

Supplementary Committee Agenda



Governance Select Committee Tuesday, 31st January, 2017

Place: Council Chamber, Civic Offices, High Street, Epping

Time: 7.15 pm

Committee Secretary: Jackie Leither
Tel: (01992) 564756 Email:
democraticservices@eppingforestdc.gov.uk

**6. KEY PERFORMANCE INDICATORS 2016/17 - QUARTER 3 PERFORMANCE
(Pages 3 - 16)**

(Director of Governance) Report attached.

**7. CORPORATE PLAN KEY ACTION PLAN 2016/17 - QUARTER 3 PROGRESS
(Pages 17 - 24)**

(Director of Governance) Report attached.

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Report to: Governance Select Committee

Date of meeting: 31 January 2017

Portfolio: Governance and Development Management (Councillor R. Bassett)

Subject: Key Performance Indicators 2016/17 - Quarter 3 Performance

Officer contact for further information: Barbara Copson (01992 564042)

Democratic Services Officer: Jackie Leither (01992 564756)

Recommendations/Decisions Required:

- (1) That the Select Committee reviews Q3 performance in relation to the key performance indicators within its areas of responsibility.

Executive Summary:

The Local Government Act 1999 requires that the Council make arrangements to secure continuous improvement in the way in which its functions and services are exercised, having regard to a combination of economy, efficiency and effectiveness.

As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's services and key objectives, are adopted each year by the Finance and Performance Management Cabinet Committee. Performance against the KPIs is monitored on a quarterly basis by Management Board and overview and scrutiny to drive improvement in performance and ensure corrective action is taken where necessary.

Reasons for Proposed Decision:

The KPIs provide an opportunity for the Council to focus attention on how specific areas for improvement will be addressed, and how opportunities will be exploited and better outcomes delivered. It is important that relevant performance management processes are in place to review and monitor performance against the key performance indicators to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under performance.

Other Options for Action:

No other options are appropriate in this respect. Failure to monitor and review KPI performance and to consider corrective action where necessary could have negative implications for judgements made about the Council's progress, and might mean that opportunities for improvement are lost.

Report:

1. A range of thirty-seven (37) Key Performance Indicators (KPIs) for 2016/17 was adopted by the Finance and Performance Management Cabinet Committee in March 2016. The KPIs are important to the improvement of the Council's services and the

achievement of its key objectives, and comprise a combination of some former statutory indicators and locally determined performance measures. The aim of the KPIs is to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district, that are the focus of the key objectives.

2. Progress in respect of each of the KPIs is reviewed by the relevant Portfolio Holder, Management Board, and overview and scrutiny at the conclusion of each quarter. This report provides an overview of all KPIs and includes in detail those indicators which fall within the areas of responsibility of the Governance Select Committee
3. A headline end of Q3 performance summary in respect of the KPIs falling within the Governance Select Committee's areas of responsibility for 2016/17, together with a detailed performance report for each of these indicators, is attached at Appendix 1 to this report. Attached at Appendix 2 are the Improvement plans for GOV007 (Appeals – officers) (%), and GOV008 (Appeals – members) (%) which failed to reach target for the quarter.

Key Performance Indicators 2016/17 - Quarter 3 Performance

4. The overall position for **all** thirty-seven (37) KPIs at the end of the Quarter 3, was as follows:
 - (a) 26 (70%) indicators achieved third quarter target;
 - (b) 11 (30%) indicators did not achieve third quarter target, although 4 (11%) of KPIs performed within the agreed tolerance for the indicator; and,
 - (c) 31 (84%) indicators are currently anticipated to achieve the cumulative year-end target, and a further 3 (8%) are uncertain whether they will achieve the cumulative year-end target.
5. **Governance Select Committee indicators** – Five (5) of the Key Performance Indicators fall within the Governance Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at Q3 for these five (5) indicators, was as follows:
 - (a) 3 (60%) indicators achieved target;
 - (b) 2 (40%) indicators did not achieve target, however
 - (c) 0 (0%) of these KPI's performed within the agreed tolerance for the indicator
 - (d) 3 (60%) of indicators are currently anticipated to achieve year-end target, and a further 1 (20%) indicator is uncertain whether it will achieve year-end target.
6. The 'amber' performance status used in the KPI report identifies indicators that have missed the agreed target for the quarter, but where performance is within an agreed tolerance or range. The KPI tolerances were agreed by Management Board when targets for the KPIs were set in February 2016.
7. The Select Committee is requested to review Q3 performance for the KPIs within its areas of responsibility. The full set of KPIs was also considered by Management Board on 25 January 2017 and will be considered by the Finance and Performance Management Cabinet Committee on 30 March 2017.

Resource Implications: none for this report

Legal and Governance Implications: none for this report; however performance management of key activities is important to the achievement of value for money.

Safer, Cleaner, Greener Implications: none for this report

Consultation Undertaken: Relevant Select Committees and the Finance and Performance Management Cabinet Committee.
















Background Papers: KPI submissions held by the Performance Improvement Unit.

Impact Assessments:

Risk Management: none for this report

Equality: none for this report.

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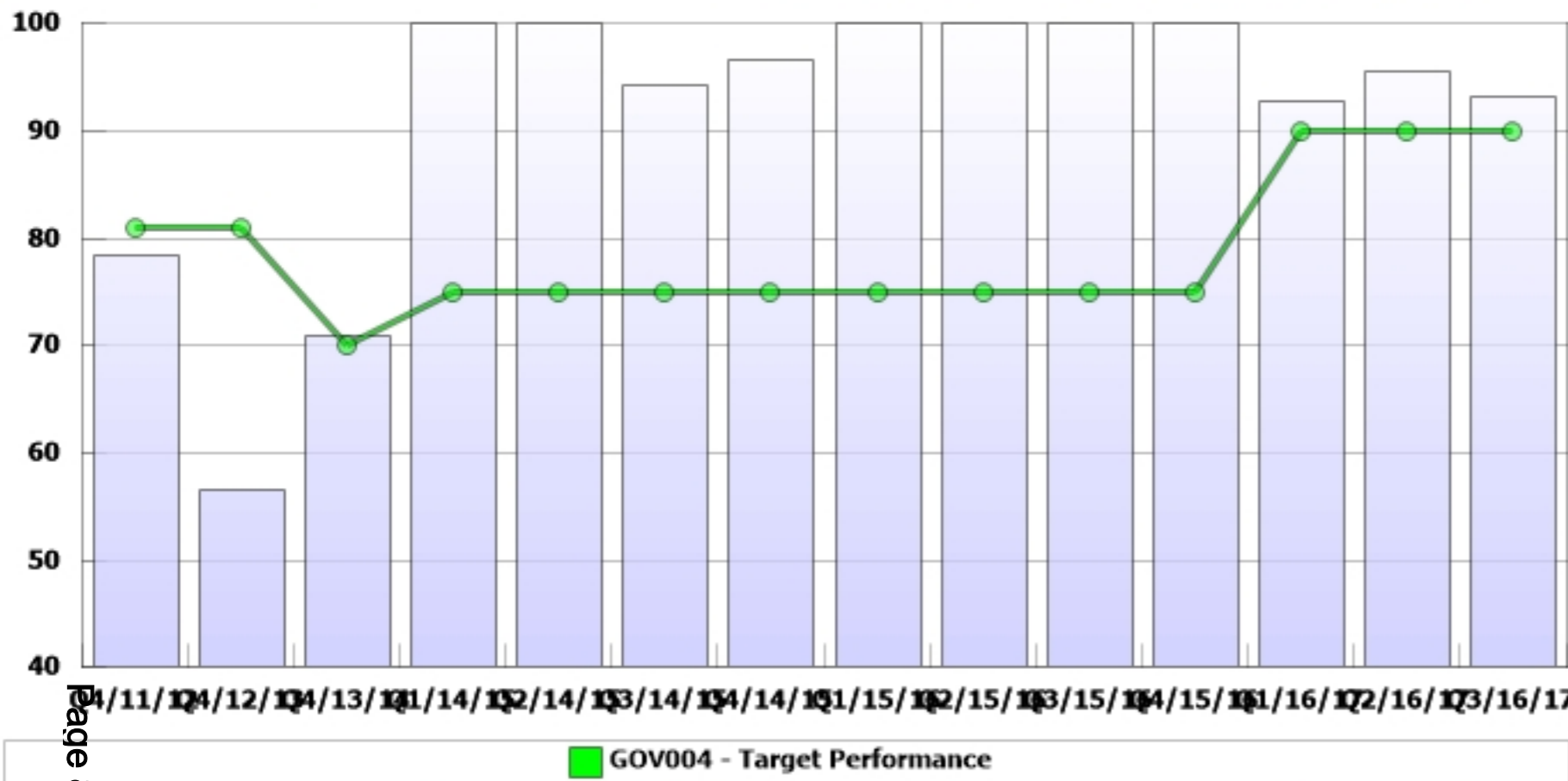
Quarterly Indicators		Quarter 1		Quarter 2		Quarter 3		Quarter 4		Is year-end target likely to be achieved?		
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual			
Governance												
GOV004	(Major planning) (%)	90.00%	92.86%		90.00%	95.65%		90.00%	93.33%		90.00%	Yes
GOV005	(Minor planning) (%)	90.00%	88.68%		90.00%	90.71%		90.00%	92.11%		90.00%	Yes
GOV006	(Other planning) (%)	94.00%	94.69%		94.00%	95.85%		94.00%	95.43%		94.00%	Yes
GOV007	(Appeals - officers) (%)	20.0%	21.4%		20.0%	25.0%		20.0%	27.1%		20.0%	Uncertain
GOV008	(Appeals - members) (%)	50.0%	57.1%		50.0%	62.5%		50.0%	70.0%		50.0%	No

GOV004 What percentage of major planning applications were processed within 13 weeks or extension of time date?

Additional Information: This indicator ensures that local planning authorities determine major planning applications in a timely manner (within thirteen weeks).

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual
Q3/16/17	90.00%	93.33%
Q2/16/17	90.00%	95.65%
Q1/16/17	90.00%	92.86%
Q4/15/16	75.00%	100.00%
Q3/15/16	75.00%	100.00%



Annual Target: 2016/17 - 90.00%
 2015/16 - 75.00%

Indicator of good performance:
 A higher percentage is good

↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?

Yes



Comment on current performance (including context):

(Q3 – 2016-17) Major type applications represent only a small number of the overall number of planning applications received, but they are more complex and generally are reported to planning committees, so deadlines for decisions are tight. Because of this, the performance can be volatile, but with 28 out of 30 decided in time, the target has been achieved.

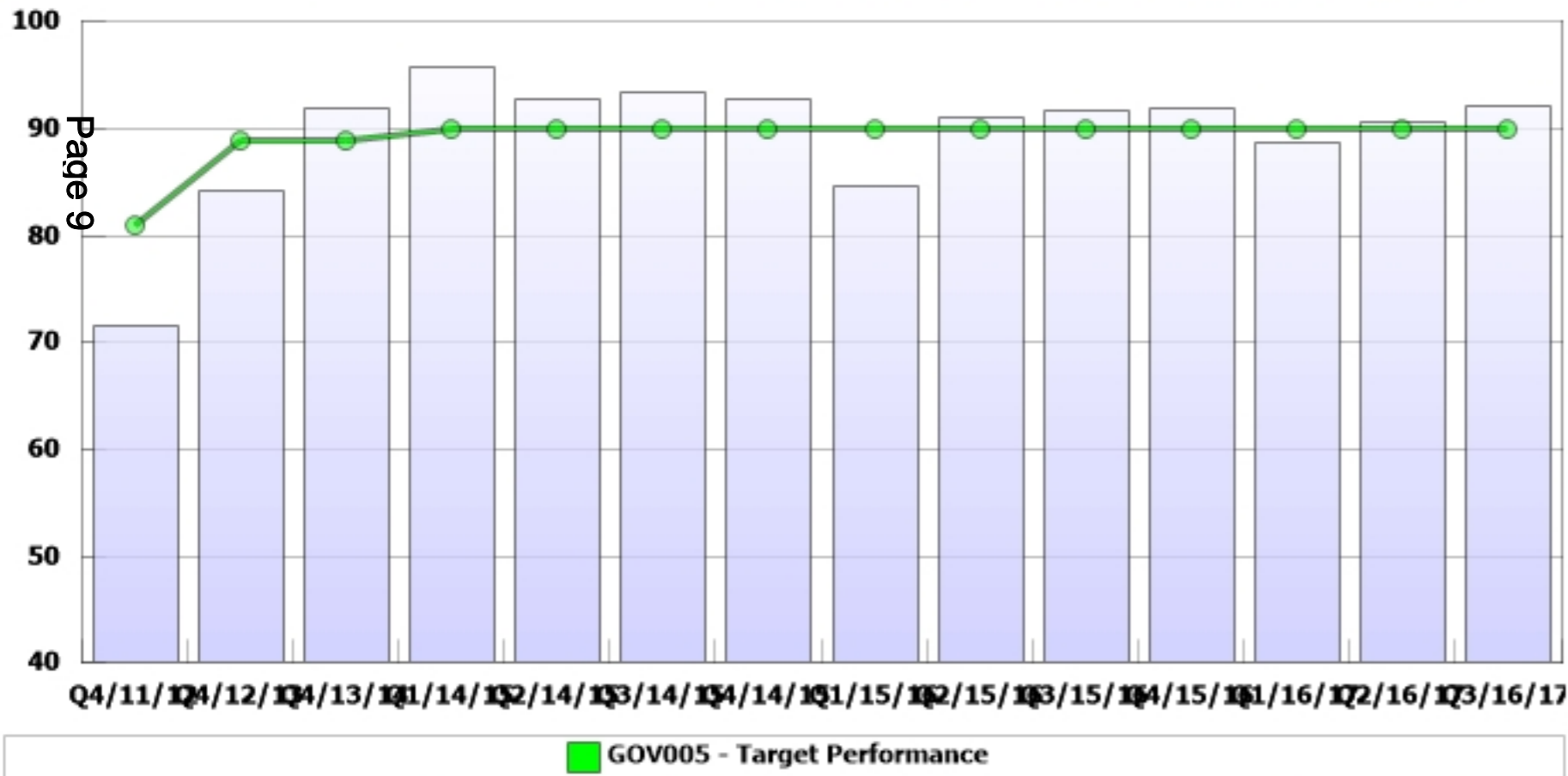
Corrective action proposed (if required):

GOV005 What percentage of minor planning applications were processed within 8 weeks or extension of time date?

Additional Information: This indicator ensures that local planning authorities determine 'minor' planning applications in a timely manner (within eight weeks).

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/16/17	90.00%	92.11%	✓
Q2/16/17	90.00%	90.71%	✓
Q1/16/17	90.00%	88.68%	✗
Q4/15/16	90.00%	92.05%	✓
Q3/15/16	90.00%	91.67%	✓

Annual 2016/17 - 90.00% (delegated)
 Target: 2015/16 - 90.00% (delegated)

Indicator of good performance:
 A higher percentage is good

↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?

Yes



Comment on current performance (including context):

(Q3) This covers planning applications that include 1 to 9 dwellings/ pitches per application as well as offices, light industry, general industry, storage, warehousing or retail floorspace under 10,000sq m or 1 hectare and other minor developments. 315 out of 342 applications were made in time.

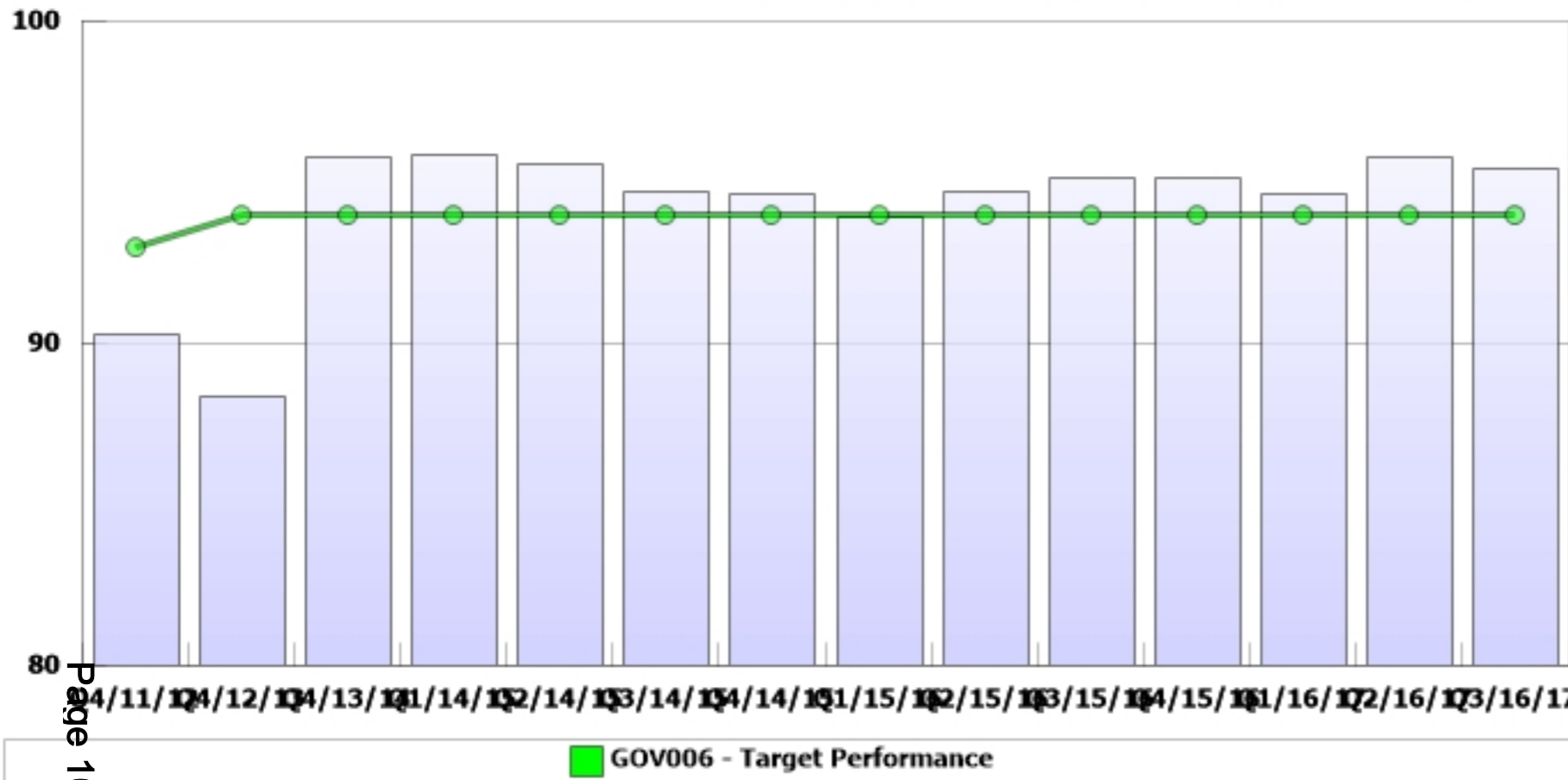
Corrective action proposed (if required):

GOV006 What percentage of other planning applications were processed within 8 weeks or extension of time date?

Additional Information: This indicator ensures that local planning authorities determine 'other' planning applications in a timely manner (within eight weeks).

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual
Q3/16/17	94.00%	95.43%
Q2/16/17	94.00%	95.85%
Q1/16/17	94.00%	94.69%
Q4/15/16	94.00%	95.17%
Q3/15/16	94.00%	95.20%

Annual Target: 2016/17 - 94.00% (delegated)
 Target: 2015/16 - 94.00% (delegated)

Indicator of good performance:
 A higher percentage is good

↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?
 Yes

Comment on current performance (including context):

(Quarter 3) GOV006 represents the highest number out of all planning application types decided, which includes household extensions. 940 out of 985 applications were decided in time in this category and meets the target.

Corrective action proposed (if required):

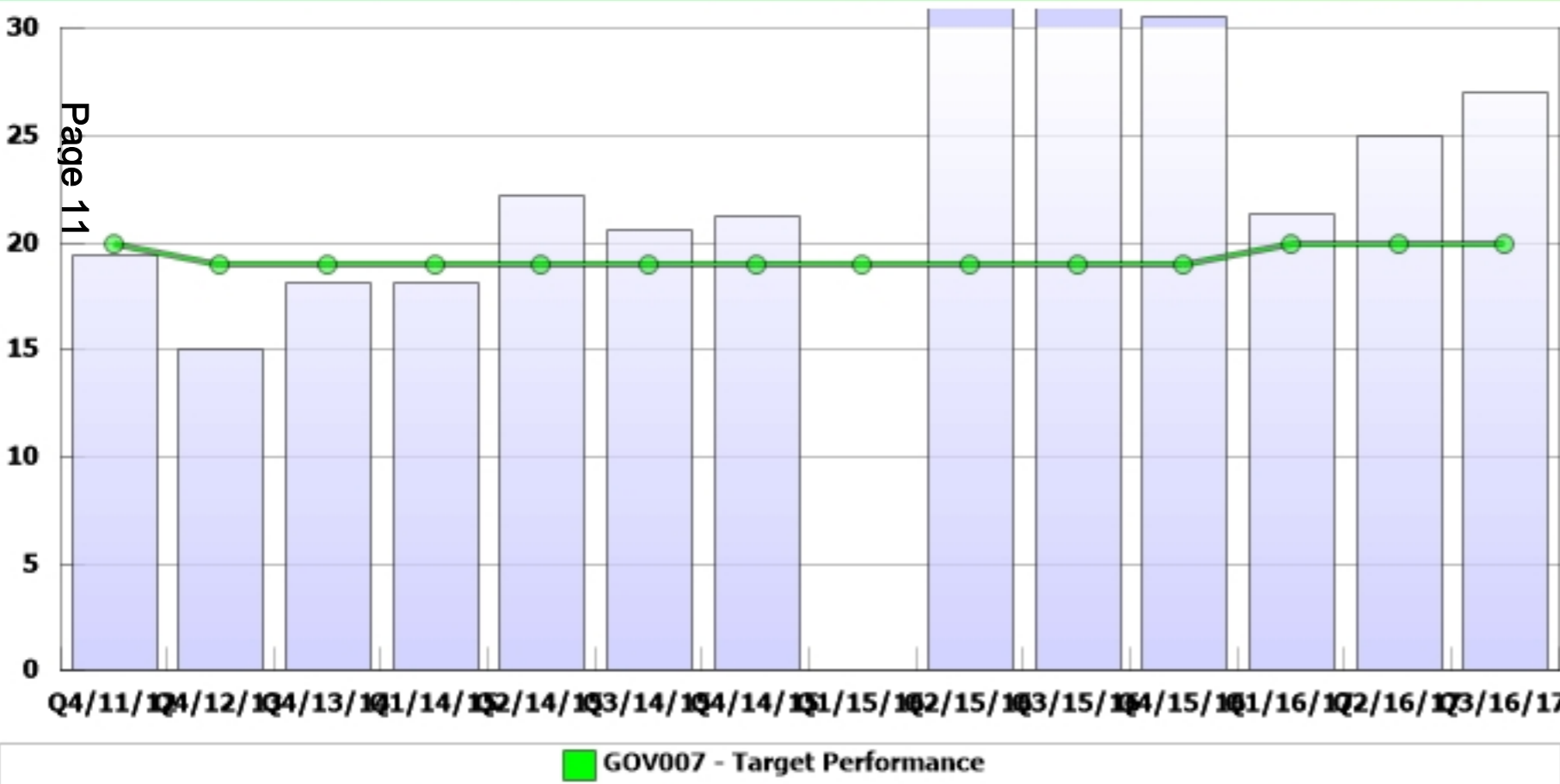
(Q2 2016/17) -

GOV007 What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal?

Additional Information: This indicator is expressed as a percentage of the no. of appeals determined and seeks to assess the levels of applications that may be refused in order to meet development control performance targets. It measures the performance of only Officer Recommendations for refusal of planning permission

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/16/17	20.0%	27.1%	✗
Q2/16/17	20.0%	25.0%	✗
Q1/16/17	20.0%	21.4%	✗
Q4/15/16	19.0%	30.6%	✗
Q3/15/16	19.0%	33.3%	✗

Annual Target: 2016/17 - 20.0%
 2015/16 - 19.0%
Indicator of good performance:
 A lower percentage is good
 ↓ is the direction of improvement

▲
 Is it likely that the target will be met at the end of the year?
 □ Uncertain
 ▼

Comment on current performance (including context):

(Q3) Of the 59 appeal decisions up to Q3 resulting from officer recommendations to refuse planning permission, 16 were allowed on appeal.

Corrective action proposed (if required):

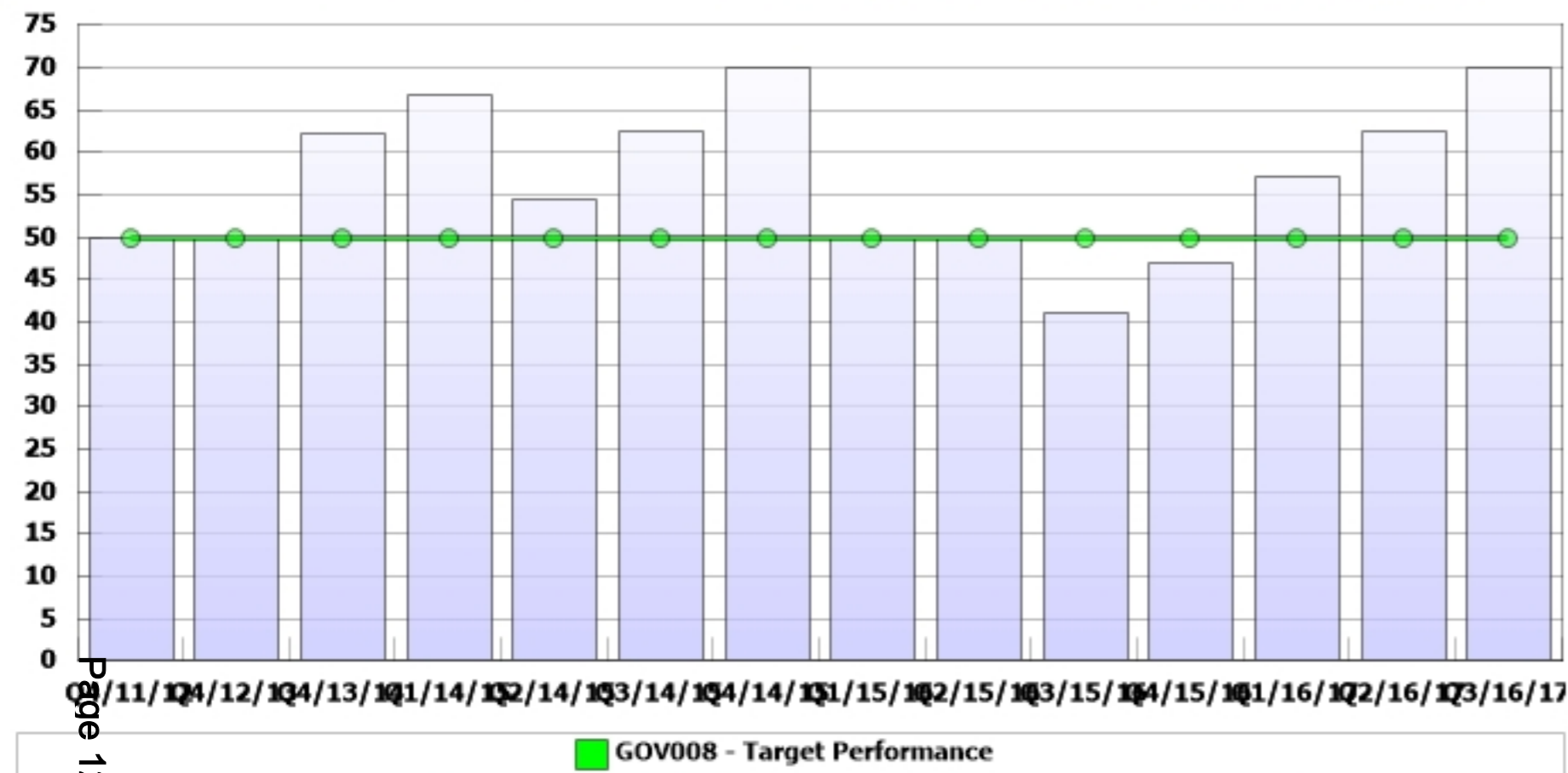
(Q3) - At officer team meeting, we will continue to look at each case for future improvements to be made, in particular to see if there are patterns emerging.

GOV008 What percentage of planning applications refused by Council Members against the planning officer's recommendations were granted permission to appeal?

Additional Information: This indicator is expressed as a percentage of the no. of appeals determined and seeks to assess the levels of applications that may be refused in order to meet development control performance targets. It measures the performance of only Officer Recommendations for grant of planning permission, overturned by Members.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual
Q3/16/17	50.0%	70.0%
Q2/16/17	50.0%	62.5%
Q1/16/17	50.0%	57.1%
Q4/15/16	50.0%	46.9%
Q3/15/16	50.0%	41.2%

is the direction of improvement
 Is it likely that the target will be met at the end of the year?
 No

Annual Target: 2016/17 - 50.0%
 2015/16 - 50.0%
 Indicator of good performance:
 A lower percentage is good

Comment on current performance (including context):

(Q3) Members decisions to refuse planning permission by reversing officer recommendations on planning applications were supported on appeal in 6 out of 20 cases, but 70% (14 applications) were allowed and therefore well outside of the target.

Corrective action proposed (if required):

(Q3) - 6 month review of planning appeal decisions are reported to Members and they are reminded of the need to take account of all planning considerations.

GOV07 What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal?

Outturn			Target
2013/14	2014/15	2015/16	2016/17
18.18%	21.3%	30.6%	20.00%

Responsible Officer

**Colleen O'Boyle
Director of Governance**

Improvement Action	Target Dates	Key Measures / Milestones
Review Appeal Decisions at 6 months	17 June 2016 and November 2016	Member training in June, analyse key appeal decisions at Governance Select Cttee, 6 month report to Area Plans - resulting in improved appeal performance by Q4.
Planning officers refusal report state a way forward, if there is one, so as to encourage a resubmission under a new planning application rather than appeal.	Ongoing, review quarterly	Reduction in the number submitted and proportion of those appeal submitted being allowed.

Finely balanced planning applications decisions to be recommended for approval rather than refusal, particularly those decisions taken at officer delegated level.	As and when required.	Reduction in the number submitted and proportion of those appeal submitted being allowed.
Specialist witness used to defend Council decision on complex appeals	As and when required and within set budget	Improved appeal performance by Q4, particularly for gypsy & traveller related appeals.

Please detail any budget or resource implications of the improvement actions you have listed overleaf. Please quantify any additional resources which will be required to implement the improvements and detail how the additional resources will be allocated.

In respect of more complex planning appeal hearings or a public inquiries, there is a Professional Fees annual budget of £24,640, which, when required, pays for specialist advice to help the Council defend appeals. Such examples include gypsy and traveller appeals, agricultural related cases and highway refusals where there is no highway objection from Essex County Council. Each year, there has been a need to use this consultancy resource, including, where necessary, helping Legal Services pay towards barrister fees.

Please describe any contextual factors, internal or external, which may impact upon the ability to deliver the improvements listed.

Full staff resource within the Development Control section is required to produce appeal statements on a strict time limit and attend hearing etc. All senior planning officers in Development Control have had hearing and public inquiry training.

Where external consultants are required to defend the Council's appeal, consultants who are used who are familiar with Epping Forest District and despite the narrow time parameters set by the Planning Inspectorate, this has proved successful in helping to defend the appeal.

The reliance on internal staff, again in specialist areas across the Council and Essex County Council, is invaluable.

GOV08 What percentage of planning applications refused by Council Members against the planning officer's recommendation were granted permission to appeal?

Outturn			Target
2013/14	2014/15	2015/16	2016/17
62.20%	70.00%	46.9%	50.00%

Responsible Officer

Colleen O'Boyle
Director of Governance

Improvement Action	Target Dates	Key Measures / Milestones
Training for Members and review Appeal Decisions at 6 months	17 June 2016 and November 2016	Member training in June, analyse key appeal decisions at Governance Select Cttee, 6 month report to Area Plans - resulting in improved appeal performance by Q4.
Members continue to state whether there is a way forward after a planning application is refused, if there is one, so as to encourage a resubmission under a new planning application rather than appeal.	Ongoing, review quarterly	Reduction in the number submitted and proportion of those appeal submitted being allowed.
Feedback and analyse appeal decisions as part of Development Control Team meeting.	Monthly meetings	Improve appeal performance

Specialist witness used to defend Council decision on complex appeals	As and when required and within set budget	Improved appeal performance by Q4, particularly for gypsy & traveller related appeals.
Follow the recommendation of the planning officer's committee report and only overturn it to a refusal if presenting officer considers it may succeed on appeal.	Each committee meeting	Reduction in number of appeals and appeals allowed.

Please detail any budget or resource implications of the improvement actions you have listed overleaf. Please quantify any additional resources which will be required to implement the improvements and detail how the additional resources will be allocated.

In respect of more complex planning appeal hearings or a public inquiries, there is a Professional Fees annual budget of £24,640, which, when required, pays for specialist advice to help the Council defend appeals. Such examples include gypsy and traveller appeals, agricultural related cases and highway refusals where there is no highway objection from Essex County Council. Each year, there has been a need to use this consultancy resource, including, where necessary, helping Legal Services pay towards barrister fees.

Please describe any contextual factors, internal or external, which may impact upon the ability to deliver the improvements listed.

Full staff resource within the Development Control section is required to produce appeal statements on a strict time limit and attend hearing etc. All senior planning officers in Development Control have had hearing and public inquiry training.

Where external consultants are required to defend the Council's appeal, consultants who are used who are familiar with Epping Forest District and despite the narrow time parameters set by the Planning Inspectorate, this has proved successful in helping to defend the appeal. The reliance on internal staff, again in specialist areas across the Council and Essex County Council, is invaluable.



Report to: Governance Select Committee

Date of meeting: 31 January 2017

Portfolio: Leader (Councillor C. Whitbread)

Subject: Corporate Plan Key Action Plan 2016/17 – Quarter 3 progress

Officer contact for further information: Barbara Copson (01992 564042)

Democratic Services Officer: Jackie Leither (01992 564756)

Recommendations/Decisions Required:

- (1) That the Committee review the first quarter (Q3) progress of the Corporate Plan Key Action Plan for 2016/17 in relation to its areas of responsibility; and
- (2) That the Committee identifies any actions arising from the Corporate Plan Key Action Plan for 2016/17 Q3 within its areas of responsibility, which require in-depth scrutiny or further report on current progress.

Executive Summary:

The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the five-year period from 2015/16 to 2019/20. The priorities or Corporate Aims are supported by Key Objectives, which provide a clear statement of the Council's overall intentions for these five years.

The Key Objectives are delivered by an annual action plan, with each year building upon the progress against the achievement of the Key Objectives for previous years. The annual action plans contain a range of actions designed to achieve specific outcomes and are working documents and are therefore subject to change and development to ensure the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

The Corporate Plan Key Action Plan for 2016/17 was agreed by the Cabinet in March 2016. Progress in relation to all actions and deliverables is reviewed by the Cabinet, the Overview and Scrutiny Committee, and the appropriate Select Committee, on a quarterly basis.

Reasons for Proposed Decision:

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance.

Some actions have cross directorate responsibility. Where this is the case the most appropriate Select Committee is requested to consider the action. This report presents progress against the Key Action Plan for 2016/17 for actions most appropriately considered by the Governance Select Committee.

Other Options for Action:

Actions with cross directorate responsibility could be considered by an alternative Select Committee, or not considered by the Select Committees.

Report:

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the Plan. It focuses on a number of key areas that the Council needs to focus on during that time and helps to prioritize resources to provide quality services and value for money. These key areas are known as the Corporate Aims and are supported by a set of Key Objectives which represent the Council's high-level initiatives and over-arching goals to achieve the Corporate Aims. The Key Objectives are in turn, delivered via an annual Key Action Plan.
2. The Key Action Plan 2016/17 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2016/17. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.
3. The annual action plans are working documents are subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement. The Leader of Council, in consultation with the Chief Executive, is authorised to agree any further changes to Key Action Plans, following their approval by the Council.
4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. Quarter 3 progress against the individual actions of the 2016/17 Key Action Plan, is as below: In reporting progress, the following 'status' indicators have been applied to the to individual actions:

Achieved (Green) - specific deliverables or actions have been completed or achieved in accordance with in-year targets;

On-Target (Green) - specific deliverables or actions will be completed or achieved in accordance with in-year targets;

Under Control (Amber) - specific deliverables or actions have not been completed or achieved in accordance with in-year targets, but completion/achievement will be secured by a revised target date (specified) or by year-end;

Behind Schedule (Red) - specific deliverables or actions have not been completed or achieved in accordance with in-year targets and completion/achievement may not be secured by year-end; and

Pending (Grey) - specific deliverables or actions cannot currently be fully completed or achieved, as they rely on the prior completion of other actions or are dependent on external factors outside the Council's control.

5. There are 49 actions **in total** for which progress updates for Q3 are as follows:

• Achieved or On-Target:	26 (53%)
• Under Control:	13 (27%)
• Behind Schedule:	4 (8%)
• Pending:	6 (12%)
Total	49 (100%)

8 actions fall within the areas of responsibility of the Governance Select Committee. At the end of Q3:

- 6 (75%) of these actions have been 'Achieved' or are 'On-Target'
 - 2 (25%) of these actions are 'Under Control'
 - 0 (0%) of these actions are 'Behind Schedule'
 - 0 (0%) of these actions are 'Pending'
6. The Committee is requested to review the Q3 progress against Key Action Plan for 2016/17 as set out in Appendix 1 of this report, and identify any actions that require more in-depth scrutiny or further progress reports.
7. This report will also be considered by the Cabinet on 9 March 2017 and by the Overview and Scrutiny Committee on 28 February 2017

Resource Implications: None for this report.

Legal and Governance Implications: None for this report. Performance monitoring contributes to the delivery of value for money.

Safer, Cleaner, Greener Implications: None for this report.

Consultation Undertaken: The performance information set out in this report has been submitted by each responsible service director.

Background Papers: Relevant documentation is held by responsible service directors.

Impact Assessments:

Risk Management: None for this report.


Equality: None for this report.

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Aim (i) 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.

Key Objective (i)(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 Directorates	Target Date	Status	Progress
1) Liaise with the Communities Directorate on Housing related / led projects is constructive and productive to retain Building Control project work in-house	Governance	30-Apr-16	Achieved	(Q1 2016/17) - We continue to enjoy a constructive and responsive relationship between directorates and building income continues to exceed budget. (Q2 2016/17) – As above. (Q3 2016/17) - As above.
3) Estates colleagues to include use of the in-house building control service in their standard negotiations	Governance	30-Apr-16	Under Control	(Q1 2016/17) - The directorates continue to liaise to embed the inclusion of the in-house service in negotiations. (Q2 2016/17) – Progress has been made but we need to continue to embed this process. (Q3 2016/17) - Building control is continuing to hold constructive dialog with estates officers.
6) Identify and undertake measures to raise the profile and successes of the in-house building control team.	Governance	30-Apr-16	Under Control	(Q1 2016/17) The Staples Road Junior School in Loughton was shortlisted for the Local Authority Building Control awards held in Cambridge and the team continues to promote partnership working resulting in healthy income levels. (Q2 2016/17) - We are continuing to train our own officers to ensure the quality of the service which we have to market.

7) Participate in the renegotiations of the contracts for the provision of on-line Governance library services	31-Mar-17		Achieved	<p>(Q3 2016/17) - National recognition for both building control trainees and increased income demonstrate the commitment to and of the in house building control team.</p> <p>(Q1 2016/17) - As part of PLP the legal service continues to benefit from reduced online library services in a form of savings.</p> <p>(Q2 2016/17) – As above.</p> <p>(Q3 2016/17) - as above.</p>
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Aim (iii) 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.

Key Objective (iii)(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 Directorates	Target Date	Status	Progress
2) Implement and/or produce an Implementation Plan for, the agreed proposals for improving customer contact.	Management Board	31-Mar-17	On Target	<p>(Q1 2016/17) - The customer contact project team continues to make good progress. A Head of Customer Service is due to be appointed shortly.</p> <p>(Q2 2016/17) – Head of Customer Services has been appointed and is due to start on 2 November. Implementation plan produced and implementation continues. A portfolio Holder decision on purchase of CMS software has been taken and now being actioned to allow prototyping work to be undertaken through to March 2017. A draft specification for the reception work has been agreed with Facilities which now moves to initial design stage. A further period of monitoring of visitor patterns was undertaken in September. A Channel shift/process mapping day will take place in early November. New ICT analyst position now filled and started working on our online forms to transition them to the new CMS.</p>



(Q3 2016/17) Complaints handling revised to two stage process. Process mapping undertaken. Prototyping of new CRM scoped.

Key Objective (iii)(b) To utilise 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 Directorates	Target Date	Status	Progress
1) Achieve significant progress in the scanning of paper and microfiche Development Control files	Governance	31-Mar-17	On Target	<p>(Q1 2016/17) - The dedicated team continues to scan Planning files with a view to supporting flexible and remote working and reducing space requirements.</p> <p>(Q2 2016/17) – The team is up to speed and we continue to scan the files to support flexible working.</p> <p>(Q3 2016/17) - Cabinet has agreed continued funding for a three year scanning project based on a full report of progress to date.</p>
2) Scan Building Control paper and microfiche files to promote flexible working and reduce storage costs.	Governance	31-Mar-17	On Target	<p>(Q1 2016/17) - The dedicated team continues to scan building control with a view to supporting flexible and remote working and reducing space requirements.</p> <p>(Q2 2016/17) – As above.</p> <p>(Q3 2016/17) - Cabinet has agreed continued funding for a three year scanning project based on a full report of progress to date.</p>
3) Undertake document scanning projects in Legal Services and Development management to support the Transformation Programme.	Governance	31-Mar-17	On Target	<p>(Q1 2016/17) - We continue to scan legal documents and we are embarking on a program of creating electronic files for certain categories of legal work. Approximately 20% of the 2383 Council Deeds have been scanned and up-loaded onto the Council’s mapping system. Additionally a spreadsheet has been developed to organise approximately 6000 miscellaneous documents in preparation for scanning.</p>



(Q2 2016/17) - We had a slight delay with the scanning as a result of a member of staff leaving and recruitment of a replacement. The new officer is in the progress of being trained.

(Q3 2016/17) - Good progress is being made following the appointment to a temporary scanning post within legal.