

# **Supplementary Committee Agenda**



## **Overview & Scrutiny Committee Thursday, 15th October, 2020**

**Place:** Virtual Meeting on Zoom

**Time:** 7.30 pm

**Democratic Services Officer:** Gary Woodhall  
Tel: (01992) 564243  
Email: [democraticservices@eppingforestdc.gov.uk](mailto:democraticservices@eppingforestdc.gov.uk)

---

### **14. CORPORATE PLAN KEY ACTION PLAN 2020/21 - QUARTER 2 PROGRESS (Pages 85 - 108)**

(Service Manager – Strategy, Delivery & Performance) This report will be published on a supplementary agenda to ensure an up-to-date set of figures is included for Quarter 2.

This page is intentionally left blank

## Report to Overview & Scrutiny Committee

**Date of meeting: 15 October 2020**

**Portfolio:** Leader (Councillor C Whitbread)

**Subject:** Overview and Scrutiny – Corporate Programme Governance and Reporting

**Officer contact for further information:** Louise Wade (lwade@eppingforestdc.gov.uk/ 01992 642311)

**Democratic Services Officer:** G Woodhall (01992 564243)



---

### Recommendations/Decisions Required:

- (1) That the Committee understand the internal governance that has been established to manage and deliver the programmes of work aligned to the Stronger council ambitions in 2020/21;
- (2) That the committee note the programmes of work aligned to the Stronger select ambitions
- (3) That the committee note the scope of the corporate programme of work and associated benefits in 20/21 which will be used to baseline Corporate performance management.
- (4) That the committee decide on the scope of reporting required for Overview & Scrutiny in 20/21. Specifically deciding on whether all programmes and projects contained within this document should be presented to Stronger council or only key identified projects.

#### Options:

- a. Summary of progress at programmes of work and project level
  - b. Summary of progress at a Stronger Select level with exceptions reported at a project level
- (5) That the committee reviews the report in relation to the performance of the programme of work for 20/21 and notes the following exceptions flagging as Red:
- a. **Telecare offering project:** Due to delay in cessation of service following withdrawal of ECC tender. Milestones will be re-baselined in Q3
  - b. **ICT Restructure:** Due to delay in completion of restructure.
  - c. **Local Plan:** Due to delay in the review of main modifications document as a result of inspectors limited capacity to review.
1. Corporate plan programmes scope and performance measurement report
- (6) That the committee reviews the Q1 and Q2 performance of KPIs that were previously used in 19/20 and note those KPIs that have not been reported
2. Quarterly KPI performance report

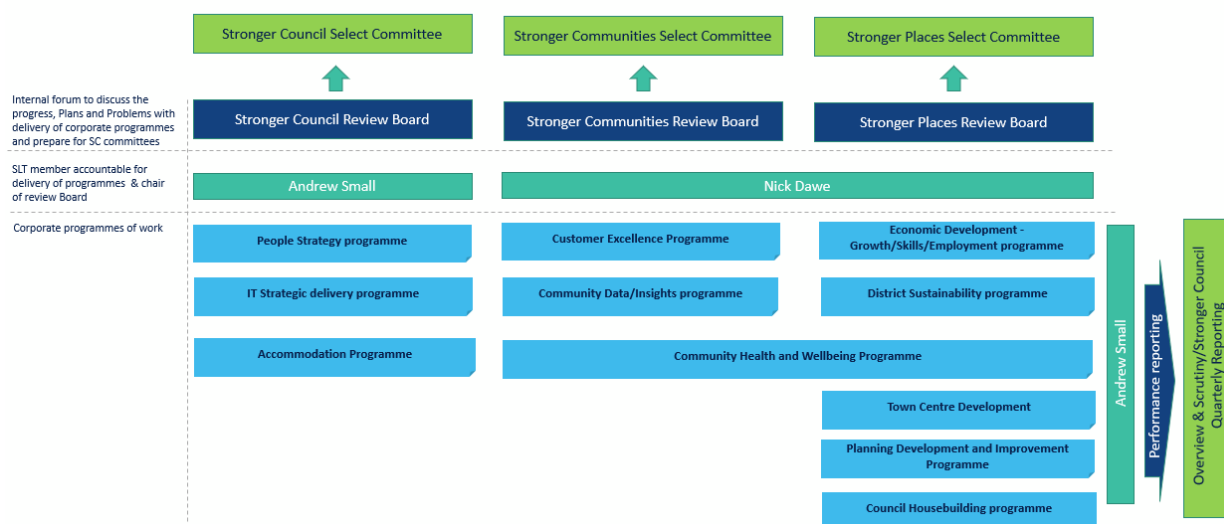
- (7) That the committee reviews the recommended KPIs that are suggested for 20/21 and make any decisions to remove or include additional KPIs across the service areas

### 3. Recommended KPIs for 20/21 performance in Q3 report

## Report:

### (1) Internal Corporate Governance structure

An internal officer governance structure has been established to focus on the delivery of the Corporate programmes aligned to the Stronger ambition objectives. Each programme will have a clear brief, with defined benefits and a milestone plan which will be reviewed and discussed on a monthly basis and key information and decisions taken to the relevant select committees. Programmes will be led by a director enabling Corporate Performance management to be aligned with individual performance management.



### (2) Stronger ambition Corporate Programme Alignment

All projects have been aligned under the one of the 3 Stronger select agendas as detailed below. It is noted that as our recovery planning and response evolves projects will evolve and there are clear interdependencies across the programmes.

Stronger Communities Programmes and Projects, (SRO Nick Dawe)	
<b>Community Health and Wellbeing Programme</b>	
Lead officer: Jen Gould	
<ul style="list-style-type: none"> <li>Community health and wellbeing project (Pilot in WA and Ongar)</li> <li>Review and Rationalisation of Epping Forest Museum Collection</li> </ul>	

<p><b>Customer Excellence Programme</b></p> <p>Lead Officer: Rob Pavey</p> <ul style="list-style-type: none"> <li>▪ Fix the Basics</li> <li>▪ Customer Culture Development</li> <li>▪ Digital customer journey</li> <li>▪ Partnership hub</li> <li>▪ Digital Payments</li> <li>▪ Digital Members journey</li> <li>▪ Integrated website</li> </ul>
<p><b>Community Data/Insights Programme</b></p> <p>Lead Officer: Rob Pavey</p> <ul style="list-style-type: none"> <li>▪ Research and feasibility recommendations</li> </ul>
<p><b>Stronger Place programmes and projects (SRO Nick Dawe)</b></p>
<p><b>Community Health and Wellbeing Programme</b></p> <p>Lead Officer: Jen Gould</p> <ul style="list-style-type: none"> <li>▪ Private Sector letting initiative</li> <li>▪ Sheltered Housing review</li> <li>▪ Telecare offering review</li> </ul>
<p><b>Council Housebuilding Programme</b></p> <p>Lead Officer: Deborah Fenton</p> <ul style="list-style-type: none"> <li>▪ Council Housebuilding project</li> <li>▪ Housing and Asset Management system</li> <li>▪ Service Charge Review/Great Place to live</li> </ul>
<p><b>District Sustainability Programme</b></p> <p>Lead Officer: Kim Durrani/Alison Blom-Cooper</p> <ul style="list-style-type: none"> <li>▪ Climate Emergency actions</li> <li>▪ Strategic Alternative areas of natural growth</li> <li>▪ Sustainable Transport</li> </ul>
<p><b>Planning Development and Improvement Programme</b></p> <p>Lead Officer: Nigel Richardson/Alison Blom-Cooper</p> <ul style="list-style-type: none"> <li>▪ Digital Planning Process Improvement and digital solution</li> <li>▪ Local Plan</li> </ul>
<p><b>Economic Development</b></p> <p>Lead Officer: Julie Chandler</p> <ul style="list-style-type: none"> <li>▪ Digital Enablement and Gateway</li> <li>▪ Enterprise zone</li> <li>▪ Feasibility on Epping Forest cultural and community hub</li> </ul>

<ul style="list-style-type: none"> <li>▪ Local Business and Suppliers</li> <li>▪ Local Skills and Opportunities</li> </ul>
<p><b>Town Centre Development</b></p> <p>Lead Officer: Julie Chandler</p> <ul style="list-style-type: none"> <li>▪ EFDC Investment Assets</li> <li>▪ Town Centre Development</li> <li>▪ Safer Spaces</li> <li>▪ Leisure Management contract</li> <li>▪ Waste Management contract</li> </ul>
<b>Stronger Council Programmes and Projects, (SRO Andrew Small)</b>
<p><b>Accommodation Programme</b></p> <p>Lead officer: Louise Wade</p>
<p><b>IT Strategy Programme</b></p> <p>Lead Officer: Paula Maginnis</p> <ul style="list-style-type: none"> <li>▪ ICT Restructure</li> <li>▪ Business Application review</li> <li>▪ Cyber security review</li> <li>▪ Service Management Project</li> <li>▪ Mobile Phone project</li> <li>▪ Infrastructure refresh project</li> <li>▪ Flexible and Remote working</li> <li>▪ Device, Desktop and Laptop strategy</li> </ul>
<p><b>People Programme</b></p> <p>Lead Officer: Paula Maginnis</p> <ul style="list-style-type: none"> <li>▪ Attracting, Onboarding and Retaining talent project</li> <li>▪ Developing our skills and behaviours project</li> <li>▪ Engagement and Wellbeing project</li> <li>▪ High Performing and Flexible workforce project</li> <li>▪ Internal Policy and process improvement project</li> </ul>

**Reason for decision:** To enable Overview & Scrutiny committee to review progress of delivery for Corporate Programmes and KPIs and to decide on the level of reporting at future scrutiny meetings

**Legal and Governance Implications:**

There are no legal or governance implications arising from the recommendations of this report. However, any implications arising from actions to achieve specific objectives or benefits will be identified by the responsible Service Director.

**Safer, Cleaner, Greener Implications:**

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the Safer, Cleaner and Greener

initiative, or any crime and disorder issues with the district. Relevant implications arising from actions to achieve specific objectives or benefits will be identified by the responsible Service Director.

**Consultation Undertaken:**

Leadership Team

Overview & Scrutiny Committee

**Background Papers:**

Strategy and Corporate plan

**Risk Management:**

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from re-planning or actions to achieve specific objectives or benefits will be identified by the responsible service director during business planning and communicated to the Corporate Risk Management Group.

This page is intentionally left blank



## 2. Corporate plan programmes scope and performance measurement report

Community Health and Wellbeing Programme		Lead Officer: Jen Gould		
Sheltered Housing Review project				
Goal	Benefits	Aspirational milestones		Progress
The goal is to ensure that we deliver accommodation that meets our older tenants’ housing needs while making the best use of our housing stock.	<ul style="list-style-type: none"><li>▪ Meeting the modern housing, health and social care needs of our growing older population</li><li>▪ Make the best use of the Council’s housing stock</li></ul>	<u>Q3</u> <ul style="list-style-type: none"><li>▪ Wifi install in communal areas</li><li>▪ Improve Marketing and Promotion of sheltered housing</li></ul> <u>Q4</u> <ul style="list-style-type: none"><li>▪ Stronger Place Select committee – 3 year action plan</li><li>▪ SH impact to 55plus review</li></ul>		Photos of all schemes have been taken for use when advertising voids via CBL & SHOs now providing sales description.
Wider Determinants of Health Improvement project				
<p>Delivery of activities that contribute to an overall reduction in health deprivation in the pilot wards.</p> <p>A tested place-based approach that can be replicated to respond to the health inequality needs of other areas.</p>	<ul style="list-style-type: none"><li>▪ Improved health and wellbeing of residents in pilot area resulting in a reduction in otherwise necessary intervention from primary and secondary care providers, local authority and other welfare based statutory and non-statutory services</li><li>▪ Opportunity to pilot project prior to rolling out to further parts of the district.</li></ul>	<u>Q3</u> <ul style="list-style-type: none"><li>▪ Summary of Community consultation in pilot wards to gather qualitative insight into residents’ needs</li><li>▪ Health and Wellbeing Board approval of multi agency group action plans outlining key activities to address needs of pilot areas</li></ul>		<p>New pilot programme of work has been launched in Paternoster, Waltham Abbey and Shelley, Ongar</p> <p>Resident engagement and research carried out through open conversations.</p> <p>Key findings highlighted a focus and set of actions to:</p> <ul style="list-style-type: none"><li>- Improve Mental Health &amp; Wellbeing</li><li>- Improve lifestyles</li><li>- Build Resilient Communities</li></ul>
Museum Collection Rationalisation project				
Rationalise the collection to make more improve the collections available making more accessible for local community, and efficient and effective use of storage. .	<ul style="list-style-type: none"><li>▪ More accessible and relevant collections</li><li>▪ Reduction in storage costs making a saving to the revenue budget</li></ul>	<u>Q4</u> <ul style="list-style-type: none"><li>▪ Develop high level Action Plan for programme of work over 3 years</li></ul>		Project Officer has been recruited and started in September. First Project Management team meeting was held on 30 September with key actions being taken forward to start the pilot project

	<ul style="list-style-type: none"> <li>▪ Collections that are managed and cared for to industry standards ensuring their longevity</li> </ul>			of the North Weald Container in October.
<b>Private Sector Lettings project</b>				
<p>To provide suitable and affordable accommodation to those people who are experiencing homelessness.</p> <p>To utilise the scheme as a prevention tool</p> <p>To reduce the use and cost of temporary accommodation</p> <p>To effectively and lawfully discharge homelessness duties</p>	<ul style="list-style-type: none"> <li>▪ Suitable, good quality, affordable accommodation for clients.</li> <li>▪ Reduce the numbers in and the costs of temporary accommodation.</li> <li>▪ Caseloads reduced</li> <li>▪ Decision time reduced</li> </ul>	<p><u>Q2</u></p> <ul style="list-style-type: none"> <li>▪ Recruitment to Private Sectors Letting Officer</li> </ul> <p><u>Q4</u></p> <ul style="list-style-type: none"> <li>▪ Secure a minimum of 65 private sector lets</li> <li>▪ Create and market a private sector letting offer to attract landlords</li> </ul>		Recruitment of private sector lettings officer complete
<b>Telecare offering</b>				
<p>Cessation of the delivery of Telecare and move to ECC country-wide care provision of technology service for telecare and assistive technology delivery.</p>	<p>Improved technology provision due to scale of investment.</p> <p>Transfer of operational and financial risk to ECC.</p>	<p><u>Q3</u></p> <ul style="list-style-type: none"> <li>▪ Cessation on delivery of telecare service</li> </ul>		<p>ECC withdrew tender and are now looking to rescope tender in April of next year.</p> <p>Impact of delay and possible cost implications will be presented to cabinet in January.</p>

Customer Excellence Programme		Lead Officer: Rob Pavey		
Fix The basics				
Goal	Benefits	Aspirational milestones		Progress
Improvement of essential customer service processes and operations to improve the effectiveness of the function and service delivered to customer and providing a solid foundation	<ul style="list-style-type: none"><li>Improved Customer Satisfaction</li><li>Efficiency in Customer Service centre</li><li>Improved response times</li></ul>	<u>Q2</u> <ul style="list-style-type: none"><li>ICS Benchmark survey</li><li>Customer Feedback channel created through social media</li><li>Out of hours new contract procurement</li></ul> <u>Q3</u> <ul style="list-style-type: none"><li>Customer Feedback review</li><li>CHW 1st line migration to contact centre</li></ul> <u>Q4</u> <ul style="list-style-type: none"><li>Contact centre Operating Hours review</li></ul>		Customer Survey completed and presented Out of hours contract procurement agreed Additional feedback channel created through the launch of social media channels
Customer shoes culture				
Improve the way we interact and respond to customers by improving the behaviours of interaction through training and recognition	<ul style="list-style-type: none"><li>Improved Customer Satisfaction</li><li>Improved employee understanding of customer value</li><li>Reduction in complaints</li></ul>	<u>Q3</u> <ul style="list-style-type: none"><li>Customer Shoes Behavioural training pilot</li></ul> <u>Q4</u> <ul style="list-style-type: none"><li>Training Plan</li></ul>		Training provider identified and pilot to take place in Q3
Embracing New Technology				
Increase the digitisation of the customer journey	<ul style="list-style-type: none"><li>Speed of interaction and resolution for customers</li><li>Making certain service interactions available 24/7 to our customers</li><li>Improved data capturing</li></ul>	<u>Q3</u> <ul style="list-style-type: none"><li>Firm Step Calendar bookings</li></ul> <u>Q4</u> <ul style="list-style-type: none"><li>Customer single Sign on</li></ul>		Several enhancements to the digital journey of residents and access to website forms was made during lockdown
Members				
Improve the Members experience as a customer	<ul style="list-style-type: none"><li>Speed of interaction and resolution</li><li>Improved customer satisfaction</li></ul>	<u>Q4</u> <ul style="list-style-type: none"><li>Councillor Portal</li></ul>		

<b>Partnership working</b>				
Making services available to those unable to access technology or looking to access services in person	<ul style="list-style-type: none"> <li>▪ Increase information and availability of services</li> </ul>	<u>Q4</u> <ul style="list-style-type: none"> <li>▪ Multi-Agency hub launch</li> </ul>		
<b>Digital Payments</b>				
Refresh payment component of customer journey	<ul style="list-style-type: none"> <li>▪ Improved Customer journey</li> <li>▪ Improved speed of service for customers</li> </ul>	<u>Q3</u> <ul style="list-style-type: none"> <li>▪ Wallet and Recurring payment launch</li> <li>▪ PCC DSS compliance project (Payment industry Compliancy to protection of income through payments)</li> </ul>		
<b>Communications and PR</b>				
Improve the accessibility of customer information and services	<ul style="list-style-type: none"> <li>▪ Improved accessibility to all customers</li> <li>▪ Reduction in amount of websites to access information</li> <li>▪ Improved Customer Journey</li> </ul>	<u>Q1</u> <ul style="list-style-type: none"> <li>▪ Website upgrade - 4 button usability improvements</li> </ul> <u>Q2</u> <ul style="list-style-type: none"> <li>▪ Microsite creation and launch</li> <li>▪ Website accessibility compliant</li> </ul>		Usability of website improved from the introduction of 4 button "Pay, Report, Apply, Book"  Microsites for Museum, North Weald and country care Website accessibility compliance completed

Community and Data Insights Programme		Lead Officer: Rob Pavey		
High Performing and Flexible Workforce				
Goal	Benefits	Aspirational milestones		Progress
Provide insight for the future design of our service based on data and behavioural analysis Provide customer-centric services	<ul style="list-style-type: none"><li>▪ Services are designed and planned for based around informed decision-making</li><li>▪ This assists in cutting waste in service provision directing resources towards defined and informed needs.</li></ul>	<u>Q3</u> <ul style="list-style-type: none"><li>▪ Establish Corporate objectives for Community Data Insight objectives</li><li>▪ Provide Options for Data analysis tools</li></ul>		Programme initiated

People Programme		Lead Officer: Paula Maginnis		
High Performing and Flexible Workforce				
Goal	Benefits	Aspirational milestones		Progress
Creating a culture of collaboration, innovation and creativity	<ul style="list-style-type: none"><li>Enable our employees to fulfil their potential and be high-performing</li></ul>	<u>Q3</u> <ul style="list-style-type: none"><li>Organisational alignment to delivery</li></ul> <u>Q4</u> <ul style="list-style-type: none"><li>Digital Performance Management Review and implementation</li><li>New automated recruitment process through iRecruit</li></ul>		Organisation structure alignment to delivery of work complete
Attracting, On Boarding and retaining the best talent				
Creating a strong people brand that is inspiring and motivating harnessing technology and social media platforms	<ul style="list-style-type: none"><li>Attract new talent to join</li><li>Retain talented individuals</li></ul>	<u>Q3</u> <ul style="list-style-type: none"><li>Onboarding process, redesign and roll out</li></ul>		Onboarding process design progressing and in pilot
Engagement and Wellbeing				
Creating a working environment where employees wellbeing is an integral part, and organisational decisions taking into account the impact on employees.	<ul style="list-style-type: none"><li>Increased employee satisfaction</li><li>Contributing factor in the health and wellbeing of our employees</li></ul>	<u>Q2</u> <ul style="list-style-type: none"><li>Mental Health Line manager training delivered</li><li>Perkbox – Integrated EAP and Wellbeing Platform</li></ul> <u>Q3</u> <ul style="list-style-type: none"><li>Perkbox – Integrated engagement platform</li></ul> <u>Q4</u> <ul style="list-style-type: none"><li>Perkbox – Integrated recognition platform</li><li>1/10 trained in Mental Health</li></ul>		Covid 19 - Mental health and wellbeing support package launched including support tools, counselling, coaching and resilience training  Perkbox - EAP platform launched
Internal Policy and Process improvement				
Continuous improvement of the council’s people management policies, processes and procedures and function	Increased speed of response Improvement in internal customer satisfaction and employee journey	Q2 People Team restructure		People Team Restructure complete

ICT Strategy Programme		Lead Officer: Paula Maginnis		
ICT restructure				
Goal	Benefits	Aspirational milestones		Progress
Reorganise ICT team to provide cross functional skills required to support delivery of projects Reduce overall headcount	<ul style="list-style-type: none"><li>Reduction in operating costs, ensure rights skills and capacity</li></ul>	Q3 <ul style="list-style-type: none"><li>Complete Restructure</li></ul>		Restructure put on hold during Covid 19 initial phase. This has now resumed Appointment of Team managers has completed. Restructure of IT function is expected to complete within Q4.  RAG Status reason: Due to delay in completion of restructure.
Service Management (Service Desk tool/Process)				
Replace old system(HOTH), with simplified SaaS. Improve Service processes and overall service internal provision	<ul style="list-style-type: none"><li>More user friendly</li><li>Increased automation</li><li>Better management reports</li></ul>	<u>Q2</u> <ul style="list-style-type: none"><li>Phase 1 – system implementation</li></ul> <u>Q4</u> <ul style="list-style-type: none"><li>Phase 2 – Process improvement and migration of old system</li></ul>		Implementation of system complete
Flexible and Remote Working				
Enable employees to work flexibly and remotely	<ul style="list-style-type: none"><li>Enables effective flexibility for employees and their work location and also supports the reduced desk ratio available within Civic</li></ul>	<u>Q2</u> <ul style="list-style-type: none"><li>Teams Rollout</li><li>Laptop standards issued</li></ul> <u>Q4</u> <ul style="list-style-type: none"><li>O365 rollout complete</li><li>Govroam (Wifi roaming in public sector locations) complete</li></ul>		Teams successfully rolled out to enable remote working. Users have successfully adopted tools.
Device, Desktop and Laptop Strategy				
Support versions of OS in use. Single remote access solution Single team to deliver new devices	<ul style="list-style-type: none"><li>Simpler support model for less complex environment.</li><li>Improved IT Service</li><li>Better user experience.</li></ul>	<u>Q4</u> Establish action plan		

<b>Mobile Phone Review</b>				
Reduce mobile phone ownership and usage	<ul style="list-style-type: none"> <li>Reduce cost and complexity</li> </ul>	<u>Q4</u> <ul style="list-style-type: none"> <li>Assessment and strategy complete</li> </ul>		
<b>Infrastructure Review</b>				
Refresh our DR capability and improve network resilience	<ul style="list-style-type: none"> <li>Increase resilience and risk across the network</li> </ul>	<u>Q2</u> <ul style="list-style-type: none"> <li>DR infrastructure installed</li> </ul> <u>Q3</u> <ul style="list-style-type: none"> <li>Infrastructure testing complete</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>Further Infrastructure strategy action plan complete</li> </ul>		DR capability implemented, further technical and business testing
<b>Cyber Security Review</b>				
Review current cyber security controls	<ul style="list-style-type: none"> <li>Providing security that enables users to access sites and information whilst also protecting the council</li> <li>Reduction in help desk tickets</li> </ul>	<u>Q2</u> <ul style="list-style-type: none"> <li>Complete review</li> </ul>		Review complete and Strategic Information Governance forum and process implemented that reviews the risk associated with security on a case by case basis. Standards are then applied across the controls.
<b>Business Application Review</b>				
Understand all applications Identify unsupported ones Implement supplier mgt Decommission out of date / used systems Move applications to SaaS Blueprint for future applications	<ul style="list-style-type: none"> <li>Value for money / fit for purpose applications</li> <li>Improved supplier performance</li> <li>Remove unsupported business processes (e.g. spreadsheets)</li> <li>Increase customer self service</li> </ul>	<u>Q2</u> <ul style="list-style-type: none"> <li>Business Architecture current state</li> <li>Business Partner model implemented</li> </ul> <u>Q3</u> <ul style="list-style-type: none"> <li>Supplier management process implemented</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>Strategy and plan for business application architecture</li> </ul>		Initial business architecture complete enabling a foundation on which to develop future state strategies. Improved internal business partnership discussion due to new service model.  A new IT Portfolio governance model has been introduced to prioritise the backlog of IT business projects.

Accommodation Programme		Lead Officer: Louise Wade		
Goal	Benefits	Aspirational milestones		Progress
<p>Accommodation Strategy: programme A range of projects to improve the design &amp; development of the Councils buildings &amp; assets and the way in which employees work</p> <ol style="list-style-type: none"> <li>1. Refurbishment works</li> <li>2. Infrastructure and Technology</li> <li>3. Travel Plan</li> <li>4. Furniture, fixtures and fittings</li> <li>5. Change &amp; Ways of Working</li> <li>6. Partners and Commercial opportunities</li> <li>7. Customer Service Workstream</li> </ol>	<ul style="list-style-type: none"> <li>▪ Better use of council assets</li> <li>▪ Improved Employee satisfaction</li> <li>▪ Revenue opportunities</li> <li>▪ Reduction in cost through the reduced use of council assets</li> </ul>	<p><u>Q2</u></p> <ul style="list-style-type: none"> <li>▪ Agree FFF schedule, furniture and place order</li> <li>▪ AV Design complete</li> <li>▪ Complete proposed travel plan</li> </ul> <p><u>Q3</u></p> <ul style="list-style-type: none"> <li>▪ Procurement tender on printing project commenced.</li> <li>▪ Ascertain final agreement on lease/rental fees for 3rd parties</li> <li>▪ Ways of working and members workshops held</li> </ul> <p><u>Q4</u></p> <ul style="list-style-type: none"> <li>▪ Refurbishment work complete in 323 &amp; Civic</li> <li>▪ Complete FF&amp;E, AV, Desktop and IT Installation</li> </ul>		<p>Refurbishment work is progressing well with intended completion date of Q4. Covid has allowed us to model effective flexible working and majority of employees have expressed a keen desire to continue working flexibly. FFF is delayed but a focus in Q3 means it is not expected to impact the overall date of programme</p> <p>AV design is completed, including a resource booking tool.</p> <p>Commercialisation discussions are going well with a buoyant market and interested parties, commercial agents have been appointed.</p> <p>Travel plan proposals have been delayed but with the recruitment of a sustainable transport officer plans are progressing with proposal going to cabinet in Dec.</p> <p>RAG status reason: Delays within individual workstreams but not currently expected to delay overall delivery of programme. Currently awaiting timelines from suppliers.</p>



Council Housebuilding Programme		Lead Officer: Deborah Fenton		
Council housebuilding				
Goal	Benefits	Aspirational milestones		Progress
To deliver the Council housebuilding programme	<ul style="list-style-type: none"><li>▪ Contributes to addressing local housing requirements</li><li>▪ Investing in communities with high quality design</li><li>▪ Supports local economy through supporting small and medium businesses in supply chain</li><li>▪ Creating jobs within the community</li></ul>	<u>Q2</u> On site start Phase 4.1 <u>Q3</u> On site start Phase 4.2 Onsite start Phase 4.3 <u>Q4</u> Onsite start Phase 4.4		Phase 4.1: On Site activity has now occurred Chequers Rd (A) and Bushfields Phase 4.2: During a recent pre-commencement meeting the anticipated possession dates and initial start on site dates were presented subject to a further period of 2 – 3 weeks to allow for a staggered start on site Phase 4.3: These sites have been recently tendered and are now being analysed and will be reported upon in the form of a further Tender Report which will be presented at the next forthcoming CHBCC Phase 4.4: Both these sites are awaiting consent and have been delayed by the Local Plan and SAC issues which it is hoped will be resolved soon.
Housing and Asset Management System				
Replacement of a legacy system that has reached end of life. Replacing manual processes and spreadsheet and enabling agile and mobile working. Improve the management information and improve analytics to identify improvements.	<ul style="list-style-type: none"><li>▪ Improve the efficiency and effectiveness of Housing service</li><li>▪ Support the effectiveness of customer service</li><li>▪ Proactive response to housing management using data analytics</li></ul>	<u>Q3</u> <ul style="list-style-type: none"><li>▪ High level Requirements complete</li><li>▪ Initial tender response and evaluation complete</li></ul> <u>Q4</u> <ul style="list-style-type: none"><li>▪ Cabinet approval and award</li></ul>		Project initiated and requirements gathering in progress.

Service Charge Review/More than bricks and mortar project				
Develop a fair charging regime which mirrors the costs to the District for carrying out services for communal areas in tenanted blocks. Work with communities to identify where investment can be made within our estates.	<ul style="list-style-type: none"> <li>HRA business plan will be in a more favourable position.</li> <li>Tenants are charged a fair and accurate service charge.</li> <li>Tenants benefit from improvements</li> </ul>	<u>Q2</u> <ul style="list-style-type: none"> <li>Cabinet approval of service charges review</li> </ul> <u>Q3</u> <ul style="list-style-type: none"> <li>Establish initial service charge regime</li> <li>Present to Cabinet</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>Complete charging proposals</li> </ul>		Officers have carried out a comprehensive review of services which are provided to tenants Page 40 3 which are subject to a charge. The work has established the difference in costs and officers are now looking at impact of this.

District Sustainability Programme				
Lead Officer: Kim Durrani/Alison Blom-Cooper				
Climate Emergency Actions				
Goal	Benefits	Aspirational milestones		Progress
To be an enabler for achieving climate change ambitions of the Council of being carbon neutral by 2030 and to ensure impacts of growth in the District are mitigated.	<ul style="list-style-type: none"> <li>Delivery of the Action Plan will ensure the Council can achieve its objectives through the declaration of a Climate Emergency.</li> <li>By changing the way services are provided, goods and materials procured; requirements for development in the District through the planning process are secured</li> </ul>	<u>Q2</u> <ul style="list-style-type: none"> <li>Appoint Climate Change officer</li> </ul> <u>Q4</u> <ul style="list-style-type: none"> <li>Cabinet adoption of Climate Action plan</li> </ul>		Climate Change Officer appointed
Strategic Alternative areas of Natural Greenspace				
Establish strategy and policies relating to Green and Blue infrastructure, the protection of ecological assets and high quality design.	<ul style="list-style-type: none"> <li>Support sustainable, sociable and healthy communities and addresses predicted ecological and environmental challenges.</li> <li>Supports healthy lifestyles through</li> <li>Responds to the climate change emergency</li> </ul>	<u>Q1</u> <ul style="list-style-type: none"> <li>Green and blue infrastructure strategy issued for consultation</li> </ul> <u>Q3</u> <ul style="list-style-type: none"> <li>Cabinet consideration of strategy for endorsement as a material planning consideration</li> </ul>		Infrastructure strategy issued for consultation

	<ul style="list-style-type: none"> <li>Provides a framework for long term sustainable management and maintenance of green infrastructure</li> </ul>			
<b>Sustainable transport</b>				
<p>To provide local travel options for more distant villages and towns off the underground route and thereby support local training, employment and shopping,</p> <p>To deliver an attractive and cost-effective replacement for EFDC/ECC-subsidised route 87 bus</p> <p>Provide key workers with alternatives mode of transport</p>	<ul style="list-style-type: none"> <li>Reduction in car usage</li> <li>Supporting air quality and climate change agenda</li> <li>Support key workers in commuting in a Covid secure way</li> </ul>	<p><u>Q2</u></p> <ul style="list-style-type: none"> <li>Sustainable Transport officer appointed</li> </ul> <p><u>Q3</u></p> <ul style="list-style-type: none"> <li>Proposals submitted to Cabinet</li> </ul> <p><u>Q4</u></p> <ul style="list-style-type: none"> <li>Initial Pilot</li> </ul>		<p>Sustainable transport officer has started. Initial analysis is progressing on the potential usage of system using Mosaic insights data</p> <p>Initial understanding of some of the risks to service that would need to be considered eg those related to the licenses and transport commissioner requirements</p>

Planning and Development Programme				Lead Officer: Nigel Richardson/Alison Blom-Cooper
Digital Planning solution and process improvement				
Goal	Benefits	Aspirational milestones		Progress
<p>Deliver a digital solution and improve processes within planning department.</p> <p>Providing the Development Management Service with a single digital workspace to complete all tasks relating (enforcement, trees, conservation, applications, appeals, pre-application advice) and for customers to interact with us and for up to</p>	<ul style="list-style-type: none"> <li>Improved customer interface &amp; self-serve</li> <li>Reduce end to end time for decision making</li> <li>Removes reliance on paper-based systems and associated storage.</li> <li>Removes time, economic and environmental costs of printing and scanning</li> <li>Provides Real-time performance reporting &amp; data intelligence to</li> </ul>	<p><u>Q3</u></p> <p>Tender Process complete</p> <p><u>Q4</u></p> <p>Phase 1 implementation</p>		<p>Project initiated.</p> <p>High level requirements understood</p> <p>RFI Issued and complete.</p> <p>Initial response from 4 suppliers with 2 being able to meet initial need.</p> <p>Further detailed review of product to align with product architecture and wider service needs in progress.</p> <p>Initial cost estimates have been received with 1 of 2 vendors initial estimates exceeding initial budget.</p>

date information to be available to our customer services team and other parties regarding the DM function.	support performance monitoring • Reduce burden on call centre & customer services team			RAG Status reason: Risk to initial budget based on tender responses
<b>Local Plan</b>				
Deliver Local Plan	Ensuring growth is in the appropriate places within the district Ensures the development delivers high quality, sustainable homes Supports the affordable housing needs Policies support economy of local areas and vibrancy of the town centres Supports a sustainable transport and road infrastructure	<u>Q3</u> Main Modifications consultation  <u>Q4</u> Adoption of local plan		As a result of the inspector's capacity the date of MM consultation has been delayed. We are now unlikely to go out to MM consultation until Q4 with a possible adoption in Q1/Q2 21

Economic Development		Lead Officer: Julie Chandler		
Digital Enablement and Gateway				
Goal	Benefits	Aspirational milestones		Progress
<p>An externally provided platform for ‘Place’ that will re-imagine Epping Forest District as a great location to live, work and do business.</p> <p>Platform for;</p> <p>1.On-line information</p> <p>2.On-line business building</p> <p>3.On-line trading programme</p> <p>4.On- line community building</p> <p>5.On-line transaction and settlement</p> <p>6.On-line bookings</p>	<ul style="list-style-type: none"><li>Local businesses will be able to grow both online and local/High Street trading and services.</li><li>The Council will be able to proactively drive and support economic and socio-economic recovery across the district.</li><li>Opportunities will be available to build social capital, crowd funding etc.</li><li>Council will procure local services and trading/contracts as the first option.</li></ul>	<p><u>Q2</u></p> <ul style="list-style-type: none"><li>Project Initiation</li></ul> <p><u>Q3</u></p> <ul style="list-style-type: none"><li>Requirements, tender and Procurement complete</li></ul> <p><u>Q4</u></p> <ul style="list-style-type: none"><li>Phase 1 implementation</li></ul>		<p>Initial scope for ‘Place’ portal developed, working on a minimum viable product design initially.</p> <p>Several nationally recognised technology companies contacted and interested.</p> <p>Plan for these companies to present proposals to EFDC in October, for final selection by panel including range of Council officers and relevant members.</p>

7. On-line info. re. employment and skills	<ul style="list-style-type: none"> <li>Provision of a 'one stop shop' for local business and community information.</li> </ul>			
<b>Business zone</b>				
<p>To create a business zone that will provide;</p> <ul style="list-style-type: none"> <li>A substantial range of employment opportunities for people of all ages</li> <li>facilities for business start-ups and sole entrepreneurs</li> <li>Opportunities for companies involved in distribution and light industry</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for local employment</li> <li>Long-term revenue income stream for EFDC from leases and business rates</li> <li>Greater economic viability for the district</li> </ul>	<p><u>Q4</u></p> <ul style="list-style-type: none"> <li>Appraisal option completed</li> </ul>		Project initiated and understanding of Masterplan and council asset in progress
<b>Feasibility on Epping forest culture and community hub</b>				
<p>To develop an Epping Forest Community and Economic Hub through combining Epping Forest District Museum and Essex County Council library buildings in Sun Street, Waltham Abbey.</p>	<ul style="list-style-type: none"> <li>Boost the local economy and Waltham Abbey High Street through: <ul style="list-style-type: none"> <li>Encouraging new growth within local businesses and start-ups</li> <li>Providing affordable workspace</li> <li>Attracting the 'day trip' visitor economy</li> <li>Supporting creative/wellbeing sector growth</li> </ul> </li> <li>Enhance Waltham Abbey's image by re-invigorating the High Street to attract new visitors, increase footfall, and investment</li> <li>Support and enable community learning and wellbeing</li> </ul>	<p><u>Q2</u></p> <ul style="list-style-type: none"> <li>Develop Options / Feasibility Study for Community &amp; Economic Hub</li> <li>Present Feasibility Study to Cabinet</li> </ul> <p><u>Q4</u></p> <ul style="list-style-type: none"> <li>Confirm EFDC capital funding</li> <li>Produce/agree SLA for management of revised facilities</li> </ul>		<p>Feasibility study complete and stakeholder presentations made</p> <p>Option A from 3 options identified as option to progress; Reconfiguration of existing building footprint to incorporate; new community space; drop in work hub facility, space for storage of Museum Reserve Collection</p>

Local Businesses and Suppliers				
<p>To recognise the broader economic and well-being impact of existing local businesses and attract new businesses to the area.</p> <p>Ensure contracts are explicit around the provision of local job opportunities and/or apprenticeships.</p> <p>Ensure terms and conditions recognises local business by scale and location of head office.</p> <p>Ensure lot size for contracts and/or preferred provider/contractor list contains a minimum of two local companies</p>	<ul style="list-style-type: none"> <li>Support growth within the District and the sub region,</li> <li>Low carbon impact by using local products and suppliers</li> </ul>	<p><u>Q2</u></p> <ul style="list-style-type: none"> <li>Initial draft of procurement rules focusing on local suppliers</li> </ul> <p><u>Q3</u></p> <ul style="list-style-type: none"> <li>Agreement on rules and updating of procurement terms and tender templates</li> <li>Procurement strategy update to cabinet</li> </ul>		<p>Review has commenced to enable full rewrite of procurement policy and guidance, system changes, appropriate order and payment prioritisation.</p>
Local skills and opportunities				
<p>To maximise work and training opportunities to lessen the negative impact of Covid 19</p>	<ul style="list-style-type: none"> <li>Increase in employment opportunities</li> </ul>	<p><u>Q3</u></p> <ul style="list-style-type: none"> <li>Scope Kick start scheme</li> <li>Support businesses to upskill, expand online presence</li> </ul>		<ul style="list-style-type: none"> <li>Employment training opportunities now available on website</li> <li>Partnership advertising on EFDC website (Hertfordshire &amp; West Essex Health and Care)</li> <li>Link on our website for National Career Service</li> <li>Received demo employability platform that supports individuals getting into work, coaching and CV Skills.</li> <li>Registered on the government website our interest in becoming a kick start intermediary</li> </ul>

Town Centre Development		Lead Officer: Julie Chandler	
Town Centre future proofing project			
To create vibrant high streets and town centres of the future across Epping Forest District  Feasibility study which sets out opportunities and remedies for barriers in relation to High Streets in Waltham Abbey, Ongar, Loughton, Buckhurst Hill, and Epping		<u>Q2</u> Establish feasibility study project and commence  <u>Q3</u> Feasibility for WA complete  <u>Q4</u> Presentation to cabinet	<ul style="list-style-type: none"><li>Studio 3 Ltd. Business Development company appointed to lead work on town centre regeneration. An initial appraisal of Waltham Abbey has been undertaken which is in draft and identifies key issues, opportunities and limitations.</li><li>Meetings arranged and being held with key local stakeholders and businesses through to mid October</li></ul>
Waste Contract			
To review the options for provision of waste, recycling collections and street cleansing services beyond the current contract term. It may be feasible to retender, enhance services or achieve efficiencies	Ensuring the decision on future of municipal waste and recycling collections at the end of first 10-year term of Biffa contract in 2024,	<u>Q2</u> Consultants appointed to support review <u>Q3</u> Modelling of existing contract costs Options appraisal outcome	<ul style="list-style-type: none"><li>RICARDO environmental consultants appointed after a procurement process</li><li>Inception meeting held and initiation of work has commenced.</li></ul>
Leisure Contract			
To maintain service delivery and minimise financial losses to the Council due to Covid-19	Stabilise financial costs for the Council, encourage usage of the leisure centre for enhanced community wellbeing.	<u>Q3</u> Assess impact of final account of the first month of opening	<ul style="list-style-type: none"><li>Sports Consultancy Ltd appointed to assist with budget reconciliation of first the month</li></ul>

## 3. Quarterly KPI performance reporting

Stronger Communities KPIs				
Key Performance Indicator	Progress			Comments
Customer Services: Increased Customer Satisfaction	20/21	Actual	Target	With the 7 day per week dedicated Coronavirus hotline, there was increased demand for service during a timeline of resourcing gaps in team and team sickness that contributed towards ability to meet customer needs. Demand has reduced and new team members have joined which we expect to contribute towards improved customer satisfaction indicators.
	Q1	69%	80%	
	Q2	71%	80%	
Customer Services: Improved Customer First contact resolution	20/21	Actual	Target	
	Q1	49.44	45%	
	Q2	50.08	45%	
Community and Wellbeing: No of homelessness approaches	20/21	Actual		Apart from April, the number of homeless approaches have been consistent so far this year with around 35 applications being received each month. The number of homeless approaches received by the Council are expected to increase in future months as the furlough scheme comes to end, the ban on evictions has now been lifted and other effects on society from COVID-19 is realised.
	Q1	118		
	Q2	96		
Contracts : Increase leisure centre attendees year on year – Gym	20/21	Actual		Facilities re-opened on Monday 03 <sup>rd</sup> August
	Q1	N/A		
	Q2	Epping – 34% Loughton – 46% Ongar – 27% Waltham Abbey – 48%		
Contracts: Increase leisure centre attendees year on year - Swimming	20/21	Actual	Target	Swimming opened 10 <sup>th</sup> August
	Q1	N/A		
	Q2	Loughton – 66% Waltham Abbey – 52%		



<b>Contracts: Club life membership</b>	<b>20/21</b>		Positive feedback on the social distancing measures and cleanliness of centres has been received. However, on average there is a reduction of approximately 24% in fitness memberships against Q4 2020.
	<b>Q1</b>	N/A	
	<b>Q2</b>	Epping: 1,300 Loughton: 3,300 Ongar: 960 Waltham Abbey: 2100	

<b>Stronger Places KPIs</b>				
Key Performance Indicator	Progress			Comments
<b>Contracts Waste: Increase in recycling</b>	<b>20/21</b>	<b>Actual</b>	<b>Target</b>	
	Q1	59.62	57%	
	Q2	59.55	57%	
<b>Contracts Waste: Reduction in household waste</b>	<b>20/21</b>	<b>Actual</b>	<b>Target</b>	
	Q1	113	95	Due to the impact from households in lockdown and increase in individuals working from home.
	Q2	218	196	

The following 19/20 KPIs have not been reported for Q1/Q2 20/21:

#### Stronger Council

- Meet the saving target identified in Medium Term Financial Strategy
  - o Target not set.
- Maintain the number of eligible voters
  - o Annual KPI

#### Stronger Communities

- Community Safety hub - Measuring the positive disposables concluded by the Community Safety Hub –
  - o Police data which PFCC scrutinise and hold to account.
  - o Two annual visits to the Select communities committee
- To maintain the number of community champions and volunteers in the district champions and volunteers
  - o We are in the process of re-establishing and recruiting community champions. With regards to volunteers there was an increase in volunteers with VAEF during the pandemic which enabled the response need to be met and we would not look to review at this stage.

#### 4. Recommended KPIs for 20/21 performance in Q3 report

As part of the 20/21 service planning, service managers identified a set of Key Performance indicators (KPIs) that could be reported at a corporate level as part of the quarterly reporting to Stronger council and Overview and Scrutiny. The following are the suggested Q3 KPIs that would replace the existing KPIs, providing a comprehensive and holistic view of the performance of services across the council. Please note additional individual service indicators will exist within the services to ensure there is a point of reference for service performance and improvement.

	Service	Recommended KPI
1	Customer services	Overall Customer Satisfaction
2	Customer services	First point resolution
3	Customer services	Complaints resolved within SLA
4	Community Health and Wellbeing	Increased participation in community, physical or cultural activity
5	Community Health and Wellbeing	Major works voids
6	Community Health and Wellbeing	Total number of households in TA
7	Community Health and Wellbeing	No of homelessness approaches
8	Housing Management	Rent Arrears
9	Planning and development	% applications determined within agreed timelines
10	Planning Policy	Housing Delivery Test progress
11	Leisure Management	Leisure facility usage
12	Waste Management	Household Recycling level
13	Waste Management	Reduction in household waste
14	People Team	(TBC) % of Employee Leavers
15	People Team	Diversity and Inclusion
16	Sustainability Travel/Climate Change	Currently reviewing appropriate KPI