

# Committee Agenda



**Epping Forest  
District Council**

## ***Finance and Performance Management Cabinet Committee Thursday, 14th November, 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, 14th November, 2019**  
at **7.00 pm** .

**Georgina Blakemore**  
Chief Executive

**Democratic Services  
Officer**

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

### **Members:**

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

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### **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**

To report the appointment of any substitute members for the meeting.

**4. DECLARATIONS OF INTEREST**

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 26 September 2019.

**6. FINANCIAL REPORT SIX MONTHS TO THE END OF SEPTEMBER 2019 (Pages 9 - 16)**

To consider the attached report.

**7. CORPORATE PLAN ACTION PLAN YEAR 2 PERFORMANCE REPORT (Pages 17 - 32)**

To consider the attached report.

**8. 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.

**9. 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.

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## EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

**Committee:** Finance and Performance Management Cabinet Committee      **Date:** Thursday, 26 September 2019

**Place:** Council Chamber - Civic Offices      **Time:** 7.00 - 7.17 pm

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

**Apologies:** None

**Officers Present:** N Dawe (Interim Strategic Director & Chief Financial Officer), A Hendry (Senior Democratic Services Officer), J Nolan (Service Director (Commercial & Regulatory Services)), R Perrin (Democratic Services Officer) and G Blakemore (Chief Executive)

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### 14. **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.

### 15. **Substitute Members**

The Committee noted that there were no requirements for a substitute member for this meeting.

### 16. **Declarations of Interest**

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

### 17. **Minutes**

#### **RESOLVED:**

That the minutes held on 18 July 2019 were read and signed as a correct record by the Chairman.

### 18. **Risk Management - Corporate Risk Register**

The Commercial and Regulatory Service Director, J Nolan advised that the Corporate Risk Register had been considered by the Risk Management Group on 21 August 2019 and subsequently individual risks had been reviewed and amended where required by the relevant Risk Owner. The review had led to two risks being removed and a new one being created.

The Committee concurred that the new Risk 13 – Cyber Security, required becoming a stand alone risk. In addition the Committee commented that the Council's resilience could be improved, if mandatory training was provided to all staff on an annual basis and that any attacks were tracked and monitored. Furthermore, penetration test on the Council's fire walls should be concluded regularly and consideration should be given to maintaining the storage and recovery of data stored off site.

The Committee requested that a separate risk be made for Natural England and the impact of the Council's inability to issue planning consent. The delays from Natural England were causing reputational damage to the Council; had wider effects on the

**Finance and Performance Management Cabinet Committee**  
**Thursday, 26 September 2019**

Local Plan; and could cause the Council to fail in its housing development requirements, so it was felt an important risk.

**RESOLVED:**

- (1) That the updated Corporate Risk Register be noted;
- (2) That Risk 13 - Cyber Security be updated to incorporate the Committees comments;
- (3) That a new risk be added to the Risk Register for Natural England incorporating the Committees comments; and

**RECOMMENDED:**

- (4) That the updated Corporate Risk Register be recommended to Cabinet for approval.

**Reasons for Decision:**

It was essential that the Corporate Risk Register was regularly reviewed and kept up to date

**Other Options Considered and Rejected:**

Members may suggest new risks for inclusion or changes such as the scoring of existing risks.

**19. Any Other Business**

That, as agreed by the Charman of the Committee and in accordance with Section 100B(4)(b) of the Local Government Act 197, the following items of urgent business be considered following the publication of the agenda:

- Item 8 – Finance Update (As at the end of August 2019).

**20. Finance Update (as at the end of August 2019)**

The Interim Strategic Director, N Dawe provided the Committee with an update on the Council's financial position.

**2018/19 Financial Position**

It had been reported to the Audit Committee on 12 September 2019, that the external auditors were close to finishing their review of the Councils accounts and had not found, to date, the requirement to alter the accounts other than in line with their technical recommendations. The external auditors had commented on how the process of producing the final accounts could be further improved and officers had been charged with making this a priority and reporting back to the Audit Committee when the improvements had been made.

The only major financial issue that had arisen since the conclusion of the accounts, related to the judgement called the McCloud Case, which increased potential pension liabilities and had resulted in a £1.6m adjustment to the balance sheet. The accounts and final audit certificate were due to return to Council for approval in November 2019.

### **2019/20 Financial Position**

The figures until the end of August, were being produce and the expected figures should demonstrate a continuation of the day to day control of budgets including addressing demand and inflationary pressures. The expected capital expenditure would be below budget and further progress would be needed to ensure the earliest possible delivery of the benefits of the current projects.

In terms of savings schemes, reasonable progress had been made, although it required the remaining schemes to be delivered promptly or substituted for by other valid savings schemes.

### **2020/21 Budget**

The process of forming the budget for 2019/20 had commenced with officers and staff ensuring that all resources were used to maximum effect and that priorities were brought forward for consideration to Cabinet at the end of October 2019. The Budget would also need to take account of external factor arising from national and international economic uncertainty and the growth in the council tax base.

### **Other Issues of Note**

The loans that the Council had made to Eastbourne and Thurrock Districts had been returned amounting to £8m and a review of investment holding, and liquidity was taking place, mindful of the returned loans and the potential call on fund in future months.

The Valuation Office had determined in favour of a company wishing to reduce their business rate exposure. The claim covered several years and amounts to over £1.1m. Repayment of the claim was covered by the provision set aside for such cases and of course other Authorities and the Central Government were due to take a share of the loss later in the financial year. The impact for future years, alongside other claims, was being reviewed.

The Committee commented that good progress had been made and more savings or revenue would be required in the future.

### **RESOLVED:**

That the Committee noted the financial update at the end of August 2019.

**CHAIRMAN**

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## **Report to the Finance Performance Management Cabinet Committee**



**Report reference:** *FPM-006-2019/20*  
**Date of meeting:** *14 November 2019*

**Epping Forest  
District Council**

**Portfolio:** Finance

**Subject:** Financial Report Six Months to the end of September 2019

**Responsible Officer:** Nick Dawe (01992 562541).

**Democratic Services:** Rebecca Perrin (01992 564532).

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### **Recommendations/Decisions Required:**

- (1) To note the report and actions set out in the attached report;
- (2) To comment on the financial performance;
- (3) To note the new format of summary financial report, which will be produced and issued monthly, including progress and actions that will develop as circumstances require; and
- (4) To receive feedback from members.

### **Executive Summary:**

In revenue terms, the Authority is currently performing £3m to the good with a forecast year-end position of break-even. Delays in spending Housing Capital on projects should be noted.

### **Reasons for Proposed Decision:**

To update the Committee.

### **Other Options for Action:**

None.

### **Report:**

Attached document.

### **Resource Implications:**

Contained within report.

### **Legal and Governance Implications:**

Delivery of the Budget for 2019/20

### **Safer, Cleaner and Greener Implications:**

NA

**Consultation Undertaken:**

NA

**Background Papers:**

NA

**Risk Management:**

No new risks identified in this report.

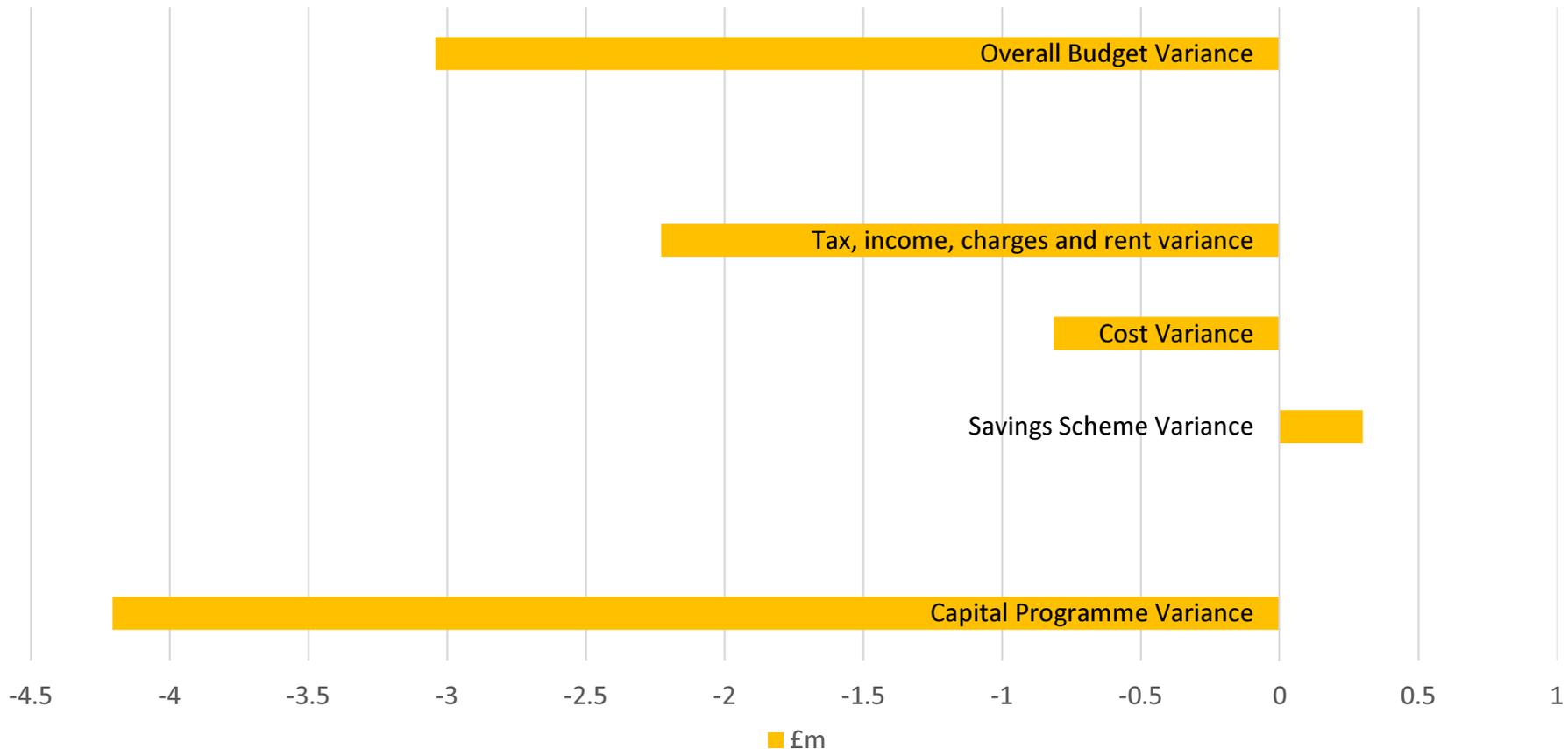
**Equality Analysis**

No EIA impact resulting from this report.

# September 2019 Summary Financial Report

Overall Status, **Green**.

£3m underspent revenue but capital programme also £4m behind target spending levels due to a major review of schemes.



# September 2019 Summary Financial Report

## Overall Status Issues and Actions

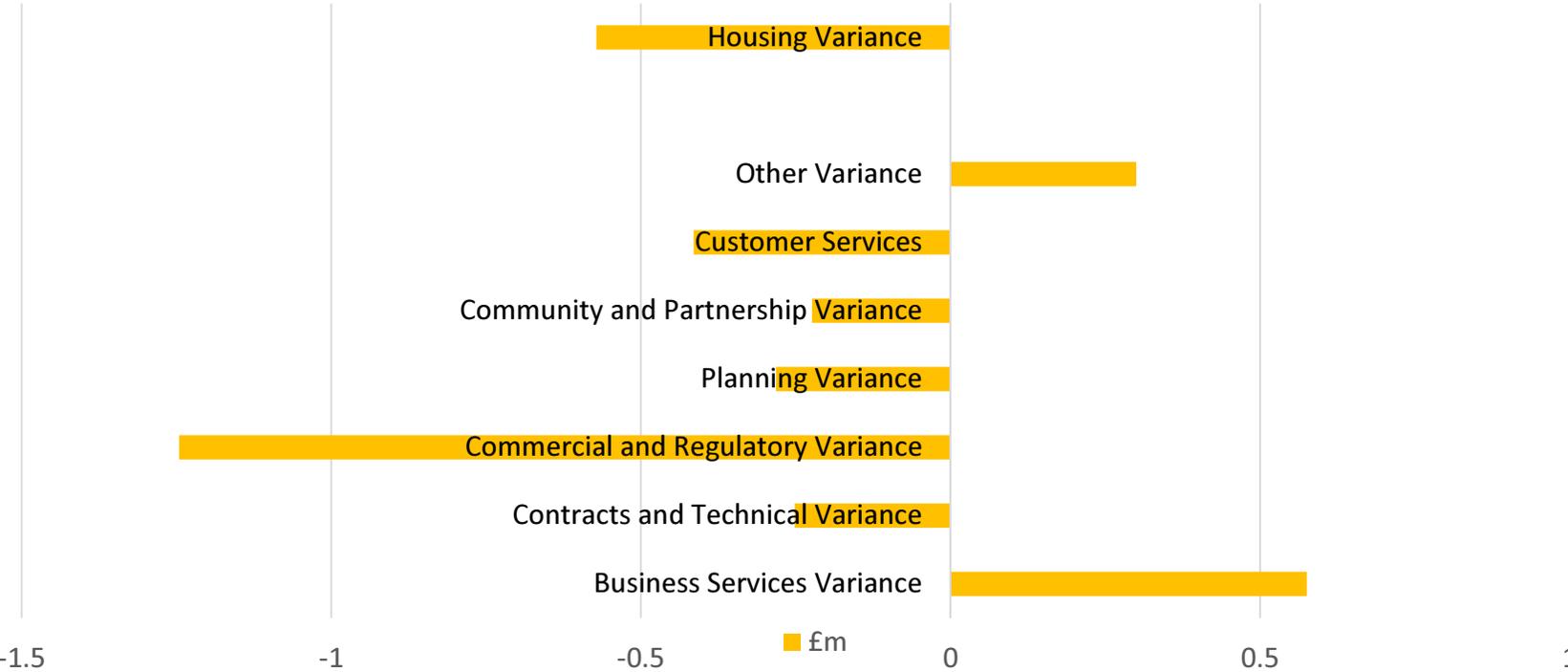
- Overall Budget Variance : £3,042,000 cumulative favourable variance this month with a break-even or better position forecast for financial year end. **Action none.**
- Tax, Income, Rent and Charges Variance : £2,447,000 cumulative over recovery. Overall picture is satisfactory however car parking income is below target following last years review and increase in income targets. **Action car parking and Rent income review by end of December 2019 (QD).**
- Cost Variance : £343,000 underspent on a variety of issues across the Authority noting specifically that 60 vacancies are being held off-setting 40 at risk staff. **Action complete staff restructuring review by end of December 2019 (All).**
- Savings Scheme Variance : We are half-way through the financial year and have delivered a third of the savings. With the recent decision around off-street parking in October we will move to delivering some two-thirds of the savings programme. **Action start all outstanding schemes and/or find acceptable alternatives by end of November 2019 (All).**
- Capital Variance : Housing scheme delay in starts and progress with schemes are almost entirely responsible for underspend to date. **Action full report to December 2019 Cabinet (ND).**

# September 2019 Summary Financial Report

Status per Directorate, **Amber**

Although overall performance is satisfactory, adverse variance in business services need further review.

Page 13



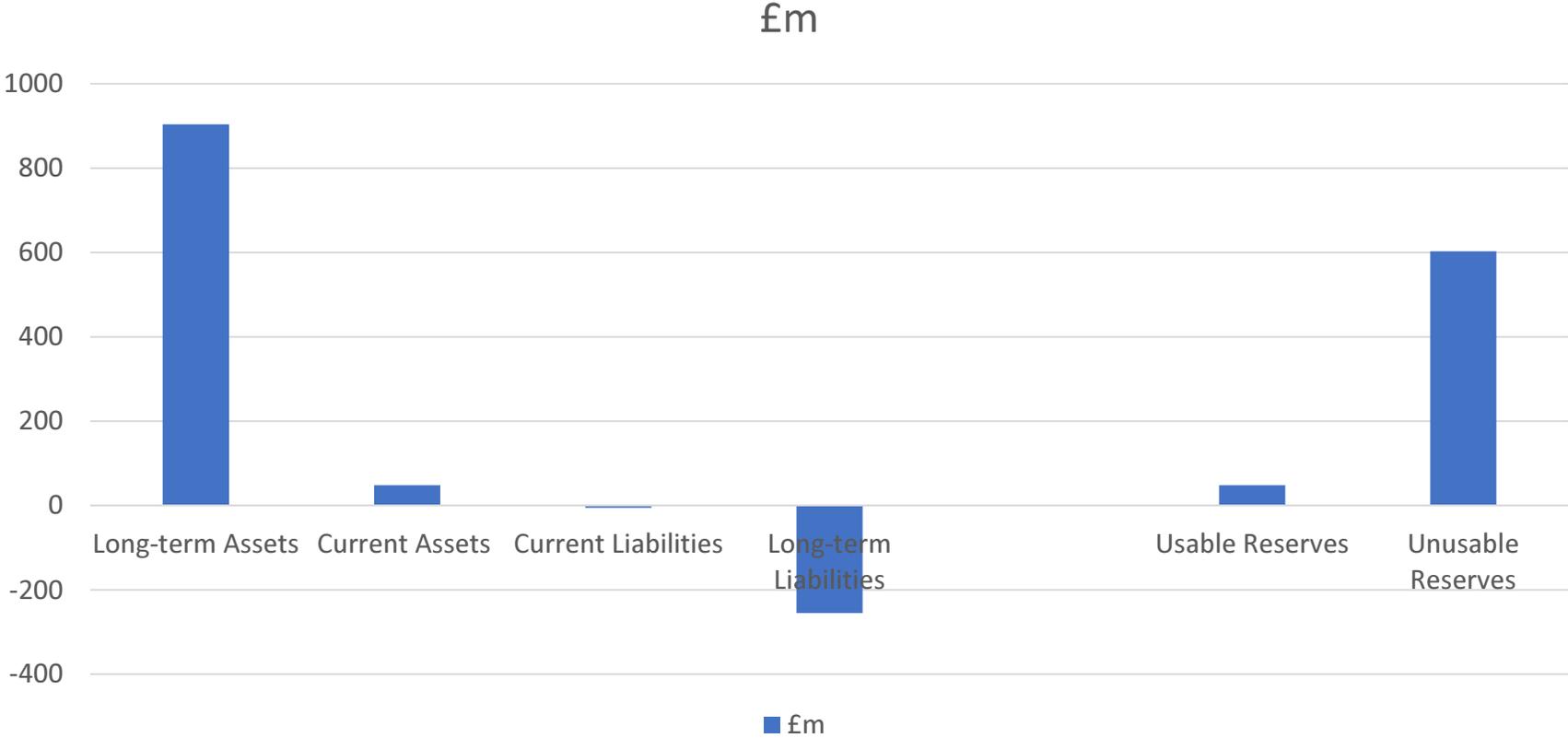
# September 2019 Summary Financial Report

## Directorate Status Issues and Actions

- **Housing Variance** : Recovery of rents, late collection and bad debt still issues despite overall satisfactory performance. Action to monitor progress on issues with reporting of further improvements in terms of voids, collection rates and similar in the December Report (SJ).
- **Other variance** : No issues. Actions none.
- **Customer Service Variance** : No issues. Actions none.
- **Community and Partnership Variance** : No issues. Action none.
- **Commercial and Regulatory Variance** : No issues. Action none.
- **Contract and Technical Variance** : Car park income is the most significant concern (see action on sheet 2).
- **Business Service Variance** : Mainly a reflection of delivering only one third of the savings schemes by the end of September Delivery set to significantly improves in October, (off-street parking saving) . (Action. Review savings scheme progress October Report (ND)

# September 2019 Summary Financial Report

Balance Sheet Status (Reported Quarterly), **Green**, (to note)



# September 2019 Summary Financial Report

## Balance Sheet (Reported Quarterly)

- Long-term assets : Predominantly, buildings but as Devco initiative takes off, some assets will be replaced by shares (backed by fixed assets, with a negligible impact on overall balance sheet health, which will remain good, (as confirmed by treasury advisor). **Action none.**
- Current assets: Cash and cash investments currently stand at £48m which is earning below 1% interest per annum. Unspent cash balances will be used for asset purchases before new loans are taken out as part of a prudent treasury approach. **Action none.**
- Current liabilities : Creditor balance remains at £5m, unchanged since last computer. **Action none.**
- Long-term liabilities : Long-term loan liability remains at £255m. **Action none.**
- Represented by usable reserves: Currently this reserve balance stands at £48m, twice the value required by the financial policy of the authority. **Action none.**
- Represented by unusable reserves : No specific issues. **Action none.**

## **Report to Finance and Performance Management Cabinet Committee**



**Epping Forest  
District Council**

**Report reference: FPM-007-2019/20**

**Date of meeting: 14 November 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)

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### **Recommendations/Decisions Required:**

(1) That the Committee reviews Q2 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 Q2 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** - 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																					
<p>Increased Customer Satisfaction</p> <p><i>Aligning to the Council's focus to put the customer at the heart of everything we do.</i></p> <p><i>The measure for this KPI is taken from GOVmetric responses from customers on telephone calls taken through the Corporate and Revenues Contact centre, emails and Website</i></p>	<p>Target = 80.00%</p> <table border="1"> <thead> <tr> <th>2019/20</th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td></td> <td>80.00%</td> <td></td> </tr> <tr> <td>Q2</td> <td>75.00%</td> <td>80.00%</td> <td></td> </tr> <tr> <td>Q3</td> <td></td> <td>80.00%</td> <td></td> </tr> <tr> <td>Q4</td> <td></td> <td>80.00%</td> <td></td> </tr> </tbody> </table>	2019/20	Value	Target	Status	Q1		80.00%		Q2	75.00%	80.00%		Q3		80.00%		Q4		80.00%		<p><u>Corrective Action</u></p>	<p><u>Quarter 2 Performance</u></p> <p>The overall number of feedback responses is 3,532. Of those 2,648 were satisfied – 75%</p> <p>This was previously an annual measure but will now be reported on a quarterly basis. The target figure has been increased to 80% from an original target of 67%.</p>	Customer Services Director
2019/20	Value	Target	Status																					
Q1		80.00%																						
Q2	75.00%	80.00%																						
Q3		80.00%																						
Q4		80.00%																						

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer																					
<p>Improved Customer first contact resolution</p> <p><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></p>	<p>Target = 45.00%</p> <table border="1"> <thead> <tr> <th>2019/20</th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>37.31%</td> <td>45.00%</td> <td></td> </tr> <tr> <td>Q2</td> <td>34.71%</td> <td>45.00%</td> <td></td> </tr> <tr> <td>Q3</td> <td></td> <td>45.00%</td> <td></td> </tr> <tr> <td>Q4</td> <td></td> <td>45.00%</td> <td></td> </tr> </tbody> </table>	2019/20	Value	Target	Status	Q1	37.31%	45.00%		Q2	34.71%	45.00%		Q3		45.00%		Q4		45.00%		<p><u>Corrective Action</u></p> <p>Drilling down into call nature to identify reasons why customers call us will also help to pinpoint actions required, however we are currently looking for a solution to the barrier that Shortel doesn't accommodate this analysis</p>	<p><u>Quarter 2 Performance</u></p> <p>The transition of other service areas customer contact into the call centre will see staff upskilled on these areas and drive a higher first point resolution. Planning have just transitioned over and the next area will be Housing, timelines and resource to be agreed</p> <p><u>Quarter 1 Performance</u></p> <p>The 1st Quarter 2019/20 total figure has been estimated at 37.31% due to the fact that the last week has not yet been completed.</p>	Customer Services Director
2019/20	Value	Target	Status																					
Q1	37.31%	45.00%																						
Q2	34.71%	45.00%																						
Q3		45.00%																						
Q4		45.00%																						

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>Customer Excellence: <b>Programme</b>  <i>A range of customer related projects to meet the changing needs of our customers</i></p> <p><b>Q1</b> Establishment of Universal Credit Impact Working Group</p> <p><b>Q2</b> Establishment of Customer Experience Strategy Working Group. Review of current customer engagement</p> <p><b>Q3</b> Development of Customer Experience Strategy</p> <p><b>Q4</b> Completion of baseline of impacts of Universal credit on Council services and production of mitigating actions for 2020/21. Implementation of first phase of Customer Experience Strategy</p>	<p>RAG <u>Corrective Action</u></p> 	<p><u>Quarter 2 Performance:</u>  Working group established, initial meeting held, Customer Champions across service areas in place, review of current customer engagement completed &amp; results feeding into strategy. Customer Experience Strategy is developed, presented to Leadership &amp; Stronger Communities select committee, also via customer focus groups for feedback. Milestones for objectives are currently being worked, strategy to be launched in New Year.</p> <p><u>Quarter 1 Performance</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 new Customer Service Strategy for delivery in October.</p>	<p>Customer Services Director</p>
Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>Insight &amp; Behaviour: <b>Programme</b>  <i>A range of customer related projects to understand the wants &amp; needs of our customers &amp; the data evidence to support future decisions</i></p> <p><b>Q1</b> Launch of Digital Inclusion Programme</p> <p><b>Q2</b> Production of Digital Inclusion outcomes and recommendations report</p> <p><b>Q3</b> Production of Strategic Action Plan for Digital Inclusion</p> <p><b>Q4</b> Data led review of customer service outlets for future options</p>	<p>RAG <u>Corrective Action</u></p>  <p>To provide the recommendation report</p>	<p><u>Quarter 2 Performance:</u>  The Insight project with Citizens Online on digital inclusion has been completed. Key priorities for action have been identified and work against these is already underway including the establishment of a Digital Inclusion Network with partners and a Digital Buddy programme to provide support to end-users.</p> <p><u>Quarter 1 Performance</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.</p>	<p>Customer Services Director</p>

**Corporate Objective - 2. Supporting healthy lifestyles**

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>Delivery of the Epping Forest Health &amp; Wellbeing Strategy <b>Programme</b>  <i>To facilitate &amp; directly deliver a range of health-related projects</i></p> <p><b>Q3</b> - Continuation of delivery of the partnership action plan</p> <p><b>Q4</b> - Continuation of delivery of the partnership action plan</p>	<p>RAG  <u>Corrective Action</u></p>	<p><u>Quarter 2 Performance:</u>                      Epping Forest Health &amp; Wellbeing Action Plan has been adopted by partners and is monitored by the multi-agency H&amp;WB Board. RAG rating indicates 60% of 45 targets rated Green at Q2. 100% of projects within action plan to be RAG rated amber to green.</p> <p><u>Quarter 1 Performance</u>                      The Epping Forest Health and Wellbeing Strategy Action Plan is being implemented and all targets have been met to date.</p>	<p>Community and Partnership Services Director</p>

**Corporate Objective - 3. Promoting independence for older people & people with disabilities**

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer																					
<p>Promote and raise awareness of Careline to increase the number of new Telecare alarm installations by 10% each year</p> <p><i>Careline enables older and disabled residents to remain independent and living in their own homes for longer</i></p>	<p>Target = 68</p> <table border="1"> <thead> <tr> <th>2019/20</th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>46</td> <td>34</td> <td></td> </tr> <tr> <td>Q2</td> <td>71</td> <td>68</td> <td></td> </tr> <tr> <td>Q3</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Q4</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	2019/20	Value	Target	Status	Q1	46	34		Q2	71	68		Q3				Q4				<p><u>Corrective Action</u></p>	<p><u>Quarter 2 Performance:</u>                      Target achieved                      July =10 installs                      Aug - 11 installs                      Sept - 13 installs</p> <p><u>Quarter 1 Performance</u>                      Target achieved</p>	<p>Housing and Property Service Director</p>
2019/20	Value	Target	Status																					
Q1	46	34																						
Q2	71	68																						
Q3																								
Q4																								

**Corporate Objective - 4. Safeguarding & supporting people in vulnerable situations**

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer																					
<p>Households accepted as being unintentionally homeless and in priority need</p> <p><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. The aim for this KPI is to keep the 'actual' numbers of homeless households below the target set.</i></p>	Target = 48	<u>Corrective Action</u>	<p><u>Quarter 2 Performance:</u> Target met</p> <p><u>Quarter 1 Performance</u> Target met.</p>																					
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	Q1			19	24	✓																		
	Q2			36	48	✓																		
Q3		71																						
Q4		95																						

**Corporate Objective - 5. Enabling communities to support themselves**

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer																					
<p>To maintain the number of Community champions and volunteers in the district Champions and volunteers</p> <p><i>To increase and maintain the volunteer Community Champion capacity across the District.</i></p>	Target = 15	<u>Corrective Action</u>	<p><u>Quarter 2 Performance</u> Q2 - target met</p> <p><u>Quarter 1 Performance</u> Target met. This target relates to Community Champions recruited by the Council.</p>																					
	<table border="1"> <thead> <tr> <th>2019/20</th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>13</td> <td>12</td> <td>✓</td> </tr> <tr> <td>Q2</td> <td>15</td> <td>15</td> <td>✓</td> </tr> <tr> <td>Q3</td> <td></td> <td>17</td> <td></td> </tr> <tr> <td>Q4</td> <td></td> <td>18</td> <td></td> </tr> </tbody> </table>			2019/20	Value	Target	Status	Q1	13	12	✓	Q2	15	15	✓	Q3		17		Q4		18		
	2019/20			Value	Target	Status																		
	Q1			13	12	✓																		
	Q2			15	15	✓																		
Q3		17																						
Q4		18																						

**Corporate Objective - 6. Provide culture & leisure**

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer																																																								
<p>Increase new leisure centre attendees year on year</p> <p>This KPI has been revised in order to provide two clearer measures.</p> <p><i>Monitor and review trends for Club Live Direct Debit Membership across each of the Leisure Centres</i></p> <p><b>Club Life Waltham Abbey</b></p> <p><b>Club Life Loughton</b></p> <p><b>Club Life Epping</b></p> <p><b>Club Life Ongar</b></p> <p><i>Monitor casual Swimming attendances at each of the Council's swimming pools</i></p> <p><b>Waltham Abbey</b></p> <p><b>Ongar</b></p> <p><b>Loughton</b></p>	<p>Target = 130,014</p> <p><u>Corrective Action</u></p> <table border="1"> <thead> <tr> <th>2019/20</th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>200,086</td> <td>65,007</td> <td>✓</td> </tr> <tr> <td>Q2</td> <td>204,257</td> <td>130,014</td> <td>✓</td> </tr> <tr> <td>Q3</td> <td></td> <td>195,021</td> <td></td> </tr> <tr> <td>Q4</td> <td></td> <td>260,028</td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>2019/20</th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q2</td> <td>5151</td> <td></td> <td></td> </tr> <tr> <td>Q2</td> <td>8037</td> <td></td> <td></td> </tr> <tr> <td>Q2</td> <td>3175</td> <td></td> <td></td> </tr> <tr> <td>Q2</td> <td>2366</td> <td></td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>2019/20</th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q2</td> <td>14507</td> <td></td> <td></td> </tr> <tr> <td>Q2</td> <td>3599</td> <td></td> <td></td> </tr> <tr> <td>Q2</td> <td>13221</td> <td></td> <td></td> </tr> </tbody> </table>	2019/20	Value	Target	Status	Q1	200,086	65,007	✓	Q2	204,257	130,014	✓	Q3		195,021		Q4		260,028		2019/20	Value	Target	Status	Q2	5151			Q2	8037			Q2	3175			Q2	2366			2019/20	Value	Target	Status	Q2	14507			Q2	3599			Q2	13221			<p>This KPI has been revised in order to provide two clearer measures.</p> <p><u>Quarter 2 Performance</u></p> <p>The performance data for the current reporting period is estimated only due to September not yet being completed. The attendance numbers for at each centre was as follows:</p> <ul style="list-style-type: none"> <li>• Epping – 27,414</li> <li>• Loughton – 78,848</li> <li>• Ongar – 29,244</li> <li>• Waltham Abbey – 68,751</li> </ul> <p><u>Quarter 1 Performance:</u></p> <p>The performance data for the current reporting period is estimated only due to June not yet being completed. The attendance numbers for at each centre was as follows:</p> <ul style="list-style-type: none"> <li>• Epping - 28,743</li> <li>• Loughton - 77,690</li> <li>• Ongar - 27,018</li> <li>• Waltham Abbey - 66,635</li> </ul>	<p>Contracts and Technical Services Director</p>
	2019/20	Value	Target	Status																																																							
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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, &amp;; Remote users</i>	Target = 103,000 <u>Corrective Action</u> <table border="1"> <thead> <tr> <th>2019/20</th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>203,023</td> <td>51,500</td> <td></td> </tr> <tr> <td>Q2</td> <td>130,095</td> <td>103,000</td> <td></td> </tr> <tr> <td>Q3</td> <td></td> <td>154,000</td> <td></td> </tr> <tr> <td>Q4</td> <td></td> <td>206,000</td> <td></td> </tr> </tbody> </table>	2019/20	Value	Target	Status	Q1	203,023	51,500		Q2	130,095	103,000		Q3		154,000		Q4		206,000		<u>Quarter 2 Performance</u> Target met (as of 24/9/19) Users in Person – 12,597 Total Usage – 130,095  <u>Quarter 1 Performance</u> Target met (as of 24/6/19) Users in Person – 11,015 Total Usage – 173,787	Community and Partnership Services Director
2019/20	Value	Target	Status																				
Q1	203,023	51,500																					
Q2	130,095	103,000																					
Q3		154,000																					
Q4		206,000																					

#### 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 &amp; 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>	Target = 95% <u>Corrective Action</u> <table border="1"> <thead> <tr> <th>2019/20</th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>73%</td> <td>95%</td> <td></td> </tr> <tr> <td>Q2</td> <td>97.4%</td> <td>95%</td> <td></td> </tr> <tr> <td>Q3</td> <td></td> <td>95%</td> <td></td> </tr> <tr> <td>Q4</td> <td></td> <td>95%</td> <td></td> </tr> </tbody> </table>	2019/20	Value	Target	Status	Q1	73%	95%		Q2	97.4%	95%		Q3		95%		Q4		95%		<u>Quarter 2 Performance</u> 38 operations/tasks completed one incomplete. The caveat on that it was due to lack of EFDC availability of CCTV staff which is why we have 1 failure. Added value completion rate is 97.4% which is on target.  <u>Quarter 1 Performance</u> 22 activity/tasks undertaken. 16 completed: • 2 self generated actions - completed • 2 tasks outstanding with EP *The above is in addition to the patrols performed by the EFDC Community Safety Team officers.	Community and Partnership Services Director
2019/20	Value	Target	Status																				
Q1	73%	95%																					
Q2	97.4%	95%																					
Q3		95%																					
Q4		95%																					

**Stronger Place** - Delivering effective core services that people want, A district with planned development, An environment where new and existing businesses thrive

**Corporate Objective - 8.** Keeping the district clean & green

Key Performance Indicator	Progress (baseline and target data)				Comments	Lead Directorate & Responsible Officer	
Increase in Recycling An increase in the amount of recycling produced by the District	Target = 57%			<u>Corrective Action</u>	<u>Quarter 2 Performance</u> Current target has been reached however final figures need to be confirmed by the WDA  <u>Quarter 1 Performance</u> 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.	Contracts and Technical Services Director	
	2019/20	Value	Target				Status
	Q1	64.81%	57%				✓
	Q2	62.58%	57%				✓
	Q3						
Q4							

Key Performance Indicator	Progress (baseline and target data)				Comments	Lead Directorate & Responsible Officer	
Reduction of household waste A reduction in the amount of household waste produced on average per household in the District	Target = 196			<u>Corrective Action</u>	<u>Quarter 2 Performance</u> Q1 - target met. Continuing publicity about contaminating the residual bin with recycling is continuing  <u>Quarter 1 Performance</u> Expected level of waste for this quarter	Contracts and Technical Services Director	
	2019/20	Value	Target				Status
	Q1	89	95				✓
	Q2	183	196				✓
	Q3		300				
Q4		410					

**Corporate Objective - 9.** Improving the district housing offer

Programme	Progress	Comments	Lead Directorate & Responsible Officer
To deliver the Council housebuilding	RAG <u>Corrective Action</u>	<u>Quarter 2 Performance:</u>	

**programme**

*Building or acquiring new affordable properties in the District*

**Phase 1** – Complete

**Phase 2** - Due to the fire at Churchill Court contract completion has been delayed to September 2019.

**Phase 3** - Works at Queens Road are progressing as per programme (expected completion Sept 2019) all other sites are completed

**Phase 4,5 and 6** - Delays in receiving the results of the soil investigation have led to the design programme being behind schedule. Tender delayed until end of July 2019.

Phase 2 – Burton Road, Loughton. Davies court was handed over on 4th September and Churchill Court is on target to be handed over by the end of September 2019.

Phase 3 - the final development making up Phase 3 at Queens Road, North Weald remains on target to be completed by September 2020.

Phases 4,5 & 6 - Tenders for Package 4 ( 4 x sites in Loughton and Buckhurst Hill) were sent out to all contractors on the Framework Alliance at the end of August. These are due back later in early October. Once evaluated, tenders will be reported to the next Council House-building Cabinet Committee. In the meantime, works have started on each of the sites to make them secure, remove roofs and doors, and in some cases demolish the garage structures, so that the planning approval is secured and enable the Development Team to gather ground contamination information as part of the pre-construction phase.

Quarter 1 Performance

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 has been delayed until the end of July 2019.

Housing and Property Service Director

**Corporate Objective - 10. Planning development priorities & 11. Ensuring Infrastructure supports growth**

Programme	Progress	Comments	Lead Directorate & Responsible Officer
Local plan programme: <b>Programme</b>  <b>Quarter 1</b> Examination hearings taken place and concluded in June 2019 <b>Quarter 2</b>	RAG <u>Corrective Action</u> 	<u>Quarter 2 Performance:</u> The Local Plan examination hearings took longer than expected. As a result of the Inspector's advice further work is required to support an updated Habitats Regulation Assessment. This means that the Inspectors report will not	Planning Services Director

- Awaiting the Inspector's initial advice (expected mid-July, but currently delayed). The Inspector's advice was issued on 2 August 2019 and requires further work to be undertaken in order to agree the Main Modifications to the Plan. This is currently being scoped and agreed but will delay the consultation on main modifications. The timetable for the work has still be to agreed with the Inspector.
- Depending on above, go out to main modifications consultation in September. Once the timetable for the further work is agreed it will be possible to agree a new timescale and revise the current Local Development Scheme
- Likely need to revise the current Local Development Scheme

**Quarter 3**

Final report from the Inspector is likely to be in 2020/21

**Quarter 4**

Minor modifications likely to be in 2020/21  
Local Plan Adoption likely to be in 2020/21

be received 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. No new timetable has yet been agreed – this is the subject of discussion with consultants and will need to be agreed with the Inspector

Quarter 1 Performance:

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.

**Corporate Objective - 12. Supporting business enterprise & attracting investment**

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>St Johns Road <b>Programme</b> <i>A new development to provide a range of leisure &amp; housing to residents &amp; visitors to the District</i></p> <p><b>Quarter 2</b></p> <ul style="list-style-type: none"> <li>• Prepare and submit pre-application advice request and attend pre-application meeting.</li> <li>• to prepare a Planning Outcomes Report.</li> </ul> <p><b>Quarter 3</b></p> <ul style="list-style-type: none"> <li>• Options presentation to Cabinet 5<sup>th</sup> December</li> </ul>	<p>RAG <u>Corrective Action</u></p>  <p>To submit pre-application advice and prepare planning outcomes report</p>	<p><u>Quarter 2 Performance</u> At a recent Cabinet workshop Members were presented with a number of options. Their recommendations will be presented to a Quality Review Panel on 4<sup>th</sup> October. We are still on track for the December deadline.</p> <p><u>Quarter 1 Performance</u> Project management consultant appointed &amp; working towards completion of Work Stage 1 resulting in a presentation to Cabinet on 5<sup>th</sup> December. Programme Board established and meeting monthly.</p>	<p>Commercial and Regulatory Services Director</p>

**Corporate Objective - 13. People develop skills to maximise their potential**

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p><b>Growth/Skills/Employment Programme</b>  <i>A range of projects to provide a strategic approach to develop the economic &amp; social well-being of the District</i></p> <p><b>Quarter 3</b></p> <ul style="list-style-type: none"> <li>• Consultation on Nurturing growth Economic Strategy Document</li> <li>• Resources Report to Cabinet Dec 5<sup>th</sup></li> </ul> <p><b>Quarter 4</b></p> <ul style="list-style-type: none"> <li>• Production of Economic Development Delivery Plan</li> </ul>	<p>RAG <u>Corrective Action</u></p> 	<p><u>Quarter 2 Performance</u></p> <p>An initial Economic Strategy Document, along with initial public feedback, was reviewed by Leadership Team, the Economic Board and Cabinet and a decision made to extend the consultation period until 16th December 2019.</p> <p>A revised Strategy Document has been produced incorporating changes requested by members and reflecting the initial comments from the public. This document is just completing the sign-off phase.</p> <p>250 hard copies of the new Economic Strategy Document will be produced with an online version made available via the Council website. An awareness and distribution campaign will include mail-outs and a social media campaign via the Council's PR department.</p> <p>A Stake Holder Conference is being organised at Theydon Bois Village Hall on 13th November which will include speakers on the key themes of the strategy followed by workshops generating further feedback.</p> <p><u>Quarter 1 Performance</u></p> <p>The key elements of the growth skills and employment programme are contained within the draft economic strategy 'Nurturing Growth', which is currently being reviewed by Members.</p>	<p>Community and Partnership Services Director</p>

**Corporate Objective - 15. Enhancing skills & flexibility of our workforce**

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p><b>People Strategy Programme</b>  <i>A range of projects to improve the design &amp; development of the Councils workforce to meet future needs &amp; support the corporate direction of the Council</i></p> <p><b>Quarter 2</b></p> <ul style="list-style-type: none"> <li>• Common Operating Model (COM) Finalise structure costings</li> <li>• Development Programmes agreed by Leadership Team</li> <li>• iTrent -Develop and build the Recruitment module</li> <li>• Recruitment Strategy-Project implementation plan completed</li> <li>• Wellbeing Strategy – Finalise Action Plan, review progress and identify actions</li> <li>• Apprentices Appoint cohort 4 and start Higher Level Apprentices (5)</li> <li>• Job families – Consult with TU's</li> <li>• Pay &amp; benefits project – complete closure report</li> </ul> <p><b>Quarter 3</b></p> <ul style="list-style-type: none"> <li>• COM - Finish Service &amp; Team Manager recruitment and Start implementing structures</li> <li>• Start Management Programmes</li> <li>• Pilot recruitment module</li> <li>• Amend recruitment policy</li> <li>• Mental health first aiders recruited in house and trained</li> <li>• Workplace health champions up and running</li> <li>• Implement job families</li> </ul> <p><b>Quarter 4</b></p> <ul style="list-style-type: none"> <li>• Finish implementing structures</li> <li>• Start Staff Programmes and evaluation of stage 1</li> <li>• Launch the recruitment module</li> <li>• Implement new Recruitment Policy and new process and review end March 2020</li> <li>• Review wellbeing progress and achievements</li> <li>• Review Apprentice Levy usage</li> </ul>	<p>RAG <u>Corrective Action</u></p> <p> Recruitment Strategy Action Plan delayed due to team capacity (annual leave)</p>	<p><u>Quarter 2 Performance:</u></p> <ul style="list-style-type: none"> <li>• COM – costings completed</li> <li>• L1 TM Training identified (HR/Finance/ Budgets/Emp Law/Performance Management &amp; Coaching/Procurement &amp; Contract Management) Booked for Q3.</li> <li>• iTrent recruitment module is progressing with work on the web pages skinning to be completed with consultant help on HTML.</li> <li>• Wellbeing Action Plan to be finalised</li> <li>• Apprentice Prog on target; 10 new apprentices and 5 HL apprentices appointed 2/9/19.</li> <li>• Job Families – Consultation started and formal period closed. Further discussions may take place</li> <li>• Pay and benefits employee consultation concluded, with implementation due 1st October 2019</li> </ul> <p><u>Quarter 1 Performance:</u></p> <ul style="list-style-type: none"> <li>• COM - Team Managers roles are being recruited</li> <li>• Pay, Benefits &amp; JE review - Collective Agreement agreed with Trade Unions, implementation date 1 Oct 19. To consult on job families</li> <li>• Staff development to run in parallel with COM timetable.</li> <li>• Recruitment Strategy complete, finalising the action plan</li> <li>• Development of iTrent - the programme of module implementation is ongoing.</li> </ul>	<p>Business Services Service Director</p>

**Corporate Objective - 16. Improving performance through innovation & new technology**

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p><b>Digital Enablement Programme</b>  <i>A range of projects to improve the design &amp; development of the Councils technology to meet future needs &amp; support the corporate direction of the Council</i></p>	<p>RAG <u>Corrective Action</u>  </p>	<p><u>Quarter 2 Performance</u>                      The ICT Programme is currently under review, following on from Consultants (Itica) being commissioned on various ICT assignments. Itica have met with all Directors and Service Managers to understand what the business and customer needs are, whilst reviewing the capability of ICT to deliver on those requirements.                      Whilst the review is ongoing, the team are focusing on supporting the Accommodation Review and the role out of Office 365.                      Q3/Q4 milestones will also be updated following the outcome of the review</p> <p><u>Quarter 1 Performance:</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 has been reviewed and redundant projects will be removed from Pentana and the overall Strategy reviewed. All remaining actions are on track.</p>	<p>Business Services Service Director</p>

**Corporate Objective - 17. Efficient use of our financial resources, buildings & assets**

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer
<p>Meet the saving target identified in Medium Term Financial Strategy  <i>Ensuring the financial stability of the Council</i></p>	<p>Target = <u>Corrective Action</u></p>	<p>Please note this is an annual measure.</p>	<p>Business Services Service Director</p>

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>Accommodation Strategy: <b>programme</b>  <i>A range of projects to improve the design &amp; development of the Councils buildings &amp; assets to meet future needs &amp; support the corporate direction of the Council</i></p> <p><b>Quarter 1</b></p> <ul style="list-style-type: none"> <li>Initial furniture and capacity designed for 2nd Floor Civic Offices</li> <li>Met with Historic England and agreed next steps</li> <li>Compiled and released tender document for Civic Offices cafe</li> <li>Reviewed AV options for Council Chamber</li> </ul> <p><b>Quarter 2</b></p> <ul style="list-style-type: none"> <li>Bissett Adams architects to provide design and M&amp;E advice on options for the refurbishment works on the civic centre.</li> <li>Letting of new contract to the café supplier.</li> <li>Specification for the AV options for the Council Chamber.</li> <li>Confirmation of designs for second floor.</li> <li>Commission marketing advice on the potential for lettable spaces in civic offices.</li> </ul> <p><b>Quarter 3</b></p> <ul style="list-style-type: none"> <li>Start remedial works for second floor accommodation changes.</li> <li>Tender the furniture supply</li> <li>Report back on the feasibility options of alternative office accommodation sites.</li> </ul> <p><b>Quarter 4</b></p> <ul style="list-style-type: none"> <li>Report back on masterplan for North Weald office.</li> <li>Move staff into the new workspace on the second floor of the civic offices.</li> <li>Apply for listed building consent and planning for changes to the civic offices.</li> </ul>	<p>RAG <u>Corrective Action</u></p> <p> To be addressed following Cabinet meeting on 31<sup>st</sup> October</p>	<p><u>Quarter 2 performance:</u></p> <ul style="list-style-type: none"> <li>Further work on refurbishment designs which are now being costed by the cost consultant and include some internal changes to create a more open plan and agile, collaborative working space.</li> <li>Decant Strategy being worked through to minimise risk to operational BAU</li> <li>Full ICT survey to establish requirements for the refurbishment of the Civic Offices.</li> <li>Initial discussions with interested partners (Library, CAB, NHS) to occupy some elements of the building.</li> <li>Set up of a communications group with staff.</li> <li>Further cabinet report on the detailed options going forward.</li> </ul> <p><u>Quarter 1 performance:</u></p> <ul style="list-style-type: none"> <li>Created initial furniture and capacity design for 2<sup>nd</sup> Floor Civic Centre</li> <li>Engaged with Historic England to establish and refresh existing relationship and agree next steps</li> <li>Engaged with Bisset Adams – M&amp;E consultant - to establish and refresh existing relationship and agree next steps</li> <li>Compiled and released tender document for Civic Centre Café</li> <li>Reviewed AV options for Council Chamber</li> </ul>	<p>Interim Housing Service Director</p>

**Corporate Objective - 18. Robust local democracy**

Key Performance Indicator	Progress (baseline and target data)	Comments	Lead Directorate & Responsible Officer
Maintain number of eligible voters <i>Maintaining the number of residents eligible to vote in the District</i>	Target = 98.6% <u>Corrective Action</u>	Please note this is an annual measure	Customer Services Director