





**Aim 1. To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low**

**Objective 1.a. To ensure that the Council's Medium Term Financial Strategy (MTFS) plans to meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding**

Action	Lead Directorate	Target Date	.	Status	Progress notes
3. Deliver savings and generate income identified for 2017/18 as approved by the Cabinet	Management Board	31-Mar-2018		Achieved	Q4 - Savings still on track
					Q3 – Savings still on track
					Q2 - savings still on track
					Q1 (2017/18) Langston Road will open this quarter. Savings initiative on track.
4. Prepare to deliver savings and generate income for 2018/19 within the Medium-Term Financial Strategy	Management Board	31-Mar-2018		Achieved	Q4 - Initial phase of People Strategy agreed by Council which will deliver £360k savings per annum.
					Q3 – Not yet due, will be addressed in budget process for 2018/19
					Q2 – Not yet due, will be addressed in budget process for 2018/19
					Q1 - Not yet due, will be addressed in budget process for 2018/19
5. Develop additional business cases, including the use of the 'Invest to Save' Fund, to address the need for net savings and income generation in subsequent years	Management Board	30-Sep-2017		Achieved	Q4 - Invest to save budget now incorporated within Transformation Programme and will be used to deliver transformation strategy.
					Q3 – Invest to Save bids totalling £180k have been approved for a number of projects which will generate savings or additional income, e.g. replacement of LED lighting £70k, Lea Valley and Vere Road pay and display car parks £70k.
					Q2 – Not yet due
					Q1 - Not yet due.

**Objective 1.c. To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes**

Action	Lead Directorate	Target Date	.	Status	Progress notes
3. Evaluate the potential to expand the provision of legal services provided to other authorities, to generate income	Governance	31-Dec-2017		Behind Schedule	Q4 - No further progress has been achieved following recent staffing changes. The Legal Service remains engaged in delivering a full workload without taking on further work.
					Q3 - Setting up those meetings has proved difficult over Christmas break but meetings with 2 neighbouring authorities are planned for early in the New Year.

					Q2 - meeting with senior managers of neighbouring councils to discuss the potential for a fully integrated partnership working or sharing of resources
					Q1 - Retained the Lexcel accreditation to assist the marketing of the legal service. Networked through attendance at various special interest groups within the public law partnership.



**Aim 3. To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose**

**Objective 3.a. To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact**

Action	Lead Directorate	Target Date	.	Status	Progress notes
5. Deliver projects of legislative importance, to ensure our services for customers are fit-for-purpose.:	Management Board	31-Mar-2018	✓	Achieved	Q4 - As per Q3. Q3 – as per Q2 Q2 - as per Q1 Q1 - Election and Accounts Closure ran smoothly. internal Audit Programme approved and progressing in line with plan.

**Objective 3.b. To utilize modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access**

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Trial flexible working for Building Control and Development Control officers through the use of new technologies	Governance	31-Mar-2018	●	Under Control	Q4 - Initial trial and evaluation completed, to progress this fully it will be necessary to upgrade the back office system to the new Assure standard. TPB agreed to delay the transformation project for mobile working to await this. Work is continuing separately on business processes to ensure that they work well with the capabilities offered by this system and other electronic methods of working. Q3 - In accordance with the ICT strategy discussions continue as to the appropriate mobile devices, which should be in place by the end of the year. Q2 - development management and building control senior officers have met with ICT colleagues i order to agree implementation plans and dates and raise any other issues arising. Q1 - Await initial feedback from 2 authorities who have gone live with the system we wish to trail and then ICT indicate that the commencement of the the in-building control is imminent.

4. Produce a plan to improve the management of information, to protect public data and comply with legislation	Governance	31-Mar-2018		Achieved	Q4 - GDPR Working Group continue to monitor and press forward with an action plan to ensure that the Council meets its statutory requirements. Reviews of policies are continuing to targets.
					Q3 - The work of the GDPR continues to coordinate directorate work to meet the requirements of the regulation by the 25th May 2018.
					Q2 - the working group has met on three occasions, developed an action plan and continues to report to CGG on progress towards implementation on 25 May 2018. Appropriate officers are being trained and cascading that training through leadership team and to individual management teams.
					Q1 - The Chief Internal Auditor chairing a group looking at our information asset register which will feed into the new working group on general data protection regulations, chaired by a director of governance on 24th July.
6. Deliver the Corporate Communications project, to increase customer recognition of our services and improve communications with our customers	Governance	31-Mar-2018		Behind Schedule	Q4 - The final version of the standards has been written. Progress has been delayed due to competing priorities of the project manager.
					Q3 - Best practise standards for the authority are now in draft form and will be finalised by the due date. Further work will be undertaken, once this has been completed, to refresh our corporate design guide
					Q2 - PR has attended Management Board to agree a new format for reporting its work and for identifying communications needs throughout the years for significant projects.
					Q1 - The communications PR team has recently concentrated on both the election and the Local Plan and the future focus will be to produce audit and analysis of our communications.