

Committee Agenda



**Epping Forest
District Council**

Finance and Performance Management Cabinet Committee Thursday, 18th July, 2019

You are invited to attend the next meeting of **Finance and Performance Management Cabinet Committee**, which will be held at:

**Council Chamber - Civic Offices
on Thursday, 18th July, 2019
at 7.00 pm .**

**Georgina Blakemore
Chief Executive**

**Democratic Services
Officer**

R. Perrin Tel: (01992) 564532
Email: democraticservices@eppingforestdc.gov.uk

Members:

Councillors S Stavrou (Chairman), S Kane, J Philip, C Whitbread and H Whitbread

SUBSTITUTE NOMINATION DEADLINE 18:00

WEBCASTING/FILMING NOTICE

Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed. The meeting may also be otherwise filmed by third parties with the Chairman's permission.

You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Council's published policy.

Therefore by entering the Chamber and using the lower public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for web casting and/or training purposes. If members of the public do not wish to have their image captured they should sit in the upper council chamber public gallery area or otherwise indicate to the Chairman before the start of the meeting.

If you have any queries regarding this, please contact the Public Relations Manager on 01992 564039.

1. WEBCASTING INTRODUCTION

- (a) This meeting is to be webcast;
- (b) Members are reminded of the need to activate their microphones before speaking; and
- (c) the Chairman will read the following announcement:

“I would like to remind everyone present that this meeting will be broadcast live to the Internet and will be capable of subsequent repeated viewing, with copies of the recording being made available for those that request it.

By being present at this meeting, it is likely that the recording cameras will capture your image and this will result in your image becoming part of the broadcast.

You should be aware that this may infringe your human and data protection rights. If you have any concerns then please speak to the Webcasting Officer.

Please could I also remind Members to activate their microphones before speaking.”

2. APOLOGIES FOR ABSENCE

3. SUBSTITUTE MEMBERS

(Director of Governance) To report the appointment of any substitute members for the meeting.

4. DECLARATIONS OF INTEREST

(Director of Governance) To declare interests in any item on this agenda.

5. MINUTES (Pages 5 - 8)

To confirm the minutes of the last meeting of the Committee held on 20 June 2019.

6. CORPORATE PLAN ACTION PLAN YEAR 2 PERFORMANCE REPORT - QUARTER 1 2019/20 (Pages 9 - 20)

To consider the attached report (FPM-003).

7. ANY OTHER BUSINESS

Section 100B(4)(b) of the Local Government Act 1972, requires that the permission of the Chairman be obtained, after prior notice to the Chief Executive, before urgent business not specified in the agenda (including a supplementary agenda of which the statutory period of notice has been given) may be transacted.

8. EXCLUSION OF PUBLIC AND PRESS

Exclusion: To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt

information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

Background Papers: Article 17 - Access to Information, Procedure Rules of the Constitution define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential information and in respect of executive reports, the advice of any political advisor.

The Council will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

This page is intentionally left blank

EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee: Finance and Performance Management Cabinet Committee **Date:** Thursday, 20 June 2019

Place: Council Chamber - Civic Offices **Time:** 7.00 - 7.20 pm

Members Present: Councillors S Stavrou (Chairman), J Philip, H Whitbread and S Kane

Other Councillors: Councillors N Bedford

Apologies: C Whitbread

Officers Present: M Chwiedz (Senior Project Manager), P Maginnis (Service Director (Business Support Services)), G. Nicholas (Interim Transformation Manager), R Perrin (Democratic Services Officer) and G Woodhall (Senior Democratic Services Officer)

1. **Webcasting Introduction**

The Chairman reminded everyone present that the meeting would be broadcast live to the Internet and that the Council had adopted a protocol for the webcasting of its meetings.

2. **Substitute Members**

The Committee noted that Councillor S Kane would substitute for Councillor C Whitbread for this meeting.

3. **Declarations of Interest**

There were no declarations of interest pursuant to the Council's Code of Member Conduct.

4. **Minutes**

Resolved:

That the minutes from the meeting held on 24 January 2019 be signed and read as a correct record by the Chairman.

5. **Corporate Plan 2018-2023 - Performance Report Q4 2018/19**

The Senior Project Manager, M Chwiedz presented a report regarding the outturn position for Quarter 4 - 2018/19, in relation to the achievements of the Corporate Plan for 2018-2023.

The Corporate Plan 2018-2023 was the authority's key strategic planning document, which laid out the journey the Council would take to transform the organisation to be 'Ready for the Future'. The plan linked the key external drivers influencing Council

Finance and Performance Management Cabinet Committee
Thursday, 20 June 2019

services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

A Corporate Specification for each year (previously called the Key Action Plan) detailed how the Corporate Plan was being delivered through operational objectives, with these in turn linked to annual service business plans.

The success of the Corporate Plan was assessed through the achievement of a set of benefits, each measured through one or more performance indicator, focussed on what the Council achieved for customers. The Leadership Team, Cabinet and the scrutiny committees had overview and scrutiny roles to drive improvement in performance and ensure corrective action was taken where necessary. The reporting format had changed for year 2, which would be demonstrated in the next report.

The Senior Project Officer updated members on the following performance indicators;

M 5.1.1 Adoption of the Local Plan – The examination of the plan was underway with the hearings and adoption of the plan due this summer.

M 10.6 Adoption of a Commercial (Estates) Strategy – This had been adopted at the Cabinet meeting on 13 June 2019.

The Committee enquired whether the commentary on M1.3 Number of Independent Living Homes in the district, was to do with a planning application in Waltham Abbey. The Planning Services Portfolio Holder advised that this was, although it had been delayed as it had only been through pre-application planning and required further work.

The Committee enquired when would the Burton Road units mentioned in M4.3 Number of new residential properties built or acquired by the Council be fully occupied. The Housing and Property Services advised that there had been delays because of the fire damage and water connections, although all the units would be occupied by the end of June 2019.

The Committee commented that M4.1 Number of businesses who joined the 'Buy with confidence' scheme should be removed as it had not progressed any further and appeared not to be commercially viable. The Interim Transformation Manager advised that this performance indicator had been removed for year 2. Members requested that the one business who had joined, should also be refunded which was supported by the Community and Partnership Services Portfolio Holder.

RESOLVED:

- (1) That the outturn position for Quarter 4 2018/19, in relation to the achievement of the Corporate Plan for 2018-2023 be noted; and
- (2) That arrangements be made to refund the one business signed up to the 'Buy with confidence' scheme.

6. Corporate Plan Action Plan Year 2 Performance Report

The Interim Transformation Manager informed the Committee that the Corporate Plan Action Plan provided the mechanism for reporting the Key Performance Indicators (KPIs) and key programmes of work, which highlighted the Council overall performance against the Corporate Objectives.

The Year 2 Action Plan had been streamlined to enable an improved focus on how the Corporate Objectives had been met. It reduced the number of KPIs from 47 to 13 and key corporate programmes of work to 11. The reporting format had also been revised to provide a more concise presentation of information and greater clarity on performance. This would be reported as a KPI or a corporate work programme. The KPIs would continue to have defined targets that would be reported quarterly, if they were 'below target' or 'required attention' with a narrative relating to the performance and corrective action being taken and the corporate programmes would be ranked with a Red, Amber or Green (RAG) rating.

The Interim Transformation Manager advised that the 'Improved customer first point resolution' KPI had not reached the target of 45% and currently was 38.7%. Also, the 'Households accepted as being unintentionally homeless and in priority need' KPI had been maintained.

The Committee commented that the target for 'Improved customer first point resolution' had been set too high as the baseline figures had not achieved more than 35.70% over the year.

The Committee advised that the comments and narrative needed to be clearer, as it was not apparent how the KPI's were being measured and what the percentage figures represented. The Committee suggested that an electronic link could be inserted into the document with detailed explanations on how the KPI's were being measured and what the targets were, which would enable the performance reports to be clearer for all members and that this information be included in every report as a link.

RESOLVED:

- (1) That the narrative and comments be amended and include electronic links with further information on the KPI's on each performance report;
- (2) That the KPIs and RAG rated programmes for 2019/20 be agreed.

7. Any Other Business

It was noted that there was no other urgent business for consideration by the Committee.

CHAIRMAN

This page is intentionally left blank

Report to Finance and Performance Management Cabinet Committee



**Epping Forest
District Council**

Report reference: FPM-003-2019/20

Date of meeting: 18 July 2019

Portfolio: Leader of the Council

Subject: Corporate Plan Action Plan Year 2 Performance Report

Officer contact for further information: Julie Chandler (01992 564214)

Democratic Services Officer: Rebecca Perrin (01992 564532)

Recommendations/Decisions Required:

That the Committee reviews Q1 performance in relation to the Key Performance Indicators & Work Programmes within the Corporate Plan.

Report:

1. The Corporate Plan Action Plan provides a mechanism for reporting to Members on the Council's Key Performance Indicators (KPIs) and key Programmes of work and highlights the Council's overall performance against agreed Corporate Objectives.
2. The Year 2 Action Plan (covering 2019/20) represents the second reporting cycle for EFDC's Corporate Plan (2018-23). Performance Measures for Year 2 have been streamlined to enable improved focus on how Corporate Objectives are being met.
3. The Q1 Action Plan Performance information is attached at Appendix 1.

Resource Implications:

Resource requirements for actions to achieve specific objectives or benefits within the plan will be identified by the responsible Service Director and reflected in the respective budget.

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 and 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

Finance & Performance Management Cabinet Committee

Background Papers:

Corporate Plan Action Plan Year 2 Performance Report & FPMCC-002a Appendix 1 - Corp
Plan Action Plan Year 2 Report v2

Epping Forest District Council Corporate Plan 2018-23

Epping Forest District Council Corporate Plan Progress Reports (Q1-Q4 2018/19)

Risk Management:

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from 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.

Stronger Communities

Stronger Communities

Strategic Aims: People live longer, healthier and independent lives, Adults and children are supported in times of need, People and communities achieve their full potential

Corporate Objective

1. Engaging with the changing needs of our customers

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer								
Increased Customer Satisfaction <i>Aligning to the Council's focus to put the customer at the heart of everything we do</i>	Overall Target = 67.00% <table border="1"> <thead> <tr> <th></th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>67.00%</td> <td></td> <td></td> </tr> </tbody> </table>		Value	Target	Status	2019/20	67.00%			<u>Corrective Action</u> (Quarterly updates) Please note this is an annual measure	Customer Services Director
	Value	Target	Status								
2019/20	67.00%										

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer								
Improved Customer first contact resolution <i>The fundamental purpose of the corporate contact centre is to resolve customer enquires at the first point of contact, not including follow up calls</i>	Overall Target = 45.00% <table border="1"> <thead> <tr> <th></th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1 2019/20</td> <td>37.41%</td> <td>45.00%</td> <td>✓</td> </tr> </tbody> </table>		Value	Target	Status	Q1 2019/20	37.41%	45.00%	✓	<u>Corrective Action</u> (Quarterly updates) The 1st Quarter 2019/20 total figure has been estimated at 37.41% due the last week not yet being completed.	Customer Services Director
	Value	Target	Status								
Q1 2019/20	37.41%	45.00%	✓								

Programme	Progress	Comments	Lead Directorate & Responsible Officer
Customer Excellence: Programme <i>A range of customer related projects to meet the changing needs of our customers</i>	RAG <u>Corrective Action</u> 	Work is underway on a number of projects including the Universal Credit Impact Working Group which will inform future actions when complete. The appointment of a new Customer Services Manager on 8th July 2019 will accelerate the work around a	Customer Services Director

new Customer Service Strategy for delivery in October.

Programme	Progress	Comments	Lead Directorate & Responsible Officer
Insight & Behaviour: Programme <i>A range of customer related projects to understand the wants & needs of our customers & the data evidence to support future decisions</i>	RAG <u>Corrective Action</u> 	There are on-going projects that will lead to future actions under this work programme. The Switch project in conjunction with Citizens Online is continuing and will shortly produce a deep-dive into the Council area and provide data and insight into future digital inclusion work which will be presented in October to the Stronger Communities select Committee.	Customer Services Director

Corporate Objective

2. Supporting healthy lifestyles

Programme	Progress	Comments	Lead Directorate & Responsible Officer
Delivery of the Epping Forest Health & Wellbeing Strategy Programme <i>To facilitate & directly deliver a range of health-related projects</i>	RAG <u>Corrective Action</u> 	The Epping Forest Health and Wellbeing Board membership has been reviewed and improved, as have the three action groups. The Epping Forest Health and Wellbeing Strategy Action Plan is being implemented and all targets have been met to date.	Community and Partnership Services Director

Corporate Objective

3. Promoting independence for older people & people with disabilities

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer
Promote and raise awareness of Careline to increase the number of	Overall Target = 137 <u>Corrective Action</u>	(Quarterly updates)	Housing and Property Service

new Telecare alarm installations by 10% each year

Careline enables older and disabled residents to remain independent and living in their own homes for longer

	Value	Target	Status
Q1 2019/20	46	34	

Q1 - Target achieved

Director

Corporate Objective

4. Safeguarding & supporting people in vulnerable situations

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer								
Households accepted as being unintentionally homeless and in priority need <i>The Council takes all reasonable steps to prevent homelessness; the recent Homelessness Reduction Bill has increased statutory duties upon housing providers to prevent homelessness</i>	Overall Target = 95 <table border="1"> <thead> <tr> <th></th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1 2019/20</td> <td>20</td> <td>24</td> <td></td> </tr> </tbody> </table>		Value	Target	Status	Q1 2019/20	20	24		<u>Corrective Action</u> Q1 - Target achieved	(Quarterly updates) Housing and Property Service Director
	Value	Target	Status								
Q1 2019/20	20	24									

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer								
To increase customer satisfaction of the Homesafe & Sanctuary schemes <i>The schemes provide improved home security, reassurance and peace of mind to the most vulnerable residents of the district Satisfaction is also based on the amount of survey returns (e.g. 12 out of 38 surveys were returned; of those 12 there was a 100% satisfaction rate)</i>	Overall Target = 33% <table border="1"> <thead> <tr> <th></th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>33.00%</td> <td></td> <td></td> </tr> </tbody> </table>		Value	Target	Status	2019/20	33.00%			<u>Corrective Action</u> Q1 - 8 community safety surveys were completed, 2 are outstanding and 1 response was received - this is a position on 25th June. Please note this is an annual measure and will be reported on at Q4.	(Quarterly updates) Community and Partnership Services Director
	Value	Target	Status								
2019/20	33.00%										

Corporate Objective

5. Enabling communities to support themselves

Key Performance Indicator	Progress (baseline and target data)		Comments	Lead Directorate & Responsible Officer						
To maintain the number of Community champions and volunteers in the district Champions and volunteers <i>To increase the volunteer & Community Champion capacity across the District.</i>	Overall Target = 50	<u>Corrective Action</u>	(Quarterly updates)	Community and Partnership Services Director						
	<table border="1"> <thead> <tr> <th></th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1 2019/20</td> <td>13</td> <td>12</td> <td></td> </tr> </tbody> </table>		Value		Target	Status	Q1 2019/20	13	12	
	Value	Target	Status							
Q1 2019/20	13	12								

Corporate Objective

6. Provide culture & leisure

Key Performance Indicator	Progress (baseline and target data)		Comments	Lead Directorate & Responsible Officer						
Increase new leisure centre attendees year on year <i>Number of new leisure centre members across the District</i>	Overall Target = 260,028	<u>Corrective Action</u>	(Quarterly updates)	Contracts and Technical Services Director						
	<table border="1"> <thead> <tr> <th></th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1 2019/20</td> <td>200,086</td> <td>65,007</td> <td></td> </tr> </tbody> </table>		Value		Target	Status	Q1 2019/20	200,086	65,007	
	Value	Target	Status							
Q1 2019/20	200,086	65,007								

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer								
Increase cultural activity attendance <i>Cultural activity users of; Epping Forest District Museum, Lowewood Museum, Outreach activities, &; Remote users</i>	Overall Target = 206,000 <table border="1"> <thead> <tr> <th></th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1 2019/20</td> <td>173,787</td> <td>51,500</td> <td></td> </tr> </tbody> </table>		Value	Target	Status	Q1 2019/20	173,787	51,500		<u>Corrective Action</u> (Quarterly updates) Q1 - target met (as of 24/6/19) Users in Person – 11,015 Total Usage – 173,787	Community and Partnership Services Director
	Value	Target	Status								
Q1 2019/20	173,787	51,500									

Corporate Objective

7. Keeping the district safe

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer									
Community Safety Hub added value <i>Measuring the positive disposables concluded by the Community Safety Hub (as set by the Police Activity & Tasking Log and by self-generation from officers). 'Positive disposables' - indicates all positive outcomes including support for victims and actions carried out by the team</i>	Overall Target = 95% <table border="1"> <thead> <tr> <th></th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1 2019/20</td> <td>73%</td> <td>95%</td> <td></td> </tr> </tbody> </table>		Value	Target	Status	Q1 2019/20	73%	95%		<u>Corrective Action</u> Continue to monitor the Hub tasking log to ensure that outstanding activities and tasks are managed throughout the year (as investigations and actions are still ongoing).	(Quarterly updates) 22 activity/tasks undertaken from Apr 2019 to 24 June 2019. 16 completed: <ul style="list-style-type: none"> • 2 self generated actions outstanding • 4 tasks outstanding *The above is in addition to the patrols performed by the EFDC Community Safety Team officers.	Community and Partnership Services Director
	Value	Target	Status									
Q1 2019/20	73%	95%										

Stronger Place

Strategic Aims: Delivering effective core services that people want, A district with planned development, An environment where new and existing businesses thrive

08. Keeping the district clean & green

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer

Increase in Recycling <i>An increase in the amount of recycling produced by the District</i>	Overall Target = 57%	<u>Corrective Action</u>	(Quarterly updates)	Contracts and Technical Services Director
	Value	Target	Status	
Q1 2019/20	64.81%	57%		Q1 - This high recycling level is due to the green waste levels during this growing season and will now fall each quarter until the end of the year.

Key Performance Indicator	Progress (baseline and target data)			Comments	Lead Directorate & Responsible Officer
Reduction of household waste <i>A reduction in the amount of household waste produced on average per household in the District</i>	Overall Target = 410	<u>Corrective Action</u>	(Quarterly updates)	Contracts and Technical Services Director	
	Value	Target	Status		
Q1 2019/20	89	95		Q1 - target met	

09. Improving the district housing offer

Programme	Progress	Comments	Lead Directorate & Responsible Officer
To deliver the Council housebuilding programme <i>Building or acquiring new affordable properties in the District</i>	RAG <u>Corrective Action</u> Phase 2 - 17 houses handed over in May 2019, Davis Court to handover in July 2019 and Churchill Court to handover in September 2020. Delays mainly due to contamination, undetected live electricity cable on site and a major fire at Churchill Court. Phase 3 - with the exception of Queens Road all other sites in Phase 3 are completed. Queens Road is now progressing well despite earlier delays and is expect to complete in September	Phase 1 – complete Phase 2 - due to the fire at Churchill Court contract completion has been delayed to September 2019. An extension of time claim from the contractor has been applied for but is yet to be determined. Phase 3 - works at Queens Road are progressing as per programme and it is hoped that some time can be shaved off the works programme. Phase 4,5 and 6 - Delays in receiving the results of the soil investigation have led to the design programme being a little behind schedule (particularly in relation to foundation and underground services). This has meant that the tender issue	Housing and Property Service Director

2020.

Phases 4,5 and 6 - The tender period has been reduced to take into account delays in the design period. SoS is still expected in September 2019 for packages 1,2 and 3. Packages 4-7 are in the design stage and we expect SoS in March 2020.

has been delayed until the end of July 2019.

10. Planning development priorities & 11. Ensuring Infrastructure supports growth

Programme	Progress	Comments	Lead Directorate & Responsible Officer
Local plan programme: Programme	RAG <u>Corrective Action</u> 	The Local Plan examination hearings took longer than expected. It is unlikely that we will receive the Inspector's Report by July 2019 (as set out in the Local Development November 2018) which will have a knock on impact on the timescale for adoption of the Plan. We will, however, receive interim findings from the Inspector by mid-July.	Planning Service Director

12. Supporting business enterprise & attracting investment

Programme	Progress	Comments	Lead Directorate & Responsible Officer
St Johns Road Programme <i>A new development to provide a range of leisure & housing to residents & visitors to the District</i>	RAG <u>Corrective Action</u> 	Project management consultant appointed & working towards completion of Work Stage 1 resulting in a presentation to Cabinet on 5th December. Programme Board established and meeting monthly.	Commercial and Regulatory Services Director

13. People develop skills to maximise their potential & 14. Promoting retail, tourism & the visitor economy

Programme	Progress	Comments	Lead Directorate & Responsible Officer
Growth/Skills/Employment Programme <i>A range of projects to provide a strategic approach to develop the economic & social well-being of the District</i>	RAG <u>Corrective Action</u> 	The key elements of the growth skills and employment programme are contained within the draft economic strategy 'Nurturing Growth' which is progressing through a consultation process	Community and Partnership Services Director

Stronger Council

Strategic Aims: A culture of innovation, Financial independence with low Council Tax

15. Enhancing skills & flexibility of our workforce

Programme	Progress	Comments	Lead Directorate & Responsible Officer
People Strategy Programme <i>A range of projects to improve the design & development of the Councils workforce to meet future needs & support the corporate direction of the Council</i>	RAG <u>Corrective Action</u> 	COM - Team Managers roles are being recruited Pay, Benefits & JE review - Collective Agreement agreed with Trade Unions, implementation date 1 Oct 19. To consult on job families Staff development to run in parallel with COM timetable. Recruitment Strategy complete, finalising the action plan. Development of ITrent - the programme of module implementation is ongoing.	Business Services Service Director

16. Improving performance through innovation & new technology

Programme	Progress	Comments	Lead Directorate & Responsible Officer
Digital Enablement Programme <i>A range of projects to</i>	RAG <u>Corrective Action</u> 	The overall Project Manager for the ICT Programme is leaving. All tasks have been assigned to a member of staff to continue work tasks. ICT Strategy Action Plan	Business Services Service Director

improve the design & development of the Councils technology to meet future needs & support the corporate direction of the Council



has been reviewed and redundant projects will be removed from Pentana and the overall Strategy reviewed. All remaining actions are on track.

17. Efficient use of our financial resources, buildings & assets

Key Performance Indicator	Progress (baseline and target data)			Comments	Lead Directorate & Responsible Officer
Meet the saving target identified in Medium Term Financial Strategy	Overall Target = £870,000	<u>Corrective action</u>		Please note this is an annual measure.	Business Services Service Director
	Value	Target	Status		
	2019/20	£870,000			

Programme	Progress		Comments	Lead Directorate & Responsible Officer
Accommodation Strategy: programme <i>A range of projects to improve the design & development of the Councils buildings & assets to meet future needs & support the corporate direction of the Council</i>	RAG	<u>Corrective Action</u>	The programme is on track, key achievements in Q1 are as follows: <ul style="list-style-type: none"> • Created initial furniture and capacity design for 2nd Floor Civic Centre • Engaged with Historic England to establish and refresh existing relationship and agree next steps • Engaged with Bisset Adams – M&E consultant - to establish and refresh existing relationship and agree next steps • Compiled and released tender document for Civic Centre Caf&eacute; • Reviewed AV options for Council Chamber 	Housing and Property Service Director

18. Working with commercial partners to add value for our customers

Programme	Progress	Comments	Lead Directorate & Responsible Officer
Partnership Working Programme	RAG  <u>Corrective Action</u>	Stronger Council to consider the removal of this item as it relates to BAU and therefore cannot be measured adequately.	

19. Robust local democracy

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer						
Maintain number of eligible voters	Overall Target = 98.6% <u>Corrective Action</u>	Please note this is an annual measure	Customer Services Director						
	<table border="1"> <thead> <tr> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>98.6%</td> <td></td> </tr> </tbody> </table>	Value	Target	Status	2019/20	98.6%			
Value	Target	Status							
2019/20	98.6%								