



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> <p><u>Corrective Action</u></p>	2019/20	Value	Target	Status	Q1		80.00%		Q2	75.00%	80.00%	✓	Q3		80.00%		Q4		80.00%		<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%																					
<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> <p><u>Corrective Action</u></p>	2019/20	Value	Target	Status	Q1	37.31%	45.00%	✓	Q2	34.71%	45.00%	✓	Q3		45.00%		Q4		45.00%		<p><u>Quarter 2 Performance</u></p> <p>Target met.</p> <p><u>Quarter 1 Performance</u></p> <p>The 1st Quarter 2019/20 total figure has been estimated at 37.41% 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: Programme <i>A range of customer related projects to meet the changing needs of our customers</i></p> <p>Q1 Establishment of Universal Credit Impact Working Group</p> <p>Q2 Establishment of Customer Experience Strategy Working Group. Review of current customer engagement</p> <p>Q3 Development of Customer Experience Strategy</p> <p>Q4 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 & results feeding into strategy. Customer Experience Strategy is developed, presented to Leadership & 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 & 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></p> <p>Q1 Launch of Digital Inclusion Programme</p> <p>Q2 Production of Digital Inclusion outcomes and recommendations report</p> <p>Q3 Production of Strategic Action Plan for Digital Inclusion</p> <p>Q4 Data led review of customer service outlets for future options</p>	<p>RAG <u>Corrective Action</u></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 & Wellbeing Strategy Programme <i>To facilitate & directly deliver a range of health-related projects</i></p> <p>Q3 - Continuation of delivery of the partnership action plan</p> <p>Q4 - 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 & Wellbeing Action Plan has been adopted by partners and is monitored by the multi-agency H&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>			
	2019/20			Value	Target	Status
	Q1			19	24	✓
	Q2			36	48	✓
	Q3				71	
Q4		95				
			Housing and Property Service Director			

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>			
	2019/20			Value	Target	Status
	Q1			13	12	✓
	Q2			15	15	✓
	Q3				17	
Q4		18				
			Community and Partnership Services Director			

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> <table border="1" data-bbox="640 371 1041 651"> <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> <p><i>Monitor casual Swimming attendances at each of the Council's swimming pools</i></p> <table border="1" data-bbox="640 659 1041 1169"> <thead> <tr> <th>2019/20</th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Club Life Waltham Abbey Q2</td> <td>5151</td> <td></td> <td></td> </tr> <tr> <td>Club Life Loughton Q2</td> <td>8037</td> <td></td> <td></td> </tr> <tr> <td>Club Life Epping Q2</td> <td>3175</td> <td></td> <td></td> </tr> <tr> <td>Club Life Ongar Q2</td> <td>2366</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	Club Life Waltham Abbey Q2	5151			Club Life Loughton Q2	8037			Club Life Epping Q2	3175			Club Life Ongar Q2	2366			<p>Target = 130,014</p> <p><u>Corrective Action</u></p>	<p>This KPI has been revised in order to provide two clearer measures.</p> <p><u>Quarter 2 Performance</u> 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"> • Epping – 27,414 • Loughton – 78,848 • Ongar – 29,244 • Waltham Abbey – 68,751 <p><u>Quarter 1 Performance:</u> 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"> • Epping - 28,743 • Loughton - 77,690 • Ongar - 27,018 • Waltham Abbey - 66,635 	<p>Contracts and Technical Services Director</p>
2019/20	Value	Target	Status																																								
Q1	200,086	65,007	✓																																								
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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, & 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 & 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: Programme Quarter 1 Examination hearings taken place and concluded in June 2019	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	Planning Services

<p>Quarter 2</p> <ul style="list-style-type: none"> • 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 <p>Quarter 3 Final report from the Inspector is likely to be in 2020/21</p> <p>Quarter 4 Minor modifications likely to be in 2020/21 Local Plan Adoption likely to be in 2020/21</p>	<p>Assessment. This means that the Inspectors report will not 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</p> <p><u>Quarter 1 Performance:</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.</p>	<p>Director</p>
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Corporate Objective - 12. Supporting business enterprise & attracting investment

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>St Johns Road Programme <i>A new development to provide a range of leisure & housing to residents & visitors to the District</i></p> <p>Quarter 2</p> <ul style="list-style-type: none"> • Prepare and submit pre-application advice request and attend pre-application meeting. • to prepare a Planning Outcomes Report. <p>Quarter 3</p> <ul style="list-style-type: none"> • Options presentation to Cabinet 5th December 	<p>RAG <u>Corrective Action</u></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 4th October. We are still on track for the December deadline.</p> <p><u>Quarter 1 Performance</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.</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>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></p> <p>Quarter 3</p> <ul style="list-style-type: none"> • Consultation on Nurturing growth Economic Strategy Document • Resources Report to Cabinet Dec 5th <p>Quarter 4</p> <ul style="list-style-type: none"> • Production of Economic Development Delivery Plan 	<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>

Stronger Council - A culture of innovation, Financial independence with low Council Tax

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

Programme	Progress	Comments	Lead Directorate & Responsible Officer
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People Strategy Programme

A range of projects to improve the design & development of the Councils workforce to meet future needs & support the corporate direction of the Council

Quarter 2

- Common Operating Model (COM) Finalise structure costings
- Development Programmes agreed by Leadership Team
- iTrent -Develop and build the Recruitment module
- Recruitment Strategy-Project implementation plan completed
- Wellbeing Strategy – Finalise Action Plan, review progress and identify actions
- Apprentices Appoint cohort 4 and start Higher Level Apprentices (5)
- Job families – Consult with TU's
- Pay & benefits project – complete closure report

Quarter 3

- COM - Finish Service & Team Manager recruitment and Start implementing structures
- Start Management Programmes
- Pilot recruitment module
- Amend recruitment policy
- Mental health first aiders recruited in house and trained
- Workplace health champions up and running
- Implement job families

Quarter 4

- Finish implementing structures
- Start Staff Programmes and evaluation of stage 1
- Launch the recruitment module
- Implement new Recruitment Policy and new process and review end March 2020
- Review wellbeing progress and achievements
- Review Apprentice Levy usage

RAG Corrective Action



Recruitment Strategy Action Plan delayed due to team capacity (annual leave)

Quarter 2 Performance:

- COM – costings completed
- L1 TM Training identified (HR/Finance/ Budgets/Emp Law/Performance Management & Coaching/Procurement & Contract Management) Booked for Q3.
- iTrent recruitment module is progressing with work on the web pages skinning to be completed with consultant help on HTML.
- Wellbeing Action Plan to be finalised
- Apprentice Prog on target; 10 new apprentices and 5 HL apprentices appointed 2/9/19.
- Job Families – Consultation started and formal period closed. Further discussions may take place
- Pay and benefits employee consultation concluded, with implementation due 1st October 2019

Quarter 1 Performance:

- 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

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

Programme	Progress	Comments	Lead Directorate & Responsible Officer
Digital Enablement Programme	RAG <u>Corrective Action</u>	<u>Quarter 2 Performance</u>	

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



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

Quarter 1 Performance:
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.

Business Services Service Director

Corporate Objective - 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 <i>Ensuring the financial stability of the Council</i>	Target = <u>Corrective Action</u>	Please note this is an annual measure.	Business Services Service Director

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> Quarter 1	RAG <u>Corrective Action</u> 	<u>Quarter 2 performance:</u> • 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	Interm Housing Service Director

- Initial furniture and capacity designed for 2nd Floor Civic Offices
- Met with Historic England and agreed next steps
- Compiled and released tender document for Civic Offices cafe
- Reviewed AV options for Council Chamber

Quarter 2

- Bissett Adams architects to provide design and M&E advice on options for the refurbishment works on the civic centre.
- Letting of new contract to the café supplier.
- Specification for the AV options for the Council Chamber.
- Confirmation of designs for second floor.
- Commission marketing advice on the potential for lettable spaces in civic offices.

Quarter 3

- Start remedial works for second floor accommodation changes.
- Tender the furniture supply
- Report back on the feasibility options of alternative office accommodation sites.

Quarter 4

- Report back on masterplan for North Weald office.
- Move staff into the new workspace on the second floor of the civic offices.
- Apply for listed building consent and planning for changes to the civic offices.


agile, collaborative working space.

- Decant Strategy being worked through to minimise risk to operational BAU
- Full ICT survey to establish requirements for the refurbishment of the Civic Offices.
- Initial discussions with interested partners (Library, CAB, NHS) to occupy some elements of the building.
- Set up of a communications group with staff.
- Further cabinet report on the detailed options going forward.

Quarter 1 performance:

- 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 Café
- Reviewed AV options for Council Chamber

Corporate Objective - 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.	Business Services Service Director

Corporate Objective - 19. 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