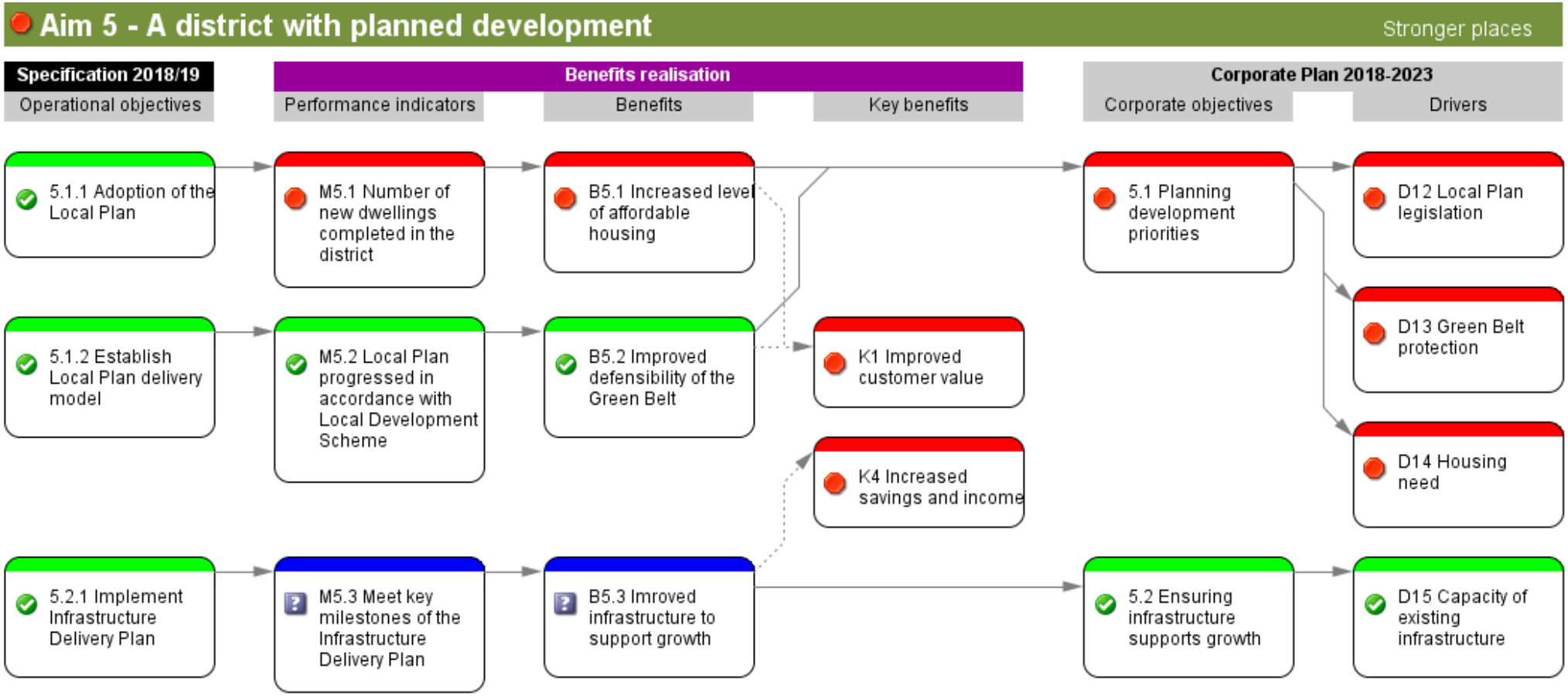
Comments

Q4 - target not met. 25 new residential properties were built or acquired by the Council

Corrective action

Those units were not completed:
Burton Road - 51 units, two key issues are firstly the damage from the fire and secondly a delay in getting the water supply connected by Thames Water.

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
19	8		38	8		57	21		76	25	


Aim 5 - A district with planned development
Stronger places
Specification 2018/19
Operational objectives
Benefits realisation
Performance indicators
Benefits
Key benefits
Corporate Plan 2018-2023
Corporate objectives
Drivers
5.1.1 Adoption of the Local Plan
5.1.2 Establish Local Plan delivery model
5.2.1 Implement Infrastructure Delivery Plan
M5.1 Number of new dwellings completed in the district
M5.2 Local Plan progressed in accordance with Local Development Scheme
M5.3 Meet key milestones of the Infrastructure Delivery Plan
B5.1 Increased level of affordable housing
B5.2 Improved defensibility of the Green Belt
B5.3 Imroved infrastructure to support growth
K1 Improved customer value
K4 Increased savings and income
5.1 Planning development priorities
5.2 Ensuring infrastructure supports growth
D12 Local Plan legislation
D13 Green Belt protection
D14 Housing need
D15 Capacity of existing infrastructure

Aim 5 A district with planned development

Stronger places

To provide planning development opportunities for delivering strategically planned growth, supported by essential infrastructure provision, which addresses the provision of affordable housing in the District whilst also protecting the Green Belt and rural landscape.

Corporate objective 5.1 Planning development priorities

Creating a sustainable environment including planning for growth, to address issues such as the provision of affordable housing, whilst protecting the Green Belt and rural landscape.

Operational objective 5.1.1 Adoption of the Local Plan

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Adoption of the Local Plan	100%	31-Mar-2019	Action Under Control	NSC	Acting Chief Executive
	Q4 - Examination of the plan is underway with hearings due to complete in June – currently meeting the adopted local development scheme					
	Q3 – The Independent Examination of the Local Plan has been scheduled for dates in February, March and May. The Programme Officer appointed is making arrangements for those parties who have responded to the Regulation 19 Publication and registered to speak. The Inspector has sought clarifications on a number of points, the responses to which will be published on the Council's Website.					
	Q2 - The Council has successfully defended the Judicial Review brought by CK Properties Theydon Bois on all four counts. CK Properties sought leave to appeal to the High Court which was refused. The case is now with the Court of Appeal. The legal process has delayed the submission of the plan as the injunction has yet to be lifted.					
	Q1 - The Local Plan has been delayed following a Planning Court ruling on 20 March 2018 when Mrs. Justice Lang in granting leave for a full hearing ordered that the Council be restrained from submitting the LPSV for independent examination until the final determination of the judicial review claim, or further order. The judicial review hearings were held on 23 and 24 May 2018. In the judgement given by Mr. Justice Supperstone on 29 June 2018, the High Court dismissed the legal challenge to the Local Plan paving the way for the Council to submit the Plan to the Secretary of State for Independent Examination					

Projects & programmes P115 Local Plan Programme

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To produce a sound Local Plan that meets the future needs of our communities following consultation with local residents and neighbouring local Councils, and involving a Green Belt Review,	41%	01-Apr-2019	Implement	NSC	Planning Services Director

	Infrastructure Delivery Plan, Transport assessments and Housing Market assessments.					

Operational objective **5.1.2 Establish Local Plan delivery model**						
RAG	*Description*	*Progress*	*Due date*	*Expected outcome*	*Scrutiny*	*Manager*
✓	Establish Local Plan delivery model	100%	31-Mar-2019	Action Achieved	NSC	Acting Chief Executive
	Q4 - This was agreed by Cabinet on 18 October 2018					
	Q3 – The Council has adopted a Masterplanning approach to delivery and has appointed a Quality Review Panel to evaluate major applications. Developer Forums have been established and are meeting regularly					
	Q2 - The Council has adopted its preferred delivery model clearly identifying the masterplan areas and has established an implementation team to take forward the allocated sites in conjunction with site promotors. A format has been established for Planning Performance Agreements.					
	Q1 – Work is continuing with site promoters, Essex County Council and where appropriate. Harlow Council, to put in place Planning Performance Agreements (PPAs) which will provide an agreed framework and project plan for the production of Strategic Masterplans for the Garden Communities and for the Masterplan areas across the rest of the District. The PPA's and Strategic Masterplans will ensure that planning proposals for the sites will be "front-loaded" and co-ordinated, whilst also ensuring the timely progression of planning applications and delivery.					

Corporate objective **5.2 Ensuring infrastructure supports growth**	
✓	High quality sustainable development supported by appropriate infrastructure provision.

Operational objective **5.2.1 Implement Infrastructure Delivery Plan**						
RAG	*Description*	*Progress*	*Due date*	*Expected outcome*	*Scrutiny*	*Manager*
✓	Implement Infrastructure Delivery Plan	100%	31-Mar-2019	Action Achieved	NSC	Acting Chief Executive
	Q3 - A comprehensive Infrastructure Delivery Plan has been prepared as part of the development of the Local Plan					

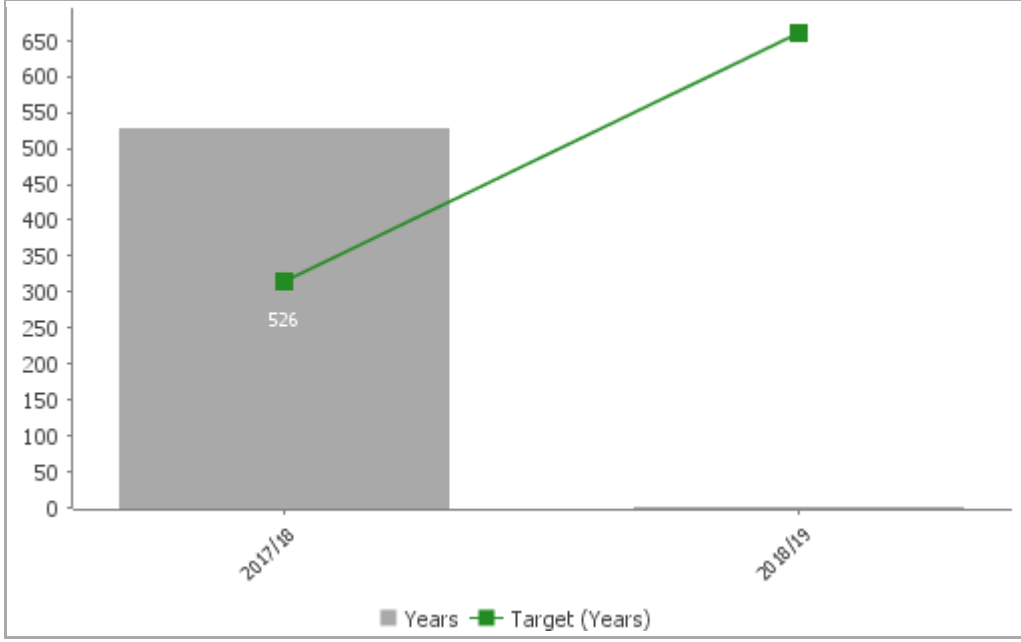
Performance indicator **M5.1 Number of new dwellings completed in the district**

This Performance Indicator will measure progress towards completion of new dwellings as per the Local Plan projection. The Local Plan sets out the approach and detailed policies for the whole District for the period up to 2033 including identified housing requirements.

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Not applicable	2018	NSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Interim Assistant Director (NFP502)	Aim to Maximise	Corporate	

Trend chart



Comments

Q4 - Data is not available yet. The Council is committed to report on a number of new dwellings completed in the District and will do it as soon as possible.

Corrective action

2018/19		
Target	*Value*	*Status*
661	0	

Performance indicator	M5.2 Local Plan progressed in accordance with Local Development Scheme			
This indicator will measure the progress of the Local Plan in accordance with Local Development Scheme.	*Is year-end target likely to be achieved?*		*Live from*	*Scrutiny*
	Yes		2018	NSC
Manager	*Good performance*	*Corporate or Partnership indicator*		*Annual trend*
Interim Assistant Director (NFP502)	Aim to Maximise	Corporate		
Trend chart	*Comments*			
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	Q4 – target met			
	Corrective action			

2018/19		
Target	*Value*	*Status*
Yes	Yes	

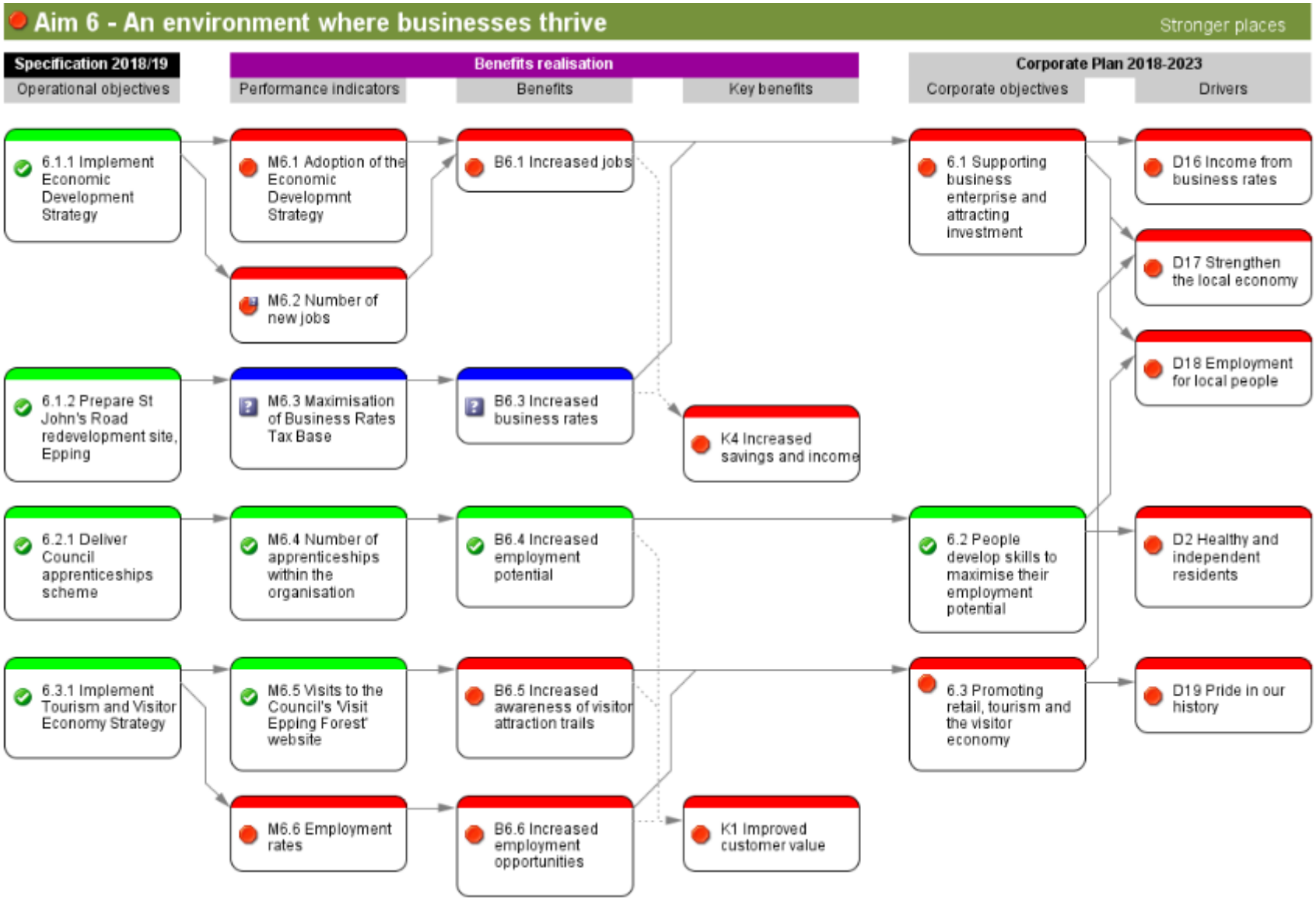
Performance indicator **M5.3 Meet key milestones of the Infrastructure Delivery Plan**

This indicator will measure the achievement of milestones of the Infrastructure Delivery Plan (IDP).	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	Not applicable	2019	NSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Interim Assistant Director (NFP502)	Aim to Maximise	Corporate	

Trend chart	*Comments*
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	Q4 - Further work has been undertaken to agree how highways and education infrastructure requirements set out in the IDP will be delivered. Section 106 strategy will be prepared and reported for approval to Local Plan Cabinet Committee in July '19.
	Corrective action

2018/19		
Target	*Value*	*Status*


Aim 6 - An environment where businesses thrive
Stronger places
Specification 2018/19
Operational objectives
Benefits realisation
Performance indicators
Benefits
Key benefits
Corporate Plan 2018-2023
Corporate objectives
Drivers
6.1.1 Implement Economic Development Strategy
6.1.2 Prepare St John's Road redevelopment site, Epping
6.2.1 Deliver Council apprenticeships scheme
6.3.1 Implement Tourism and Visitor Economy Strategy
M6.1 Adoption of the Economic Developmnt Strategy
M6.2 Number of new jobs
M6.3 Maximisation of Business Rates Tax Base
M6.4 Number of apprenticeships within the organisation
M6.5 Visits to the Council's 'Visit Epping Forest' website
M6.6 Employment rates
B6.1 Increased jobs
B6.3 Increased business rates
B6.4 Increased employment potential
B6.5 Increased awareness of visitor attraction trails
B6.6 Increased employment opportunities
K4 Increased savings and income
K1 Improved customer value
6.1 Supporting business enterprise and attracting investment
6.2 People develop skills to maximise their employment potential
6.3 Promoting retail, tourism and the visitor economy
D16 Income from business rates
D17 Strengthen the local economy
D18 Employment for local people
D2 Healthy and independent residents
D19 Pride in our history

Aim 6 An environment where new and existing businesses thrive

Stronger places

To encourage sustainable economic development, including a thriving and sustainable tourist and visitor economy, as well as improving educational achievement and career opportunities for young people, which increases employment opportunities for local people.

Corporate objective 6.1 Supporting business enterprise and attracting investment

Achieving the best possible outcome for businesses and residents of the district by encouraging sustainable commercial and economic development. Generating long term financial benefits and increasing employment opportunities for local people.

Operational objective 6.1.1 Implement Economic Development Strategy

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement Economic Development Strategy	100%	31-Mar-2019	Action Behind Schedule	NSC	Local Strategic Partnership Manager (NSP01)
	Q4 - the Economic Development Strategy was programmed to be prepared following Local Plan, the draft strategy will be discussed by Asset Management Economic Development in April to be released for consultation in the following month with a formal Economic Development Strategy to be presented for a formal ratification in June '19.					
	Q3 - We reprioritised and set a new deadline for the release of the consultation Draft Economic Strategy for 12th February aiming for completion of the full strategy by the end of quarter 2 2019.					
	Q2 - Evidence base for the strategy is being finalised. Internal Officer workshop to be scheduled for November and will be followed by a session with partners and stakeholders to inform the Draft Strategy. On target for production of strategy by February 2019					
	Q1 - Data collection is underway. Outline Delivery Plan has been approved by AMED. (Cabinet Committee) On target for production of strategy by February 2019.					

Operational objective 6.1.2 Prepare St John's Road redevelopment site, Epping

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Prepare St John's Road redevelopment site, Epping	100%	31-Mar-2019	Action Behind Schedule	NSC	Acting Chief Executive
	Q4 - Further to the report of December 2018 regarding the potential relocation in principle of Epping Sports Centre onto the St John’s Road site, a					

	further report in April seeks agreement to the business case and variation of the contract with Places Leisure. Interest is also being shown in the Centrepoint Building for Cinema provision. Negotiations have commenced with Epping Town Council with regard to the purchase of Epping Hall to facilitate the new Leisure Centre, as this is the optimum location on the overall site
	Q3 - After the failure to agree a mutually acceptable way forward with the Council's previous development partner, the Council has agreed at December Cabinet to take forward the St John's Road site itself, with potential support from Epping Town Council to deliver the economic and community benefits of the existing brief. Work has commenced on the feasibility of relocating Epping Sports Centre onto the site.
	Q2 - Final negotiations are still to conclude with Frontier Estates and Epping Town Council.
	Q1 - After a protracted period of discussion between Frontier Estates and Epping Town Council with regard to the Town Council's replacement facilities, the tri-partite contract was due to be entered into in early June, preparing the way for the preparation and submission of the planning application for the site. The application will be for a mixed use scheme in accordance with the Design and Development Brief previously agreed.

Projects & programmes **P114 St John's Road Development**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
✓	To facilitate the progress of the St Johns Road redevelopment scheme to construct a mixed use scheme, and involving the purchase of land from Essex County Council, the demolition of various existing buildings and the relocation of the Council's Housing Repairs team.	100%	31-Mar-2018	Closure	NSC	Acting Chief Executive

Corporate objective **6.2 People develop skills to maximise their employment potential**

✓	Improving educational achievement, with fewer young people not in education, employment or training. Building opportunities for young people to progress their careers through our apprenticeship scheme – recognising and rewarding excellence.

Operational objective **6.2.1 Deliver Council apprenticeships scheme**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
✓	Deliver Council apprenticeships scheme	100%	31-Mar-2019	Action Achieved	RSC	Learning & Development Manager (RHR02)
	Q4 - the scheme has been delivered.					

	Q3 - as per Q2
	Q2 - 14 apprenticeships in place, 1 more due to start early next year.
	Q1 - Apprentices are in their second 6 month work placements, they are 80% complete on their qualifications, all 9 have passed their first year with us and will be offered a second year plus a further apprenticeship qualification. Apprentices also successfully supported delivery of Crucial Crew where they developed and delivered a scenario based on Drugs Awareness.

Corporate objective **6.3 Promoting retail, tourism and the visitor economy**

✓	A thriving sustainable tourism and visitor economy which seizes the opportunities of our towns and countryside, history and heritage, and enhances our businesses, communities and environment.

Operational objective **6.3.1 Implement Tourism and Visitor Economy Strategy**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
✓	Implement Tourism and Visitor Economy Strategy	100%	31-Mar-2019	Action Achieved	NSC	Acting Chief Executive
	Q4 - The cross-board work continues. The group has now a number of elected members from various areas joining the Board, Stansted airport indicated they are willing to take part and a major launch event is being planned for the summer.					
	Q3 - The work continues the follow up meeting, which is being held in January. With the aim of producing joined bids for external investment with eastern Hertfordshire and west Essex.					
	Q2 - Strategy is being implemented, for example focus on Waltham Abbey – there is a major Food Fair 5 – 6 May 2019 created with cross border partners. Discussions have taken place with neighbouring authorities including an initial meeting with members and officers from Broxbourne, E. Herts, Harlow and Uttlesford which has agreed that there are positive visitor economy outcomes from cross-border working and that further meetings and workshops are required to take this forward, the first of which is being arranged for November.					
	Q1 - District Tourism Strategy has been agreed by the Epping Forest Tourism and Visitor Board. Discussions with neighboring authorities in relation to a joined strategy to take place.					

Performance indicator **M6.1 Adoption of an Economic Development Strategy.**

This indicator aims to ensure that a new Economic Development Strategy is adopted by the Council.	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	No	2018	NSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Local Strategic Partnership Manager (NSP01)	Aim to Maximise	Partnership	

Trend chart	*Comments*
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	Q4 - the Economic Development Strategy was programmed to be prepared following Local Plan, the draft strategy will be discussed by Asset Management Economic Development in April to be released for consultation in the following month with a formal Economic Development Strategy to be presented for a formal ratification in June '19.
	Corrective action

2018/19		
Target	*Value*	*Status*
Yes	No	

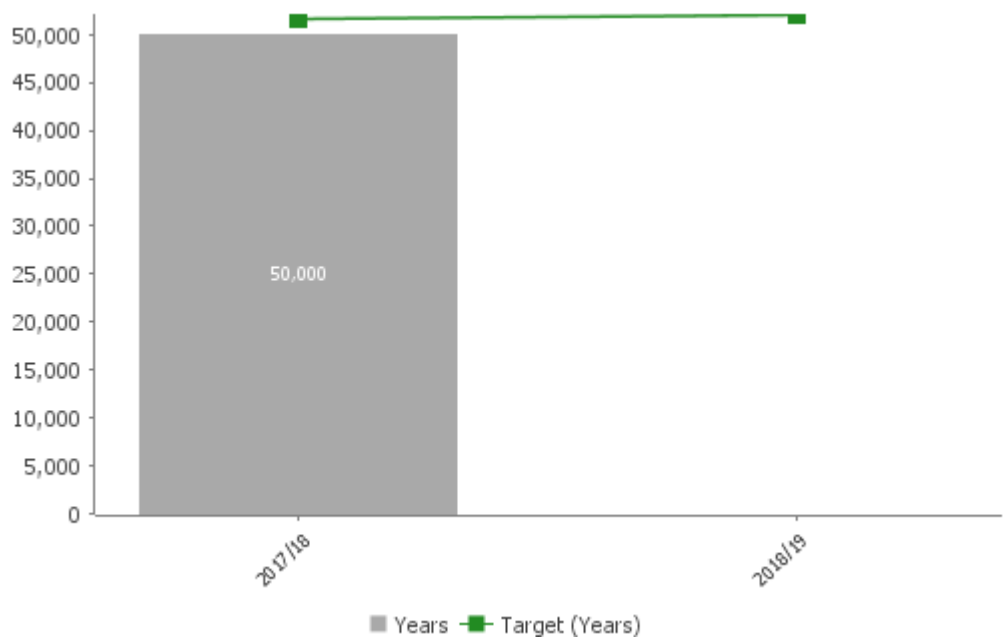
Performance indicator **M6.2 Number of new jobs**

The indicator is intended to measure the number of new employee jobs available in the District.

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Not applicable	2018	NSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Local Strategic Partnership Manager (NSP01)	Aim to Maximise	Partnership	

Trend chart



Comments

Q4 - This indicator is based upon the out-turn from the Business Register and Employment Survey. Unfortunately due to the time-lag for the data from this survey the most recent data we are able to report is from estimates in September 2017. With an out-turn of 50,000 this is clearly below the target figure of 51,500. With no context to the figures published we are unable to examine the reasons for this drop or determine if this has improved since. It should however be considered that it is a survey and therefore open to a degree of error. It should also be noted that by other measures of employment the picture is different and subject to considerable rounding and fluctuation. The ONS Population Survey also examines employment. For the period ending Sept 17 the total number of employees in Epping Forest was 48,900, a still lower figure, yet three months later it showed as 50,900 (a jump of 2,000) and in subsequent quarters showed 53,400 (Mar18), 52,300 (Jun18) and 52,400 (Sep 18) respectively, all of which exceed the target figure.

Corrective action

2018/19		
Target	*Value*	*Status*
52,015		

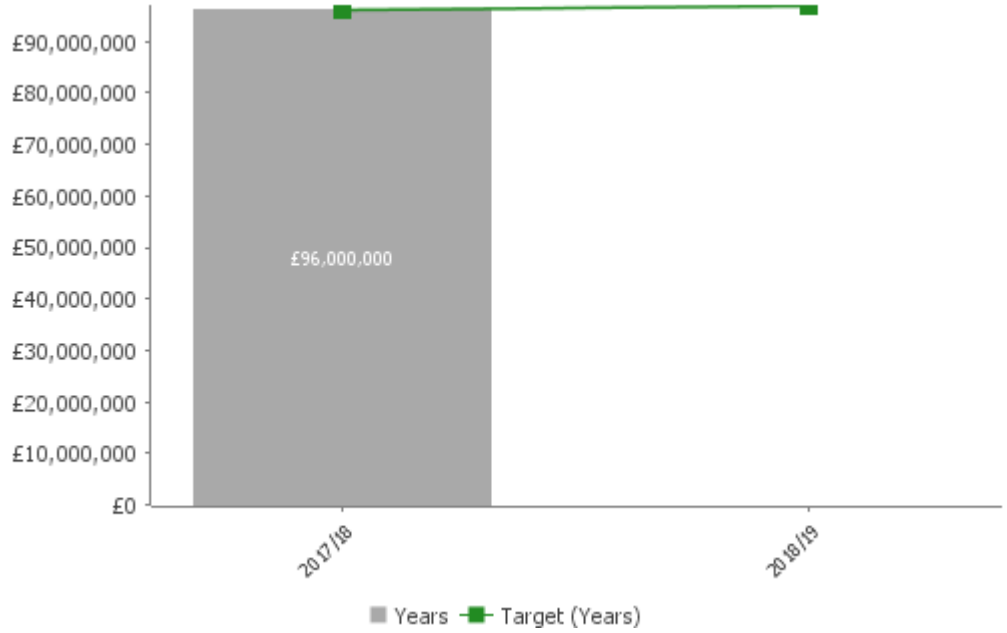
Performance indicator **M6.3 Increase of Business Rates Tax Base**

To develop the business rates base within the District by encouraging businesses to be created, expanded or enter the District and which results in new rating assessments and thereby increasing the overall rateable value for the District.

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Not applicable	2018	RSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Director of Communities (CDR01)	Aim to Maximise	Corporate	

Trend chart



Comments

Q4 – verbal update will be given at O&S

Corrective action

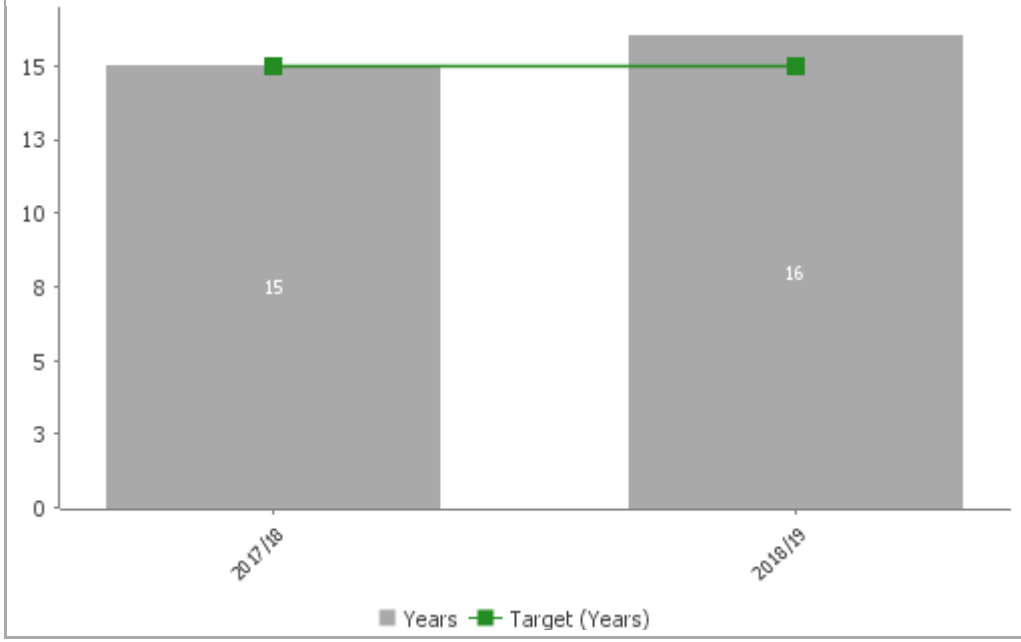
2018/19		
Target	*Value*	*Status*
£97,000,000		

Performance indicator M6.4 Number of apprenticeships within the organisation

This indicator is aligned to the Council's objective to help young people in the District to maximise their employment potential. The Council needs to demonstrate that it has actively considered apprenticeships, either for new recruits or as part of career development for existing staff.	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	Yes	2018	RSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Business Services Service Director	Aim to Maximise	Corporate	

Trend chart



Comments

Q4 - objective is over achieved. 6 apprentices in Bus admin, 5 in construction, 1 mechanic, 3 higher level management degree, 1 in AAT Accountancy

Corrective action

2018/19		
Target	*Value*	*Status*
15	16	

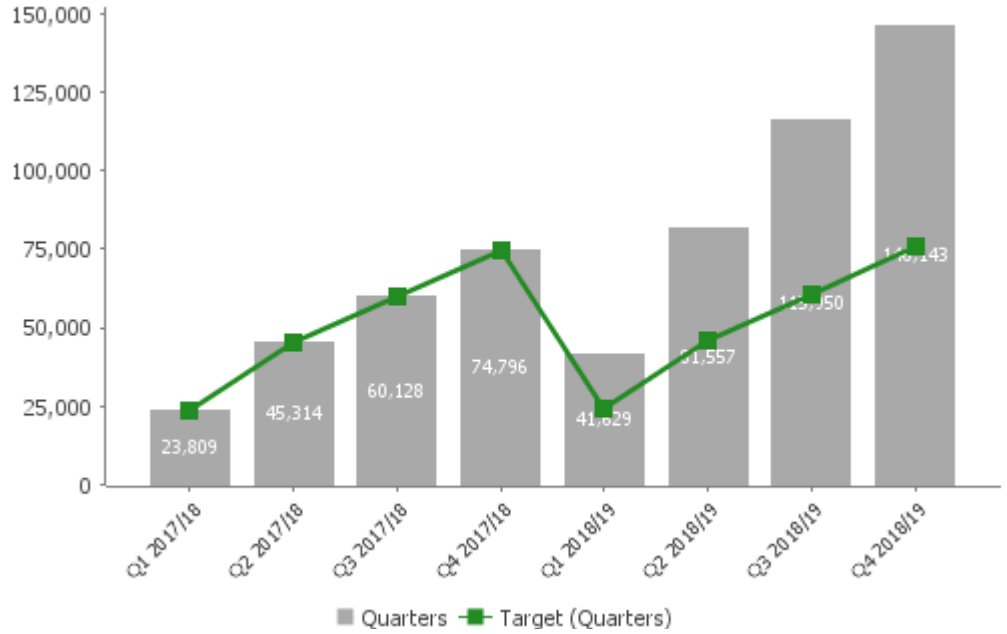
Performance indicator M6.5 Visits to the Council's 'Visit Epping Forest' website

This indicator will measure an increase in total number of visits to the Council's 'Visit Epping Forest' website.

Is year-end target likely to be achieved?	Live from	Scrutiny
Yes	2018	NSC

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Local Strategic Partnership Manager (NSP01)	Aim to Maximise	Partnership	↑

Trend chart



Comments

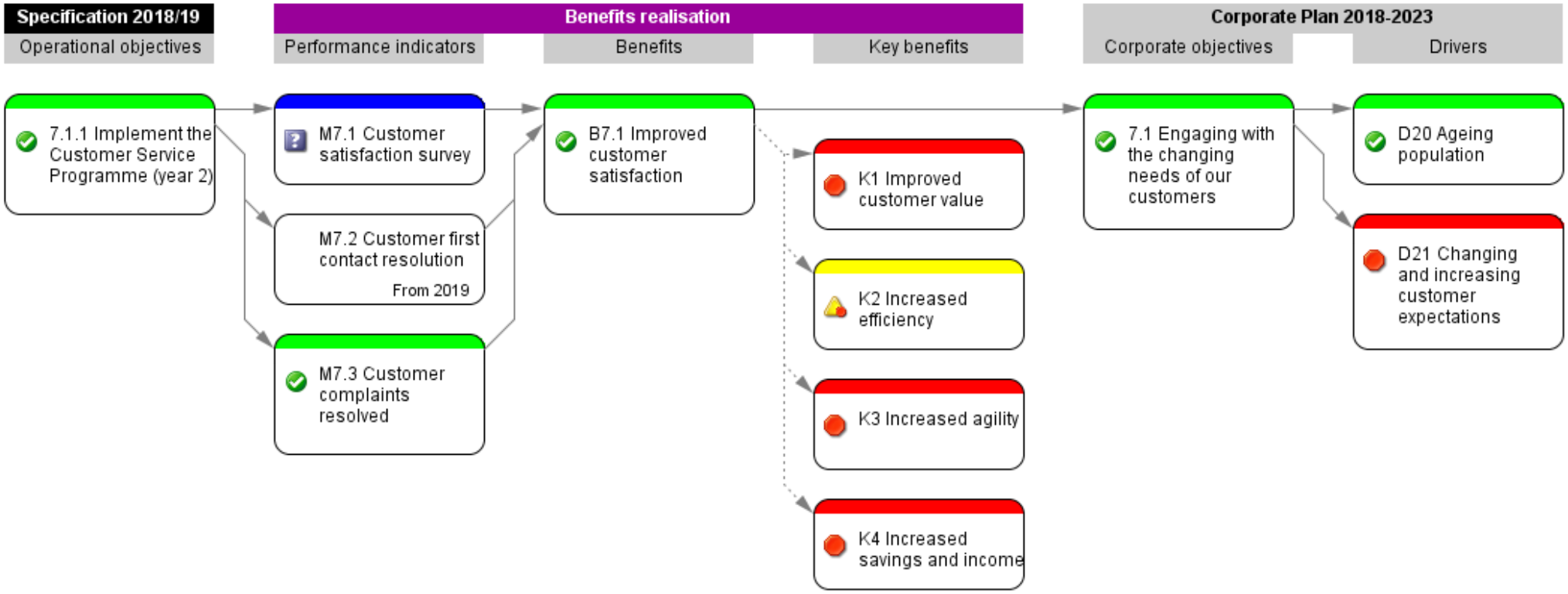
Q4 - This period is the slowest in terms of tourism traffic and therefore the lowest in terms of website use which is to be expected and reflected in the data. There was also an outage as the site server went down on Wednesday February 6th and was only fully restored by Monday February 11th meaning down-time extending over a weekend with full access but only partial site features working. March marks the first month a direct analytical comparison can be made with the same month 2018 (as the new Google Analytics process was adopted at that time) and initial indications show a 30% growth in site traffic.

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
24,106	41,629	✓	45,880	81,557	✓	60,879	115,950	✓	75,735	146,143	✓

Aim 7 - Customer satisfaction

Stronger council



Aim 7 Customer satisfaction — Stronger council

To engage with our customers to ensure that our services meet their expectations and needs, both now and in the future.

Corporate objective 7.1 Engaging with the changing needs of our customers

As our customers needs develop, we will change our approach to ensure we meet expectations and have services that are fit for customers.

Operational objective 7.1.1 Implement the Customer Service Programme (year 2)

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the Customer Service Programme (year 2)	100%	31-Mar-2019	Action On Target	O&S	Customer Services Director
	Q4 - The report is being taken to O&S on 16th April 2019.					
	Q3 - no change, as per Q1 and Q2					
	Q2 - as per Q1					
	Q1 - Transition of the main Civic Offices Reception into the Contact Centre is now complete. The next phase (Development Management) is now underway with process mapping of current workflows almost complete. Analysis of process and volumes will then be undertaken in conjunction with the Business Support Programme to ensure activity follows the Common Operating Model. The new website and CRM is in development.					

Projects & programmes P001 Customer Service Programme

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To make improvements to the Council's Customer Service function, which has evolved in a piecemeal fashion historically, involving the establishment of a Corporate Customer Contact Centre, refurbishment of the Customer Reception at the Civic Offices, encouraging greater use of self-service channels, and the implementation of a Customer Relationship Management system.	52%	31-Mar-2019	Implement	O&S	Customer Services Director

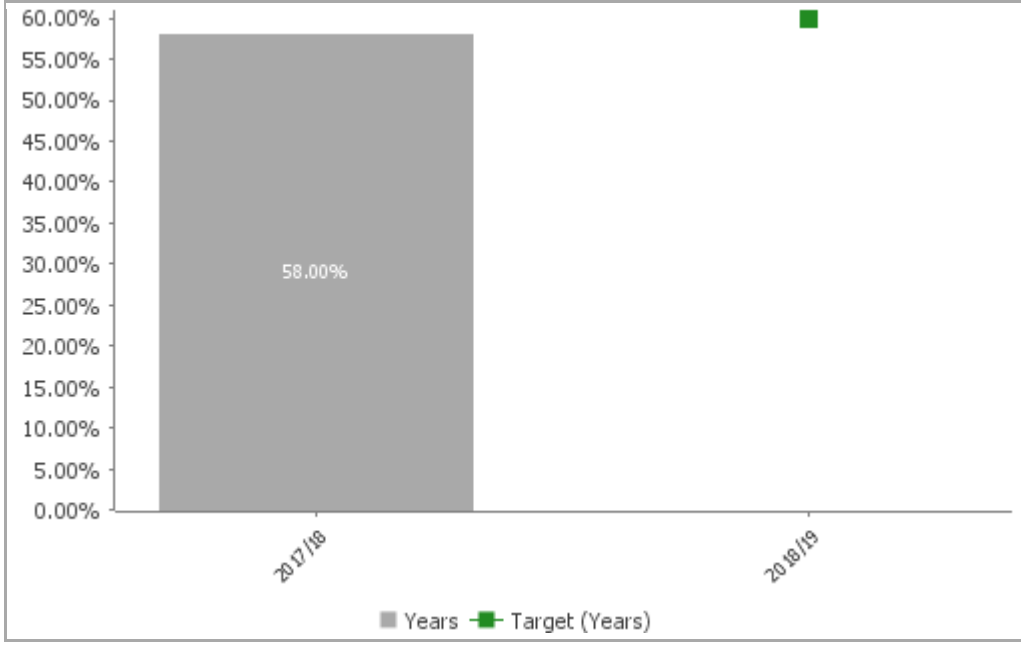
Performance indicator **M7.1 Customer satisfaction survey**

The 2017/18 customer experience survey stated that 58% of customers strongly agreed, or agreed to some extent their most recent query was resolved to their satisfaction.

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Not applicable	2018	O&S

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Customer Services Director	Aim to Maximise	Corporate	

Trend chart



Comments

Q4 - There was no customer satisfaction survey carried out in 2018/19. This work will commence in 2019/20.

Corrective action

2018/19		
Target	*Value*	*Status*
60.00%		

Performance indicator M7.2 Customer first contact resolution

The fundamental purpose of the corporate contact centre is to resolve customer enquires at the first point of contact, not including follow up calls.	Is year-end target likely to be achieved?	Live from	Scrutiny
	Not applicable	2019	O&S

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Customer Services Director	Aim to Maximise	Corporate	↑

Trend chart	Comments
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.	Q4 – Baseline data collected. During March the resolved figure spiked due to a miscommunication of information to the customer services agents. So middle figure taken as the average increase this quarter
	Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
	33.69%	?		30.96%	?		34.76%	?		35.70%	?

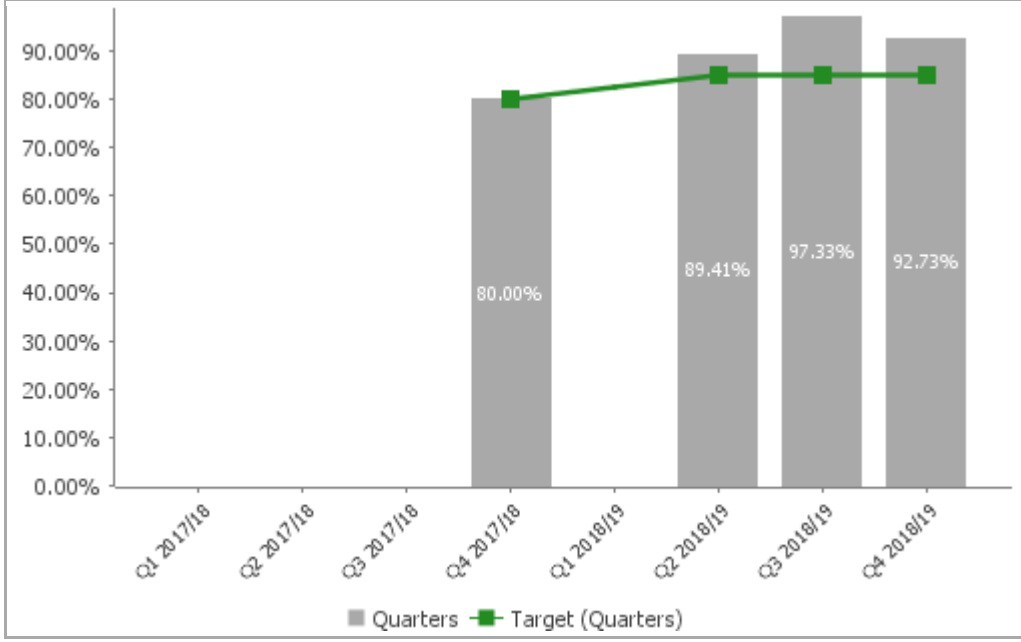
Performance indicator M7.3 Customer complaints resolved

The Council's Complaints Policy has an Service Level Agreement (SLA) of 10 working days with which to resolve Stage 1 complaints for customers from receipt into the organisation. The Council is seeking to ensure that this target is achieved or exceeded for all customers.

Is year-end target likely to be achieved?	Live from	Scrutiny
Yes	2018	O&S

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Customer Services Director	Aim to Maximise	Corporate	

Trend chart

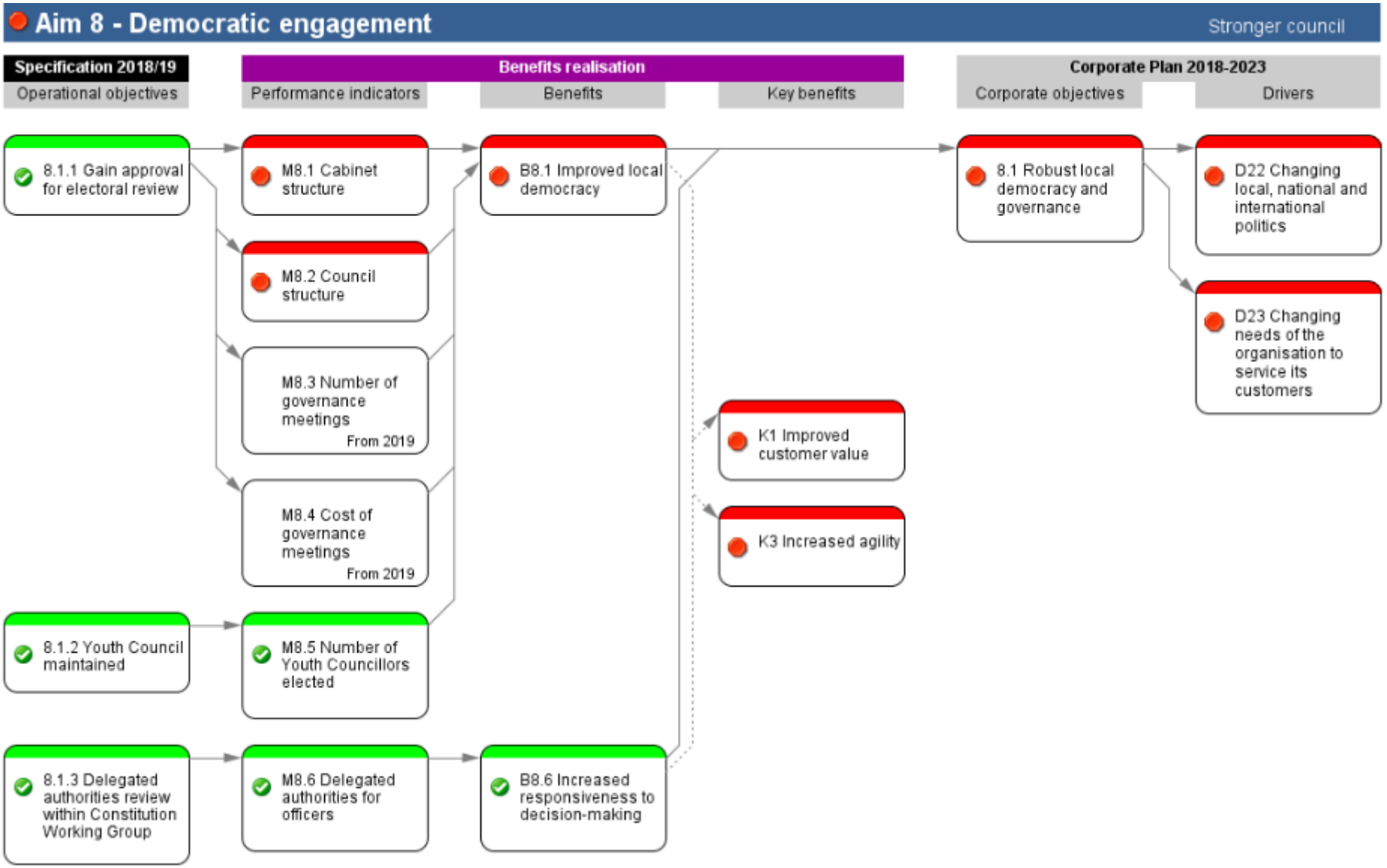


Comments

Q4 - Target met

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
		?	85.00%	89.41%	✓	85.00%	97.33%	✓	85.00%	92.73%	✓


Aim 8 - Democratic engagement
Stronger council
Specification 2018/19
Operational objectives
Benefits realisation
Performance indicators
Benefits
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Corporate Plan 2018-2023
Corporate objectives
Drivers
8.1.1 Gain approval for electoral review
M8.1 Cabinet structure
M8.2 Council structure
M8.3 Number of governance meetings
From 2019
M8.4 Cost of governance meetings
From 2019
8.1.2 Youth Council maintained
M8.5 Number of Youth Councillors elected
8.1.3 Delegated authorities review within Constitution Working Group
M8.6 Delegated authorities for officers
B8.1 Improved local democracy
B8.6 Increased responsiveness to decision-making
K1 Improved customer value
K3 Increased agility
8.1 Robust local democracy and governance
D22 Changing local, national and international politics
D23 Changing needs of the organisation to service its customers

Aim 8 Democratic engagement — Stronger council

To ensure our decision making processes are ready for the forthcoming changes at local, national and international level, and promote voter registration to give local residents a voice.

Corporate objective 8.1 Robust local democracy and governance

The political landscape is going through changes at a Local, National and International level. Our decision making must be ready for these future developments.

Operational objective 8.1.1 Gain approval for electoral review

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Gain approval for electoral review	100%	31-Mar-2019	Action Behind Schedule	GSC	Assistant Director - Governance (GPM01)
	Q4 - A timeframe will be discussed in the summer with a view to commencing the project in Q3 of 2019/20."					
	Q3 - This item will fall due by 31st March 2019. Leadership Team to discuss due dates in February 2019 with a view to moving date out in order to align to a more achievable time period.					
	Q2 - This item will fall due by 31 March 2019. It has been agreed that a report will be brought to members by 31 December 2018.					
	Q2 - Action not due yet					

Operational objective 8.1.2 Youth Council maintained

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Youth Council maintained	100%	31-Mar-2019	Action Achieved	CSC	Community and Partnership Services Director
	Q4 - There are currently 24 Epping Forest Youth Councilors representing the young people of the district. Their drugs report has been published and has been well received in terms of information held within it. EFYC are now currently working on their latest project – WeRSafe which is designed to help young people look after themselves in different, potentially challenging situations. Their WeRSafe project recently received a grant from the High Sheriff of Essex.					

	Q3 - Youth Council numbers are maintained at 25. The Youth Councillors represent the views of young people across the district. Epping Forest Youth Council have recently completed their Drugs Awareness project and are now developing their next project. The EFLC projects are developed in recognition of the concerns facing people in the district – projects developed by young people, for young people.
	Q2 - Maintained. The Epping Forest Youth Council for 2018-20 is made up of 25 young people. 22 represent Braeside Independent School, Chigwell School, Davenant Foundation School, Debden Park High School, Epping St Johns School, The Ongar Academy, Roding Valley High School and West Hatch High School. In-addition there are 3 young people who reside in the district but go to school outside of the area, and are represented on the Council as independents.
	Q1 - New cohort of Youth Councillors elected and celebration event held to mark 10 year anniversary of the EFYC and youth voice in the district.

Operational objective **8.1.3 Delegated authorities review within Constitution Working Group**

RAG	*Description*	*Progress*	*Due date*	*Expected outcome*	*Scrutiny*	*Manager*
	Delegated authorities review within Constitution Working Group	100%	31-Mar-2019	Action Achieved	GSC	Assistant Director - Governance (GPM01)
	Q2 – This action is complete for 2018/19 – Further work will be undertaken in 2019/20					

Performance indicator **M8.1 Cabinet structure**

As a part of the proposed Electoral Review, a decision is required to instigate a review of the Cabinet structure.	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	No	2018	GSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Assistant Director - Governance (GPM01)	Aim to Maximise	Corporate	

Trend chart	*Comments*
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	Q4 - An interim structure was put in place to align Portfolios with the new Management Structure. Further work will be undertaken during 2019/20
	Corrective action

2018/19		
Target	*Value*	*Status*
Yes	No	

Performance indicator **M8.2 Council structure**

As a part of the proposed Electoral Review, a decision is required to instigate a review of the Council structure/the Council structure is to be reviewed.	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	No	2018	GSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Assistant Director - Governance (GPM01)	Aim to Maximise	Corporate	

Trend chart

This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.

Comments

Q4 - this work will be carried forward once the new Council management structure recruitment has been completed in the summer

Corrective action

2018/19		
Target	*Value*	*Status*
Yes	No	

Performance indicator **M8.3 Number of governance meetings**

As a part of the proposed Electoral Review, a decision is required to instigate a review of the Council and Cabinet structures/the Council and Cabinet structures are to be reviewed.	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	No	2019	GSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Assistant Director - Governance (GPM01)	Aim to Minimise	Corporate	

Trend chart	*Comments*
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.	Q4 - this work will be carried forward once the new Council management structure recruitment has been completed in the summer
	Corrective action

2018/19		
Target	*Value*	*Status*

Performance indicator **M8.4 Cost of governance meetings**

As a part of the proposed Electoral Review, a decision is required to instigate a review of the Council and Cabinet structures/the Council and Cabinet structures are to be reviewed.	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	No	2019	GSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Assistant Director - Governance (GPM01)	Aim to Minimise	Corporate	

Trend chart	*Comments*
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.	Q4 - this work will be carried forward once the new Council management structure recruitment has been completed in the summer.
	Corrective action

2018/19		
Target	*Value*	*Status*

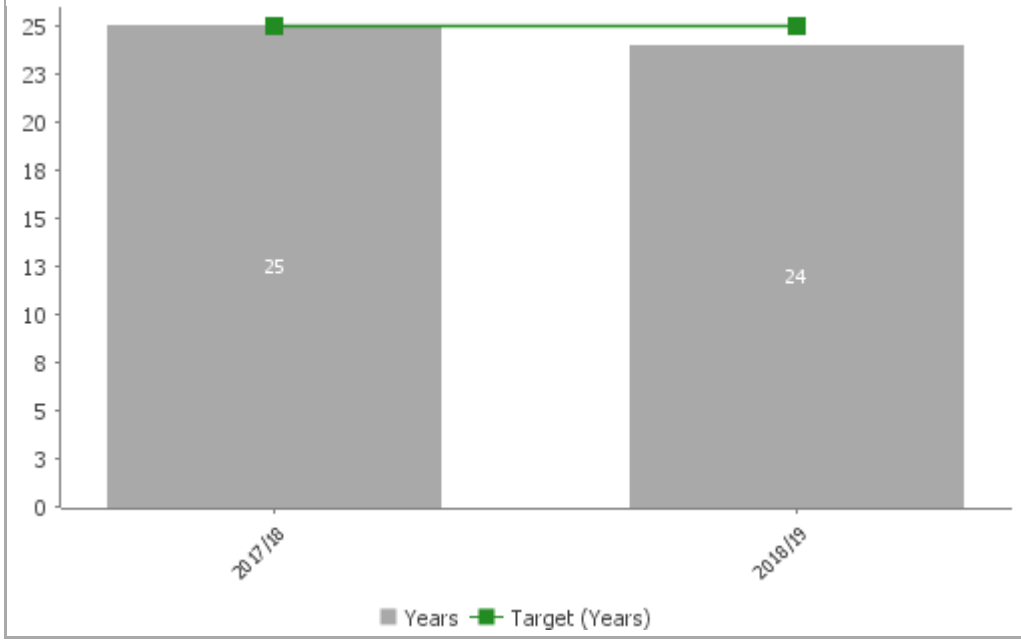
Performance indicator **M8.5 Number of Youth Councillors elected**

This indicator measures performance against the Council's objective to support young people to develop skills to maximise their employment potential.

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Yes	2018	CSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Community and Partnership Services Director	Aim to Maximise	Corporate	

Trend chart



Comments

Q4 - There are currently 24 Epping Forest Youth Councilors representing the young people of the district.

Corrective action

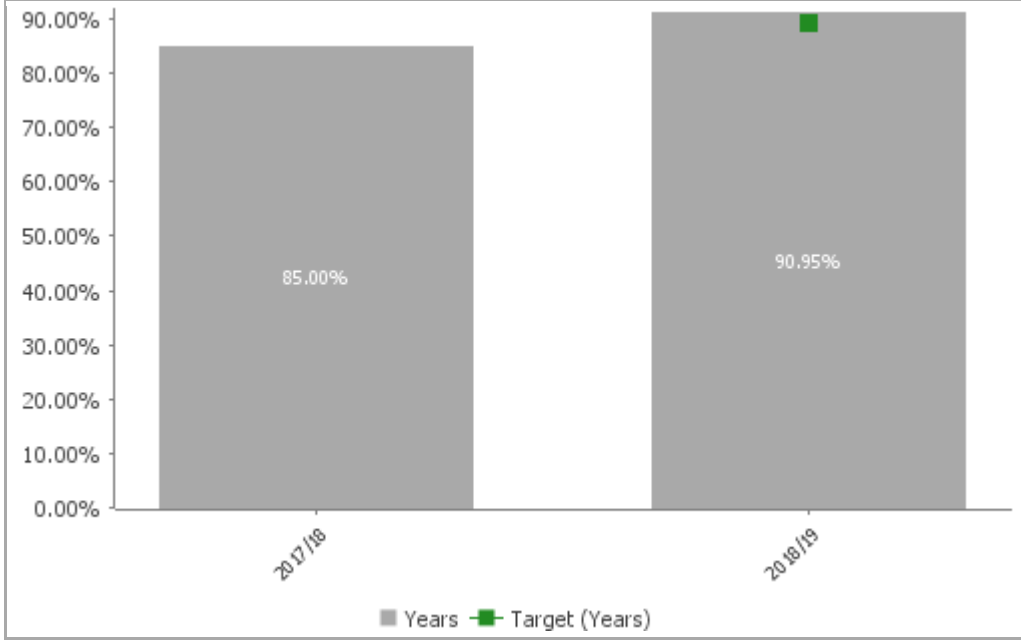
2018/19		
Target	*Value*	*Status*
25	24	

Performance indicator **M8.6 Delegated authorities for officers**

Delegated authorities are required to be reviewed by the Constitution Working Group. Planning delegations will be reviewed for 2018/19.	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	Yes	2018	GSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Assistant Director - Governance (GPM01)	Aim to Maximise	Corporate	

Trend chart

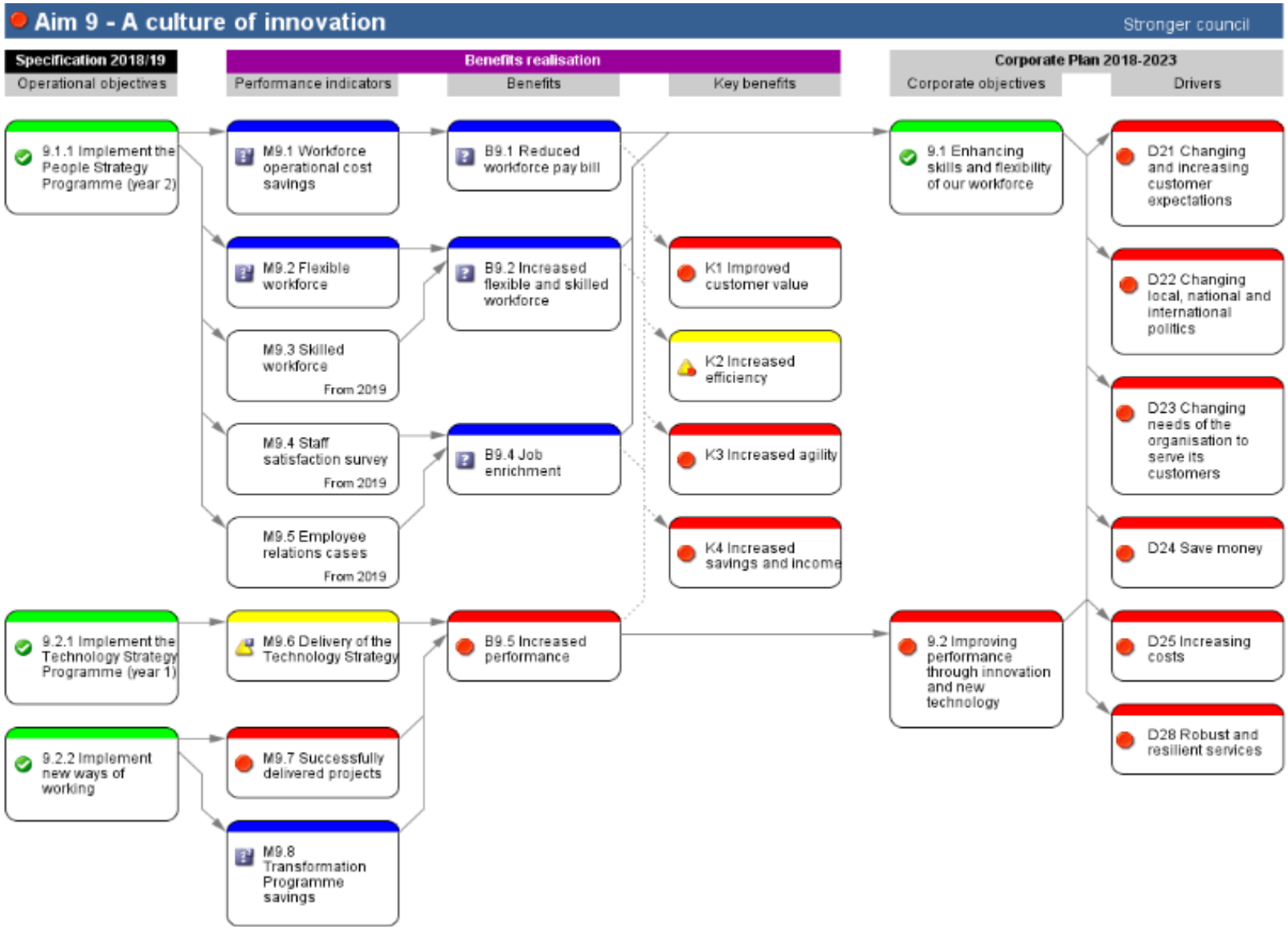


Comments

Q4 – target met

Corrective action

2018/19		
Target	*Value*	*Status*
89.25%	90.95%	


Aim 9 - A culture of innovation
Stronger council
Specification 2018/19
Operational objectives
Benefits realisation
Performance indicators
Benefits
Key benefits
Corporate Plan 2018-2023
Corporate objectives
Drivers
9.1.1 Implement the People Strategy Programme (year 2)
9.2.1 Implement the Technology Strategy Programme (year 1)
9.2.2 Implement new ways of working
M9.1 Workforce operational cost savings
M9.2 Flexible workforce
M9.3 Skilled workforce
From 2019
M9.4 Staff satisfaction survey
From 2019
M9.5 Employee relations cases
From 2019
M9.6 Delivery of the Technology Strategy
M9.7 Successfully delivered projects
M9.8 Transformation Programme savings
B9.1 Reduced workforce pay bill
B9.2 Increased flexible and skilled workforce
B9.4 Job enrichment
B9.5 Increased performance
K1 Improved customer value
K2 Increased efficiency
K3 Increased agility
K4 Increased savings and income
9.1 Enhancing skills and flexibility of our workforce
9.2 Improving performance through innovation and new technology
D21 Changing and increasing customer expectations
D22 Changing local, national and international politics
D23 Changing needs of the organisation to serve its customers
D24 Save money
D25 Increasing costs
D28 Robust and resilient services

Aim 9 A culture of innovation

Stronger council

To enhance the skills and flexibility of our workforce, as well as improve performance through innovation and new technology.

Corporate objective 9.1 Enhancing skills and flexibility of our workforce

Our staff play an important role in customer satisfaction and successful delivery of services. We want to make sure that our workforce is developed and invested in to meet the changing needs of customers and to keep pace with technological advancements.

Operational objective 9.1.1 Implement the People Strategy Programme (year 2)

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the People Strategy Programme (year 2)	100%	31-Mar-2019	Action Under Control	RSC	Business Services Service Director
	Q4 - Developing Leadership: This project has been evolving alongside the restructure. The end date of the project is likely to be extended in line with the restructure. Developing the Organisation: The new management spine will be implemented during March/June 2019. ITrent development is ongoing, leave and sickness absence has been implemented. Developing Skills & Capacity of the Workforce: This project has been evolving alongside the restructure. The end date of the project is likely to be extended in line with the restructure Resourcing the Organisation: Apprenticeship recruitment is ongoing and we've appointed the Corporate Higher Apprentice. The Recruitment Strategy has been agreed and developing an action plan. Pay & Benefits: Negotiations are near completion , a joint statement will be circulated to teh Organisation in the next 2 weeks.					
	Q3 - Developing Leadership: This project has been evolving alongside the restructure. The end date of the project is likely to be extended in line with the restructure. Developing the Organisation: The new structure is due to be agreed and implemented during March/April 2019. ITrent development is ongoing, leave and sickness absence has been implemented. Developing Skills & Capacity of the Workforce: This project has been evolving alongside the restructure. The end date of the project is likely to be extended in line with the restructure Resourcing the Organisation: Apprenticeship recruitment is ongoing. The Recruitment Strategy project is slightly behind schedule Pay & Benefits: Negotiations are taking place with the trade unions					
	Q2 - Individual project timelines have been updated on Pentana					

	Q1 - A number of projects from year 1 have amended timelines which has impacted on the start of projects in year two. A revised Tranche Plan is being agreed and Pentana will be updated accordingly.

Projects & programmes **P106 People Strategy Programme**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To develop the skills and attributes of the workforce to enable the Council to face the ongoing challenges and provide local services to the best of our abilities, involving the promotion of a dynamic and fluid workforce that is able to work collaboratively across boundaries and combining the ethos of public service with a commercial understanding.	60%	29-Jun-2020	Implement	RSC	Business Services Service Director

Corporate objective **9.2 Improving performance through innovation and new technology**

	Adapting the ways we work and looking to future opportunities will help us provide high levels of customer service, improve access to services and keep Council Tax low.

Operational objective **9.2.1 Implement the Technology Strategy Programme (year 1)**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the Technology Strategy Programme (year 1)	100%	31-Mar-2019	Action Under Control	RSC	Assistant Director - ICT & FM
	Q4 - Again changing corporate requirements have led to the reprioritisation of work, and delays to some projects. We have now completed the laptop rollout to secondary sites, except those where other solutions will be made use of instead. In the last quarter we completed the key project to commission our mobile device management system, commenced the migration of mailboxes to Office 365 ahead of the full migration in Q1, and also began the implementation of the key project to migrate to Office 365 on mobile devices from Blackberry.					
	Q3 - The technology strategy remains largely on track for the year, although a number of projects have been reprioritised based on changing coporate objectives. The focus on enabling flexible working continued with the main laptop rollout being completed, and a substantial proportion of users being set up for home working. Preparation and migration work for Office 365 continues ahead of initial go live in Q4.					
	Q2 - Still largely on target with some delays on projects impacted by accommodation review. Main push currently on enabling mobile and flexible					

	working with just over 50% of laptops distributed.
	Q1 - Overall projects are currently slightly ahead of schedule. However, any projects appertaining to the Civic Office building are on hold pending accommodation review progress.

Projects & programmes **P186 Technology Programme 2018-2023**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	Technology Strategy Programme 2018 - 2023 NB % Completion for this project is based on the following: Total Projects completed as % of total scheduled/planned projects. As a result addition of new projects will result in % performance dropping.	32%	31-Mar-2023	Implement	RSC	ICT Program Manager

Operational objective **9.2.2 Implement new ways of working**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement new ways of working	100%	31-Mar-2019	Action Under Control	O&S	Head of Transformation
	Q4- Process mapping has developed across the organisation, including an agreed and standardised approach. To Be process mapping is also due to commence at the start of 2019/20 to look at improvements based on; customer focused, efficiency and effectiveness.					
	Q3 - Process mapping has been rolled out across the organisation with more technical services commencing mapping. Timescales for mapping have slipped and wider support has been gained with colleagues across the Council volunteering to map the large number of processes. Current rates of process mapping completion over this quarter are: • Building Control 20% completion • Private Sector Housing 56% completion • Housing & Property Services 20% completion • Communities Fiance 95% completion • Housing Assets 50% completion • Housing Information, Customer Relations & Strategy 90% completion • Housing Management 25% completion These maps are used to re-engineer processes across the customer service, business support and technical aspects of customer journeys, saving					

	money and improving the customer experience.
	Q2 - Legal – All 48 ‘as is’ processes mapped. Reviewing where tasks sit within the Common Operating Model. Communities Support – All 36 ‘as is’ processes mapped. All processes sit within the Corporate Business Support Team, however process reviews are ongoing. Communities Support team joined Corporate Business Support Team yesterday. Communities Finance – 21 of 121 ‘as is’ processes mapped. It is anticipated the figure of 121 will drop throughout the process mapping task as there will be duplication. Licensing – All 38 ‘as is’ processes mapped. Community Health and Wellbeing – 33 of 38 ‘as is’ processes mapped. Housing Options – 34 of 119 ‘as is’ processes mapped. These maps are used to re-engineer processes across the customer service, business support and technical aspects of customer journeys, saving money and improving the customer experience.
	Q1 - All 48 ‘as is’ processed were mapped in Planning, plus two maps in Benefits. Work has started in Legal Services to map 56 existing processes. This work will be followed by the preparation of ‘to be’ process maps, before proceeding with prototyping and embedment. These processes were mapped through workshops with staff and include swim lanes and timings. Initial work has also commenced to map payroll processes. These maps are used to re-engineer processes across the customer service, business support and technical aspects of customer journeys, saving money and improving the customer experience.

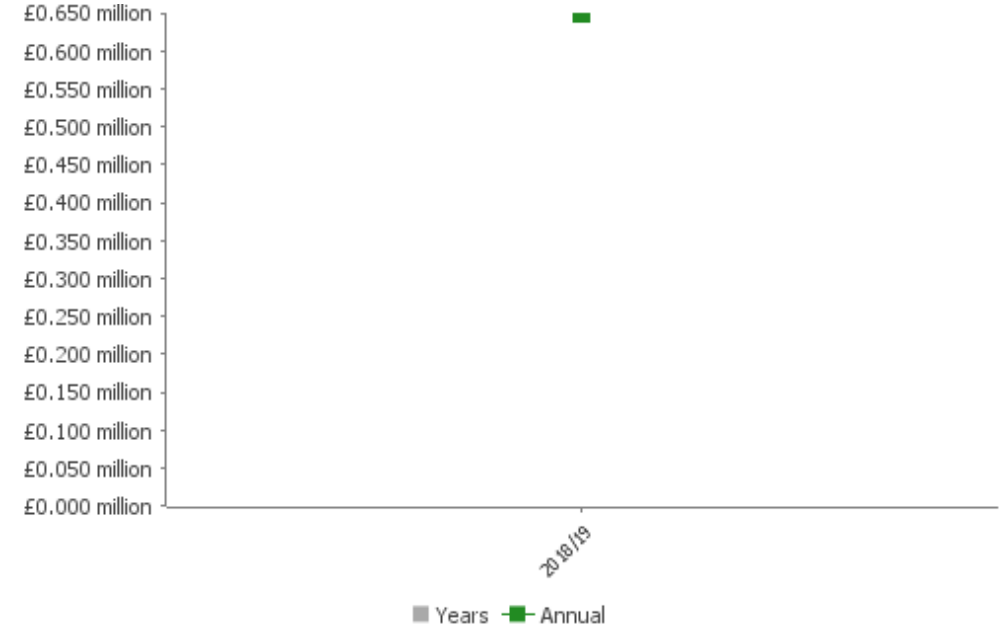
Performance indicator **M9.1 Workforce operational cost savings**

This indicator is intended to measure the savings from the workforce pay bill.

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Uncertain	2018	RSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Business Services Service Director	Aim to Maximise	Corporate	

Trend chart



Comments

Q4 - The final figure will be available once the accounts are completed, which is expected towards the end of May.

Corrective action

2018/19		
Target	*Value*	*Status*
£0.650 million		

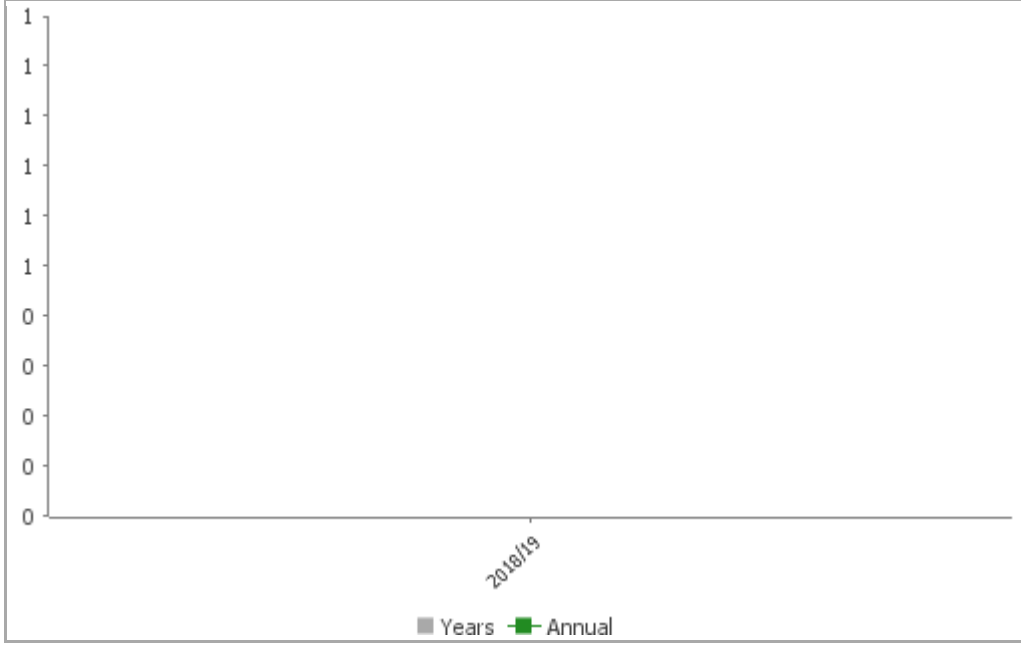
Performance indicator **M9.2 Increased flexible workforce**

This indicator is a measure of the Job Descriptions in circulation by the organisation.

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Not applicable	2018	RSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Business Services Service Director	Aim to Minimise	Corporate	

Trend chart



Comments

Q4 - There has been no recent work done on this due to the expectations from the restructuring that will reduce job descriptions in these areas and across the organisation.

Corrective action

2018/19		
Target	*Value*	*Status*
18		

Performance indicator **M9.3 Increased skilled workforce**

The indicator is intended to measure the relevant skills of staff.	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	Not applicable	2019	RSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Business Services Service Director	Aim to Maximise	Corporate	

Trend chart	*Comments*
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.	Q4 - Leadership & Management qualifications baseline collected. The survey showed 51% of managers have management qualifications (this is prior restructure). We would look to increase that each year, once all DMA Levels are in place. 70 managers were trained in Leading Change and 70 staff were trained in Coping with Change.
	Corrective action

2018/19		
Target	*Value*	*Status*
60%		

Performance indicator **M9.4 Staff satisfaction survey**

The indicator is intended to measure the satisfaction levels of staff.	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	Not applicable	2019	RSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Business Services Service Director	Aim to Maximise	Corporate	

Trend chart	*Comments*
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.	Q4 -No baseline date has been collected in 2018/19 due to staff capacity within the team, staff were working on other high priority work (the restructuring, pay and benefits review). Staff satisfaction survey is one of the People Team objectives for 2019/20
	Corrective action

2018/19		
Target	*Value*	*Status*

Performance indicator **M9.5 Employee relations cases**

This indicator is a measure of the number of Employee Relations cases across three distinct areas: (1) Sickness absence, (2) Conduct and (3) Disciplinary.	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	Not applicable	2019	RSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Business Services Service Director	Aim to Minimise	Corporate	

Trend chart	*Comments*
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.	Q4 - Due to lack of capacity within the team this has not been developed. We will plan to develop the measures over the coming year which will be based on the capabilities of data collection through iTrent and other methods including the manual collection of data.
	Corrective action

2018/19		
Target	*Value*	*Status*

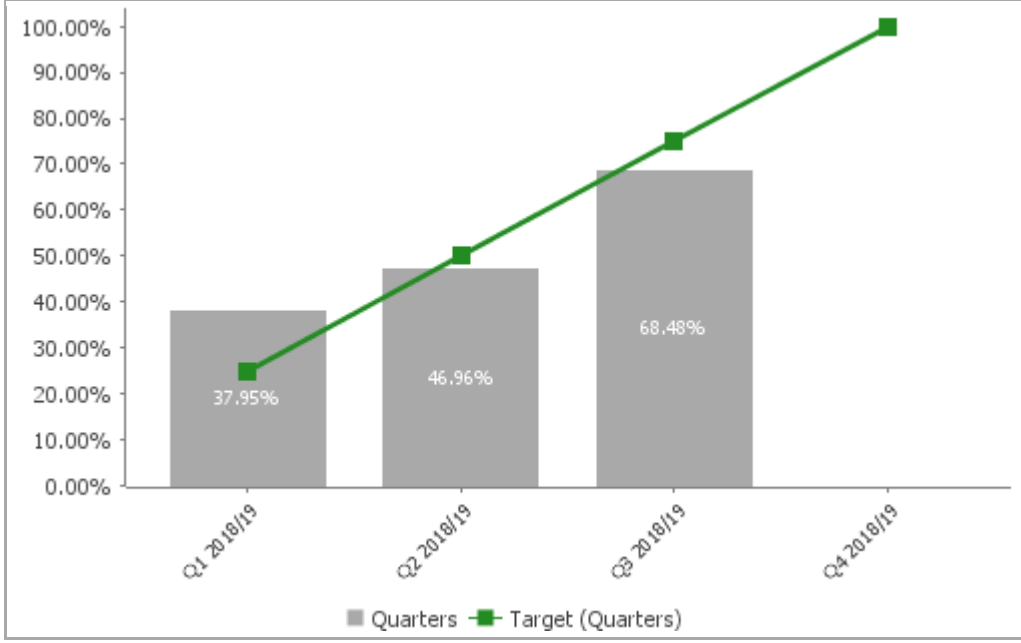
Performance indicator **M9.6 Delivery of the Technology Strategy**

This indicator is a measure of the successful implementation of projects from the Technology Strategy Programme (year 1).

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Yes	2018	RSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Assistant Director - ICT & FM	Aim to Maximise	Corporate	

Trend chart



Comments

Q4 – verbal update will be provided at O&S

Corrective action

Q1 2018/19			*Q2 2018/19*			*Q3 2018/19*			*Q4 2018/19*		
Target	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*
25.00%	37.95%		50.00%	46.96%		75.00%	68.48%		100.00%		

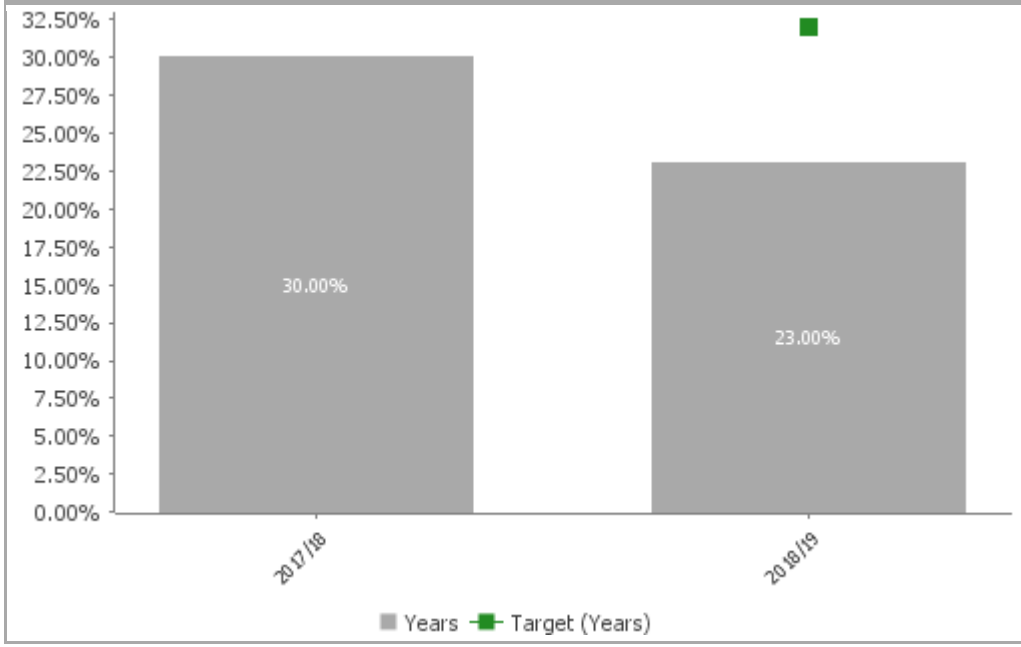
Performance indicator **M9.7 Successfully delivered projects**

Through the Transformation Programme, the Council has recognised the importance of successfully managing and implementing change initiatives via projects.

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
No	2018	O&S

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Head of Transformation	Aim to Maximise	Corporate	

Trend chart



Comments

Q4 - target not met. There has been other priority work impacting on EFDC project success (i.e. the current management restructure); the Transformation team was also impacted by a loss of resources.

Corrective action

A new range of corporate programmes has been developed and will be monitored as part of the corporate performance reporting. This will include an agreed and standardised approach with projects developed on a priority basis (i.e. those that meet the agreed Corporate Objectives).
Successfully piloted project tools and techniques (i.e. MoSCoW prioritisation and Work Breakdown Structures) will be embedded in all projects to support the improvement in successfully delivered projects.

2018/19		
Target	*Value*	*Status*
32.00%	23.00%	

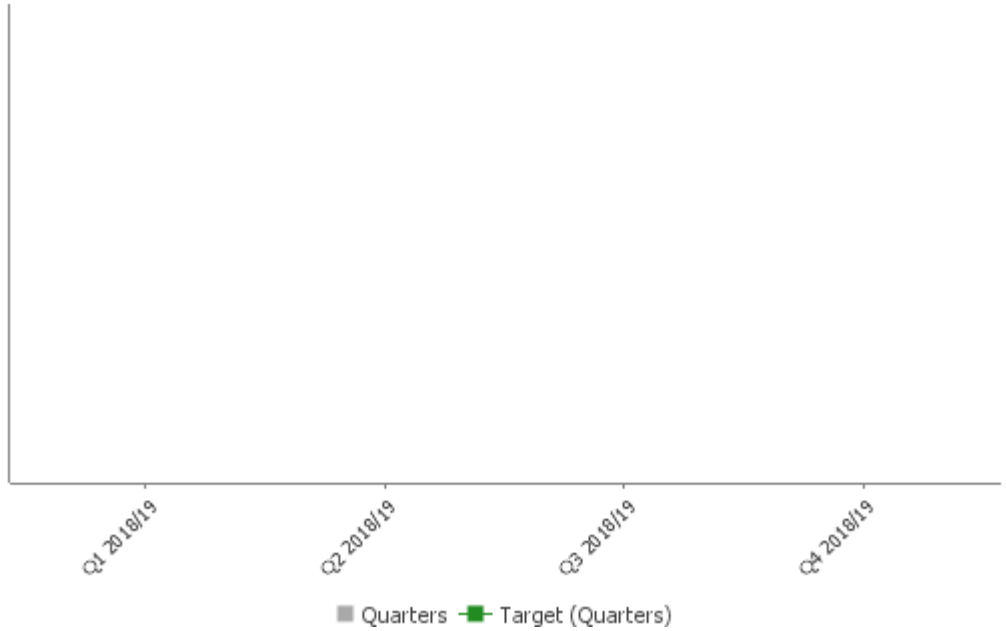
Performance indicator **M9.8 Transformation Programme savings**

This indicator is intended to measure the savings generated by the Transformation Programme.

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Not applicable	2018	O&S

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Head of Transformation	Aim to Maximise	Corporate	

Trend chart

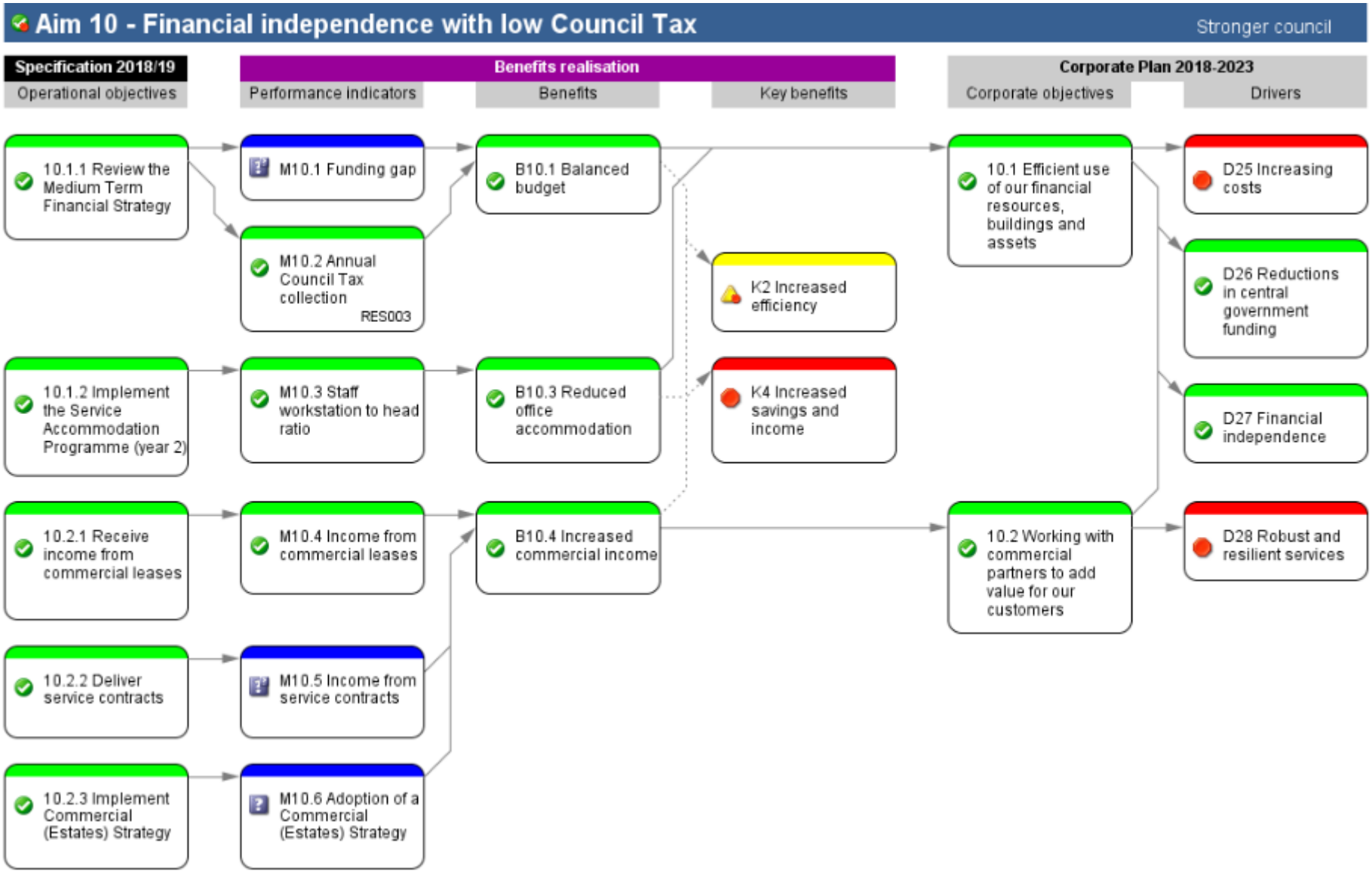


Comments

Q4 - upon investigation, this KPI is a duplication of the savings target located in M9.1 Workforce Operational Costs (£0.650m in 2018/19). This measure is not to be carried on for 2019/20 and no value is to be provided for 2018/19 Q4.

Corrective action

Q1 2018/19			*Q2 2018/19*			*Q3 2018/19*			*Q4 2018/19*		
Target	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*


Aim 10 - Financial independence with low Council Tax
Stronger council
Specification 2018/19
Operational objectives
Benefits realisation
Performance indicators
Benefits
Key benefits
Corporate Plan 2018-2023
Corporate objectives
Drivers
10.1.1 Review the Medium Term Financial Strategy
10.1.2 Implement the Service Accommodation Programme (year 2)
10.2.1 Receive income from commercial leases
10.2.2 Deliver service contracts
10.2.3 Implement Commercial (Estates) Strategy
M10.1 Funding gap
M10.2 Annual Council Tax collection
RES003
M10.3 Staff workstation to head ratio
M10.4 Income from commercial leases
M10.5 Income from service contracts
M10.6 Adoption of a Commercial (Estates) Strategy
B10.1 Balanced budget
B10.3 Reduced office accommodation
B10.4 Increased commercial income
K2 Increased efficiency
K4 Increased savings and income
10.1 Efficient use of our financial resources, buildings and assets
10.2 Working with commercial partners to add value for our customers
D25 Increasing costs
D26 Reductions in central government funding
D27 Financial independence
D28 Robust and resilient services

	Aim **10 Financial independence with low Council Tax**	Stronger council
To make the most efficient use of our financial resources and assets, and work with our partners to provide valued services for our customers.		

Corporate objective **10.1 Efficient use of our financial resources, buildings and assets**	
	As central government funding continues to decrease, we need to find alternative ways to ensure our services perform at a high level. The Council seeks to be financially self-sufficient to continue to keep Council Tax low for our residents.

Operational objective **10.1.1 Review the Medium Term Financial Strategy**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Review the Medium Term Financial Strategy	100%	31-Mar-2019	Action Achieved	RSC	Assistant Director - Accountancy (RAC01) .
	Q4 - the Medium Term Financial Strategy has been reviewed and updated in January 2019.					
	Q3 – No change. As per quarter 2					
	Q2 – the strategy has been approved by Finance Cabinet on 26th July and it will be reviewed again for Finance Cabinet in February 2019					
	Q1 - The Medium Term Financial Strategy will be updated for Finance Cabinet on 26th July.					

Operational objective **10.1.2 Implement the Service Accommodation Programme (year 2)**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the Service Accommodation Programme (year 2)	100%	31-Mar-2019	Action Behind Schedule	O&S	Head of Transformation .
	Q4 - The accommodation programme continues to progress. The Accommodation Programme board has met monthly since December 2018 and a governance structure has been developed with four distinct projects: (i) Construction of New Building; (ii) Sale of Land at Back of Civic Offices; (iii) Refurbishment of Civic Offices; and (iv) Recruitment of Partners/Tenants for Civic Offices Following on from December 2018 Cabinet decisions further assurances were documented on 14th January 2019 giving clarity around the detail of work					

	required and steps to be taken prior to final decision making to award contracts, sell land and build new accommodation. The business case for:- • the sale of the rear site • a new build for EFDC staff and potential partners • developing the Civic building into a Customer, Democratic and Civic hub in addition to a mixed use business hub. Cabinet will receive the next report on 11th April 2019 asking for a decision to go out to market on tenants for the Civic building. The report also gives assurance on the most recent valuation of the proposed scheme to the rear of the civic site.
	Q3 - Cabinet report presented on Dec 10th 2018. Decision to proceed made on recommended option. Decision currently on hold pending review. Whilst this is being worked on 2 key elements of working in new ways are progressing: Leadership Team have located in the new hub with a 7:10 desk ratio and new ways of working. Feedback from the team and stakeholders are extremely positive. Other areas identified as gaining significant performance gain by locating in a new style layout are in the process of design and a moving timetable drawn up following service managers being recruited. All managers are focussing on new ways of working and working across other locations in order to improve performance, flexibility and customer service
	Q2 - There is a report to Cabinet on 8th Nov 2018 following on from the Grade 2 listing of the civic building. Cabinet will be asked to recommend one of 3 options to enable the whole accommodation programme to progress. The options being presented to Cabinet reflect the initial feedback from Historic England regarding flexibility of any redesign of Customer, Civic and office areas. Whilst accommodation decisions are being made the Leadership Team are taking action on 2 key elements of new ways of working: 1. New furniture solutions are going into interim layouts within existing office spaces to encourage more collaborative working. This includes a Leadership Team office area with a 7:10 desk ratio and a number of more collaborative and quiet working spaces. Service Directors will be vacating individual offices in order to enable more collaborative working across all services. 2. A management focus on enabling staff and managers to work more flexibly across multiple locations in order to realise a 7:10 desk ratio, in any accommodation solution, when required.
	Q1 - Overall the programme is progressing well. Our voluntary sector partner has decanted from Homefield House to Hemnall Street. Work is on target to relocate Housing Repairs and Housing Assets to the Oakwood Hill Depot in 2019. Work on the staff transport plan is progressing, with a 70% response to the staff survey. The Community Safety Hub has been refurbished in line with Corporate design standards to deadline, and has received positive feedback from staff and partners. Work on the service accommodation project is ongoing but the deadline may need to be extended due to negotiations with Historic England. A progress report was considered by Cabinet on 14 June 2018

Projects & programmes **P160 Service Accommodation Programme**

RAG	*Description*	*Progress*	*Due date*	*Stage*	*Scrutiny*	*Manager*

⚠	To accommodate the majority of the Council's staff within a new building, involving the implementation of a 7:10 desk to staff ratio, agile working practices, and the vacation of the Condor Building and Homefield House. A small number of staff to remain based at the Civic Offices to provide customer, democratic & electoral services to the public, with the reminder of the space to be leased by partner public sector organisations and private sector companies.	34%	31-Mar-2023	Implement	RSC	Housing and Property Service Director

Corporate objective **10.2 Working with commercial partners to add value for our customers**

✓	Partnership working is increasily valued by customers. With the pressures on public services to reduce costs yet also provide the required services, it is paramount that we join up with our partners to develop creative solutions to the problems faced by our customers.

Operational objective **10.2.1 Receive income from commercial leases**

RAG	*Description*	*Progress*	*Due date*	*Expected outcome*	*Scrutiny*	*Manager*
✓	Receive income from commercial contracts	100%	31-Mar-2019	Action Achieved	NSC	Acting Chief Executive
	Q4 - The Epping Forest Shopping Park is now fully let and providing rental income. The Landmark building has one tenant secured and another just awaiting fit-out approval before completion. There are 4 additional units vacant at The Broadway with interest from prospective tenants on three of the units					
	Q3 - The Council's Leisure Management Contract with Places for People Leisure, has an income share arrangement which is enacted in the third year of the contract					
	Q2 - The letting of the Epping Forest Shopping Park is 95% complete and on track to produce the level of income predicted in the development appraisal.					
	Q1 - The Epping Forest Shopping Park is now fully let and providing rental income in accordance with original Development Appraisal. Tenants have been secured for the retail units at the Landmark Building.					

Operational objective **10.2.2 Deliver service contracts**						
RAG	*Description*	*Progress*	*Due date*	*Expected outcome*	*Scrutiny*	*Manager*
✓	Deliver service contracts	100%	31-Mar-2019	Action Achieved	NSC	Acting Chief Executive
	Q4 - To facilitate delivery of new Off Street car parking tariff the main contractor has made necessary changes to operational arrangements.					
	Q3 - The Council's main service contracts are operating to the quality and cost parameters set.					
	Q2 - The Council has re-negotiated a variation to the Waste and Recycling Contract which reflects the requirements of the Chinese Government regarding quality of recycle. The Off-Street Parking Contract has performed well in its first year. The Leisure Management Contractor continues to invest in refurbishment and improvement projects with the new Leisure Centre in Waltham Abbey still scheduled to open in November 2018.					
	Q1 – The Council's three main service contracts in relation to Leisure Management, Waste and Recycling/Street Cleansing and Off-Street Car Parking are performing in accordance with the service, quality, cost, and performance requirements of their contracts. A variation has been agreed to reflect changes to the Chinese Government's Import of Recyclable requirements with Biffa Municipal.					

Operational objective **10.2.3 Adopt Commercial (Estates) Strategy**						
RAG	*Description*	*Progress*	*Due date*	*Expected outcome*	*Scrutiny*	*Manager*
✓	Adopt Commercial (Estates) Strategy	100%	31-Mar-2019	Action on Target	NSC	Acting Chief Executive
	Q4 - as per q3					
	Q3 - The Council's strategy of investing capital to generate revenue and maximising the use of its commercial assets is paying dividends. The Epping Forest Shopping Park is now fully let. There has been some delay in the Letting of the Landmark Building, however, additional capital has been secured to undertake works and legal fees to facilitate new tenants' occupation.					
	Q2 - The Council Estates Strategy is still in formulation awaiting the conclusions of the Economic Development Strategy the Council has recently commissioned.					
	Q1 - The Council's Estates Service are taking a more proactive approach to the management of the Council's commercial Estate, seeking to identify opportunities to maximise benefit to the Council.					

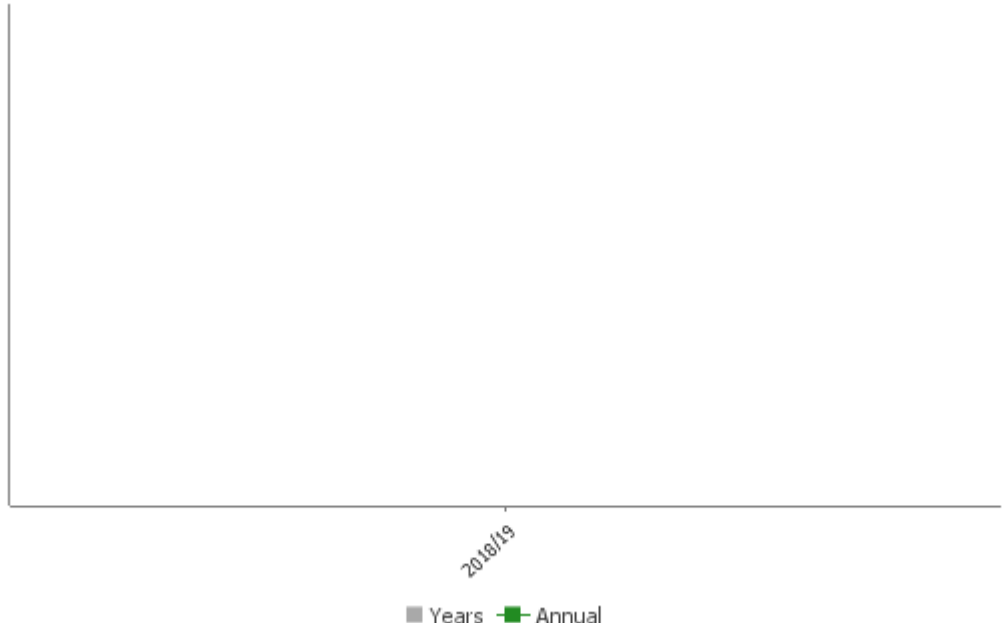
Performance indicator **M10.1 Funding gap**

This indicator is intended to measure the savings on the Continuing Services Budget (CSB) actually achieved against those within the Medium Term Financial Strategy (MTFS) (General Fund only).

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Uncertain	2018	RSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Assistant Director - Accountancy (RAC01)	Aim to Minimise	Corporate	

Trend chart



Comments

Q4 - the figures will be available once the accounts are completed, which is expected towards the end of May.

Corrective action

2018/19		
Target	*Value*	*Status*
£1,453,000		

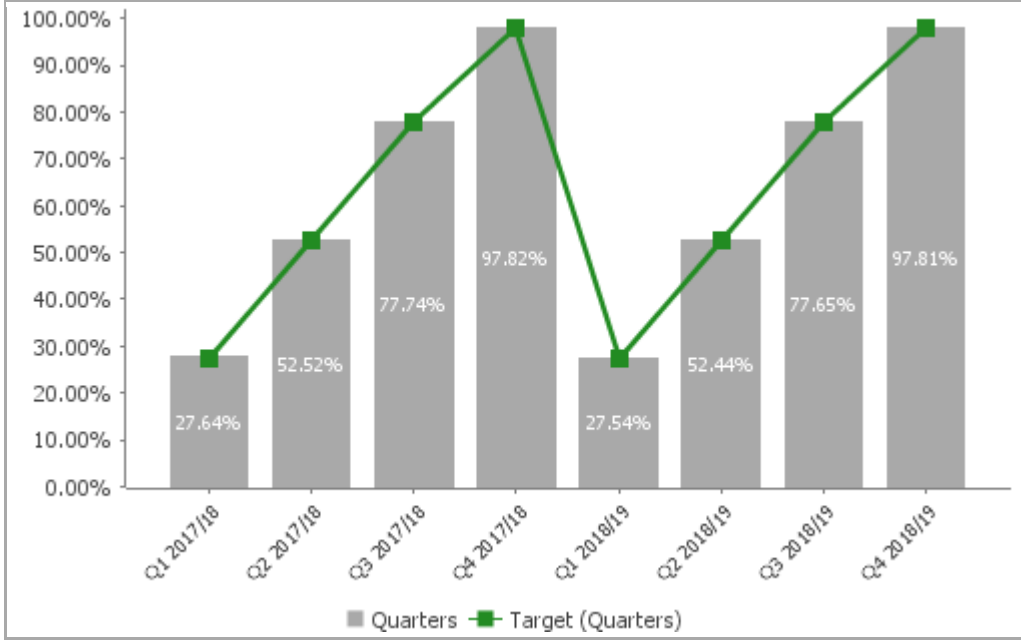
Performance indicator **M10.2 Annual Council Tax collection**

What percentage of the District's annual Council Tax was collected? This indicator monitors the rate of collection of Council Tax. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date (Previously RES003).

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Yes	2012	RSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Customer Services Director	Aim to Maximise	Corporate	

Trend chart



Comments

Q4 - The in-year collection rate target was achieved with 97.81%.

Corrective action

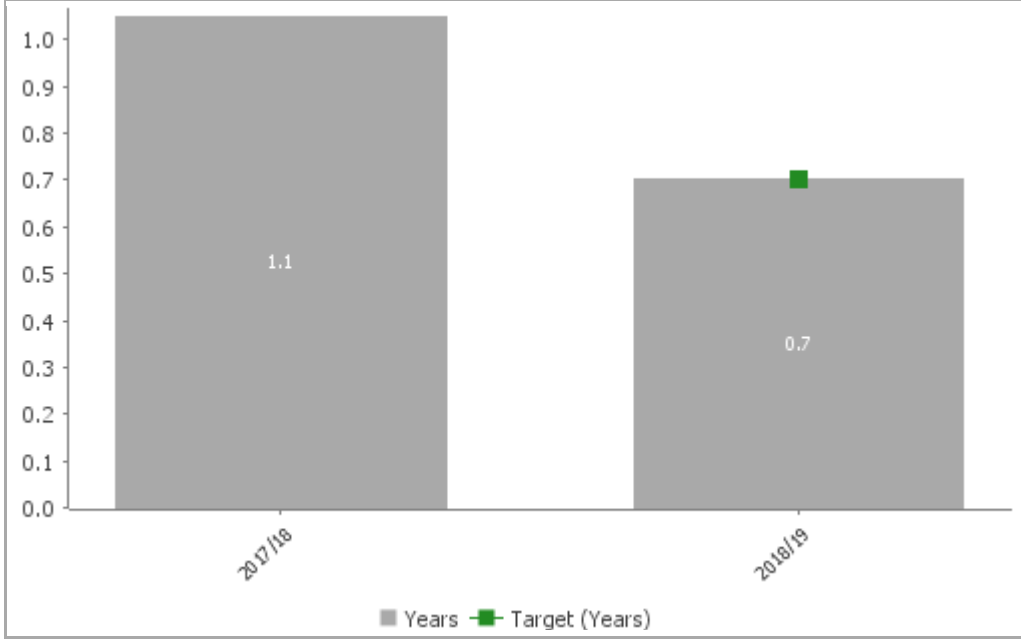
Q1 2018/19			*Q2 2018/19*			*Q3 2018/19*			*Q4 2018/19*		
Target	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*	*Target*	*Value*	*Status*
27.55%	27.54%		52.54%	52.44%		77.84%	77.65%		97.80%	97.81%	

Performance indicator **M10.3 Staff desks to head ratio**

The indicator is intended to measure the ratio of staff workstations (desks) within service accommodation to the staff head count.	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	Yes	2018	RSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Head of Transformation	Aim to Minimise	Corporate	

Trend chart



Comments

Q4 - target achieved with pilot schemes (Leadership Team & Community Safety Hubs). 7/10 ratio is shown as 0.7 value and target

Corrective action

2018/19		
Target	*Value*	*Status*
0.7	0.7	

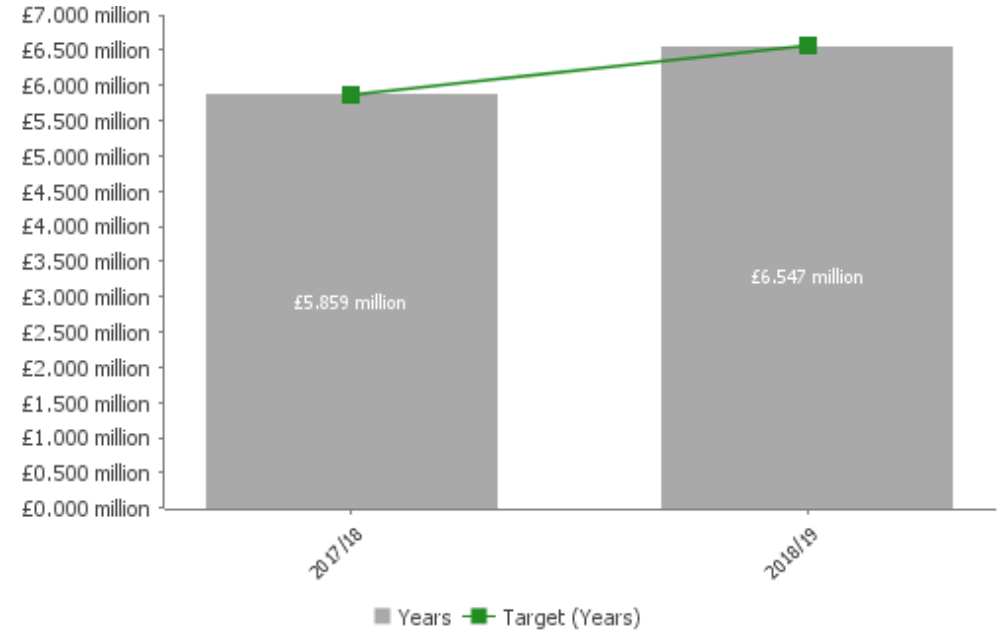
Performance indicator **M10.4 Income from commercial leases**

This indicator is intended to measure the incremental increases in income from existing and new commercial leases that the Council holds. This rolls up to the working with commercial partners to add value for our customers.

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Yes	2018	RSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Commercial and Regulatory Services Director	Aim to Maximise	Corporate	

Trend chart



Comments

Q4 - Please note this is a provisional figure. The final figure will be available once the accounts are completed, which is expected towards the end of May.

Corrective action

2018/19		
Target	*Value*	*Status*
£6.560 million	£6.547 million	

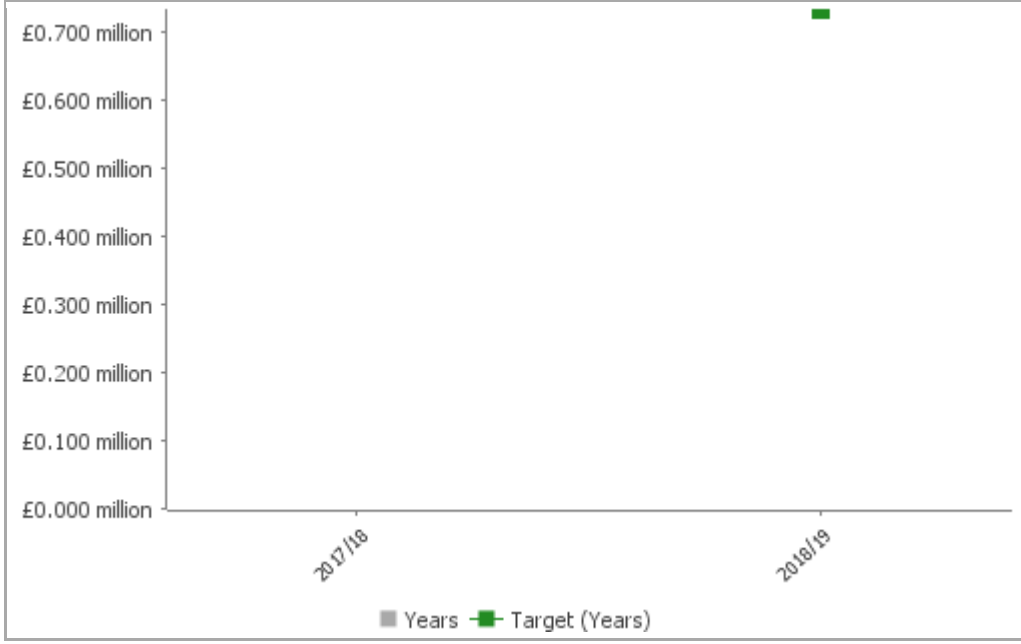
Performance indicator **M10.5 Income from service contracts**

This indicator is intended to measure the incremental increases in income from the service contracts that the Council holds. This rolls up to the working with commercial partners to add value for our customers.

Is year-end target likely to be achieved?	*Live from*	*Scrutiny*
Uncertain	2018	RSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Assistant Director - Accountancy (RAC01)	Aim to Maximise	Corporate	

Trend chart



Comments

Q4 - data for this measure will be available on 30th April 2019

Corrective action

2018/19		
Target	*Value*	*Status*
£0.734 million		

Performance indicator **M10.6 Adoption of a Commercial (Estates) Strategy**

This indicator aims to ensure that a new Commercial (Estates) Strategy is adopted by the Council.	*Is year-end target likely to be achieved?*	*Live from*	*Scrutiny*
	Uncertain	2018	NSC

Manager	*Good performance*	*Corporate or Partnership indicator*	*Annual trend*
Commercial and Regulatory Services Director	Aim to Maximise	Corporate	

Trend chart	*Comments*
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	Q4 - verbal update to be provided at O&S
	Corrective action

2018/19		
Target	*Value*	*Status*
Yes		