






**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	
Increased Customer Satisfaction  <i>Aligning to the Council's focus to put the customer at the heart of everything we do</i>	Target = 80.00%				<u>Corrective Action</u> Target not achieved due to severe staff shortages in contact centre.	<u>Quarter 4 Performance</u> Recruitment completed; new starters will join after Covid-19 pandemic.  <u>Quarter 3 Performance</u> Percentages will increase gradually as we bring more services into the Contact Centre.  <u>Quarter 2 Performance</u> The overall number of feedback responses is 3,532. Of those 2,648 were satisfied.	Customer Services Director
	2019/20	Actual	Target	Status			
	Q1		80.00%				
	Q2	75.00%	80.00%	✓			
	Q3	83.00%	80.00%	✓			
Q4	71%	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>	Target = 45.00%	<u>Corrective Action</u>		<p><u>Quarter 4 Performance</u> First point resolution target achieved, team are upskilled each time new areas transition to the contact centre. Team fully informed to resolve Covid-19 queries at first point of contact as equipped with FAQ's updated daily.</p> <p><u>Quarter 3 Performance</u> This figure will increase as we bring more services into the contact centre, and has been increased during Nov and Dec to nearer the 45% forecast for this figure</p> <p><u>Quarter 2 Performance</u> The 45% target is an annual target which is hoped to be achieved by the end of the financial year as more services move into the team. Since the end of the second quarter Planning calls have moved into the contact team and over 50% of these calls are being resolved at first point of contact.</p> <p><u>Quarter 1 Performance</u> The 1st quarter outturn was below target due to staff resignation of both team leaders, staff sickness, system difficulties (telephony and ICT equipment) and due to services not yet being fully integrated with the Contact Centre.</p>	Customer Services Director		
		2019/20	Actual	Target	Status		
		Q1	37.31%	45.00%			
		Q2	34.71%	45.00%			
		Q3	40.17%	45.00%			
		Q4	47.71%	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>Programme milestones:</b>  <b>Q1</b> Establishment of Universal Credit Impact Working Group  <b>Q2</b> Establishment of Customer Experience Strategy Working Group. Review of current customer engagement  <b>Q3</b> Development of Customer Experience Strategy  <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.  Launch of Waltham Abbey multi agency centre</p>	<p>RAG <u>Corrective Action</u></p> 	<p><u>Quarter 4 Performance</u>  Customer strategy launched internally via all staff briefings, District Lines and staff comms. Phase 1 'fix the basics' is underway with a number of activities launched such as new customer complaints reports and training for Managers, phone/service guide for all staff, service superstar initiative launched. Due to Covid-19 the external launch to customers is currently on hold. The Institute of Customer Service benchmark customer satisfaction survey has been completed, 211 responses received, we are currently awaiting the insight and key messages. This insight will help inform customer engagement sessions in the coming months. The review of impact of UC services took an approach of a community hub which was established in WA as a pilot for future rollout. Further sessions will take place in 20/21 with a plan for rolling out wider in the district.</p> <p><u>Quarter 3 Performance</u>  The Customer Service Strategy was presented to Cabinet on 18th November 2019. The final design work is underway prior to the external launch in Q4  Customer Service Champion working group continues to meet in accordance with initial aims of the Customer Service Strategy to 'fix the basics' internally.</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</p>	<p>Customer Services Director</p>

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.

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>Programme milestones:</b>  <b>Q1</b> Launch of Digital Inclusion Programme  <b>Q2</b> Production of Digital Inclusion outcomes and recommendations report  <b>Q3</b> Production of Strategic Action Plan for Digital Inclusion  <b>Q4</b> Data led review of customer service outlets for future options</p>	<p>RAG <u>Corrective Action</u></p> <p> Refocus of Covid-19 will see us review the timelines for this action</p>	<p><u>Quarter 4 Performance</u>            Quarter 4 saw the launch of the Waltham Abbey Service Hub. This was based on data findings coming out of the Digital Inclusion project provided by Citizens Online and supporting vulnerable residents, although this has been suspended due to the Covid 19 outbreak. With the acquisition of the Experian Mosaic software in Q4 this will provide the data for future neighborhood-based service reviews.</p> <p><u>Quarter 3 Performance</u>            Key priorities for action were presented to Stronger Communities Select Committee in October 2019.</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>Programme milestones:                      Quarter 3 &amp; Quarter 4:                      Continuation of delivery of the partnership action plan</p>	<p>RAG <u>Corrective Action</u></p> <p> Outstanding actions to be completed in first 3 months</p>	<p><u>Quarter 4 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. The RAG rating indicates that 82% of the actions have been completed or are rated green and on track to be completed by the end of the financial year. 11% of the actions are rated as red and are anticipated to be completed within the first months of the new financial year.</p> <p><u>Quarter 3 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. The RAG rating indicates that 40% of the actions have been completed, 35% are rated green indicating they are on course to be completed in the timeframe identified in the action plan, and 17% amber indicating that they have been initiated but will not meet the timeframe indicated in the action plan.</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 = 137</p> <p><u>Corrective Action</u></p> <table border="1" data-bbox="689 437 1039 687"> <thead> <tr> <th>2019/20</th> <th>Actual</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>47</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>115</td> <td>102</td> <td>✓</td> </tr> <tr> <td>Q4</td> <td>161</td> <td>137</td> <td>✓</td> </tr> </tbody> </table>	2019/20	Actual	Target	Status	Q1	47	34	✓	Q2	71	68	✓	Q3	115	102	✓	Q4	161	137	✓	<p><u>Quarter 4 performance</u> Target met – 161_alarms installed</p> <p><u>Quarter 3 Performance:</u> 44 alarms installed</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	Actual	Target	Status																				
Q1	47	34	✓																				
Q2	71	68	✓																				
Q3	115	102	✓																				
Q4	161	137	✓																				

**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. The aim for this KPI is to keep the 'actual' numbers of homeless households below the target set.</i>	Target = 95  <table border="1"> <thead> <tr> <th>2019/20</th> <th>Actual</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>19</td> <td>24</td> <td></td> </tr> <tr> <td>Q2</td> <td>36</td> <td>48</td> <td></td> </tr> <tr> <td>Q3</td> <td>67</td> <td>71</td> <td></td> </tr> <tr> <td>Q4</td> <td>24</td> <td>95</td> <td></td> </tr> </tbody> </table>	2019/20	Actual	Target	Status	Q1	19	24		Q2	36	48		Q3	67	71		Q4	24	95		<u>Corrective Action</u>  <u>Quarter 4 performance</u> Target met  <u>Quarter 3 Performance:</u> Estimate for 19/20  <u>Quarter 2 Performance:</u> Target met  <u>Quarter 1 Performance</u> Target met.	Housing and Property Service Director
2019/20	Actual	Target	Status																				
Q1	19	24																					
Q2	36	48																					
Q3	67	71																					
Q4	24	95																					





**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 and maintain the volunteer Community Champion capacity across the District.</i>	Target = 18  <table border="1"> <thead> <tr> <th>2019/20</th> <th>Actual</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>17</td> <td>17</td> <td></td> </tr> <tr> <td>Q4</td> <td>18</td> <td>18</td> <td></td> </tr> </tbody> </table>	2019/20	Actual	Target	Status	Q1	13	12		Q2	15	15		Q3	17	17		Q4	18	18		<u>Corrective Action</u>  <u>Quarter 4 Performance</u> We have 18 Community Champions representing our communities in the district  <u>Quarter 3 Performance</u> 2 new community champions recruited: one from Loughton and one from Chigwell  <u>Quarter 2 Performance</u> Q2 - target met  <u>Quarter 1 Performance</u> Target met. This target relates to Community Champions recruited by the Council.	Community and Partnership Services Director
2019/20	Actual	Target	Status																				
Q1	13	12																					
Q2	15	15																					
Q3	17	17																					
Q4	18	18																					













**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	Target = 260,028				<u>Corrective Action</u> This KPI has been revised in order to provide two clearer measures.	Contracts and Technical Services Director
<i>Number of leisure centre attendances across the District</i>	2019/20	Actual	Target	Status		
	Q1	283,622	65,007	✓	<u>Quarter 4 Performance:</u> The performance data for the current reporting period is estimated only due to March not yet being completed. • Epping – 29,618 • Loughton – 84,505 • Ongar – 31,378 • Waltham Abbey – 67,147  <u>Quarter 3 Performance</u> The performance data for the current reporting period is estimated only due to December not yet being completed. Figures will be available at the end of Jan 2020.  <u>Quarter 2 Performance</u> The attendance numbers for at each centre was as follows: • Epping – 27,414 • Loughton – 78,848 • Ongar – 29,244 • Waltham Abbey – 68,751  <u>Quarter 1 Performance:</u> The attendance numbers for at each centre was as follows: • Epping - 28,743 • Loughton - 77,690 • Ongar - 27,018 • Waltham Abbey - 66,635	
	Q2	287,382	130,014	✓		
	Q3	269,373	195,021	✓		
	Q4	207,227	260,028	✗		
<i>Monitor and review trends for Club Live Direct Debit Membership across each of the Leisure Centres</i>	2019/20	Actual	Target	Status		
<b>Club Life Waltham Abbey</b>	Q2	2551	2593	✓		
	Q3	2534	2593	✓		
	Q4	2593	2593	✓		
<b>Club Life Loughton</b>	Q2	4057	3873	✓		
	Q3	4135	3873	✓		
	Q4	3873	3873	✓		
<b>Club Life Epping</b>	Q2	1589	1526	✓		
	Q3	1659	1526	✓		
	Q4	1607	1526	✓		
<b>Club Life Ongar</b>	Q2	1190	1227	✓		
	Q3	1226	1227	✓		
	Q4	1227	1227	✓		
<i>Monitor casual Swimming attendances at each of the Council's swimming pools</i>	2019/20	Actual	Target	Status		
<b>Waltham Abbey</b>	Q2	20,976	10,225	✓		
	Q3	11,252	10,225	✓		
	Q4	16,170	10,225	✓		
<b>Ongar</b>	Q2	5075	4710	✓		
	Q3	4119	4710	✓		
	Q4	3730	4710	✓		
<b>Loughton</b>	Q2	19,102	17,497	✓		
	Q3	11,769	17,497	✓		
	Q4	16,639	17,497	✓		



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 = 206,000				<u>Corrective Action</u>	Community and Partnership Services Director
	2019/20	Actual	Target	Status	Please note due to Coronavirus pandemic the museum buildings are now closed so the in person figures will not increase.	
	Q1	203,023	51,500			
	Q2	130,095	103,000			
	Q3	156,624	154,000			
Q4	161,232	206,000				
					<u>Q4 Performance:</u>	
					Target as of 26/03/20	
					Users in Person: 10,185	
					Total usage: 161,232	
					<u>Q3 performance:</u>	
					Target met as of (12/12/19)	
					Users in Person: 9940	
					Total usage: 156624	
					<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	

**Corporate Objective - 7. Keeping the district safe**

Key Performance Indicator	Progress (baseline and target data)				Comments	Lead Directorate & Responsible Officer																			
<p>Community Safety Hub added value</p> <p><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).</i></p> <p><i>'Positive disposables' - indicates all positive outcomes including support for victims and actions carried out by the team</i></p>	<p>Target = 95%</p>	<p><u>Corrective Action</u></p>		<p><u>Quarter 4 Performance:</u> 17 tasking requests received, 12 of which were in support of EFDC functionality. All requests accepted and actioned. 14 self-generated/intelligence-led actions executed with positive outcomes. This includes 3 stolen vehicles recovered and arrests for serious acquisitive crime and violence offences. The team were also deployed to the multi-force operation in the district to target high-value vehicle thefts. This resulted in 15 arrests, 25 stolen vehicles being recovered and £150k cash seized.</p>	<p>Community and Partnership Services Director</p>																				
	<table border="1"> <thead> <tr> <th>2019/20</th> <th>Actual</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>100%</td> <td>95%</td> <td></td> </tr> <tr> <td>Q4</td> <td>100%</td> <td>95%</td> <td></td> </tr> </tbody> </table>	2019/20	Actual	Target	Status	Q1	73%	95%		Q2	97.4%	95%		Q3	100%	95%		Q4	100%	95%				<p><u>Quarter 3 Performance:</u> 13 tasking requests received 7 of these were in support of EFDC core functions where threats to safety of staff received– all accepted and actioned. 22 self-generated or intelligence led actions carried out all with positive outcomes includes arrests for serious acquisitive crime, weapons, assault and drugs offences 14 stolen vehicles recovered, Class A and B drugs seized. 100% achievement of target</p> <p><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.</p> <p><u>Quarter 1 Performance</u> 22 activity/tasks undertaken. 16 completed:</p> <ul style="list-style-type: none"> <li>• 2 self generated actions - completed</li> <li>• 2 tasks outstanding with EP</li> </ul> <p>*The above is in addition to the patrols performed by the EFDC Community Safety Team officers.</p>	
2019/20	Actual	Target	Status																						
Q1	73%	95%																							
Q2	97.4%	95%																							
Q3	100%	95%																							
Q4	100%	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** - 08. 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>  Quarter 4 Performance New ECC recording system is now up and running - figures been updated to show correct level of recycling  Quarter 3 Performance The increase in recycling is mainly due to reductions in household residual weights  Quarter 2 Performance Exceeded target for quarter  Quarter 1 Performance 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	Actual	Target	Status		
	Q1	64.81%	57%			
	Q2	62.58%	57%			
	Q3	61.04%	57%			
Q4	54.16%	57%				

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 = 410				<u>Corrective Action</u>  Quarter 4 Performance General fall in kg per household due to manufacturing changes  Quarter 3 Performance Weights are steady but lower than in previous years  Quarter 2 Performance Q1 – Improved on target set  Quarter 1 Performance Expected level of waste for this quarter	Contracts and Technical Services Director
	2019/20	Actual	Target	Status		
	Q1	89	95			
	Q2	183	196			
	Q3	269	300			
Q4	386	410				

**Corporate Objective - 09. Improving the district housing offer**

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>To deliver the Council housebuilding <b>programme</b> <i>Building or acquiring new affordable properties in the District</i></p> <p><b>Phase 1</b> – Complete</p> <p><b>Phase 2</b> - Due to the gas connection issue at Churchill Court the contract completion of the final 6 units has been delayed to January 2020.</p> <p><b>Phase 3</b> - Works at Queens Road are progressing and completion is anticipated August 2020 - all other sites are completed</p> <p><b>Phase 4</b> – Tenders for the first 5 sites have been approved at the December CHB Cabinet meeting and a start on site is anticipated in February following signing of the contracts with completion anticipated 52 weeks thereafter.</p>	<p>RAG <u>Corrective Action</u></p> <p> <i>Phase 3 – Awaiting change to the current COVID 19 government guidelines.</i></p> <p><i>Phase 4 – Awaiting change to the current COVID 19 government guidelines.</i></p>	<p><u>Quarter 4 Performance:</u> Phase 2 – Burton Road, Loughton. All now complete and handed over</p> <p>Phase 3 - the final development making up Phase 3 at Queens Road, North Weald will be delayed due to a delay with Water Service Connection provider and the current CORVID 19 government guidelines. It is therefore currently anticipated Practical Completion will be c November 2020.</p> <p>Phase 4 – 4.1 sites - Chequers Road (A), Bushfields, Chester Road, Queensway and Millfield - Contracts have been signed and the Principal Contractor TSG has taken possession of the sites. However due to recent the current CORVID 19 government guidelines a start of site date has been delayed and provisionally agreed as the 1st July 2020 however this may be subject to change. Site completion anticipated 52 weeks from commencement on site.</p> <p>Phase 4 – 4.2 sites Hornbeam Close (B), Hornbeam House, Bourne House, Etheridge Road, Denny Avenue, Beechfield Walk, Kirby Close – tenders have been received and are currently being analysed for reporting purposes to CHBCC in July 2020</p> <p><u>Quarter 3 Performance:</u> Phase 2 – Burton Road, Loughton. All complete and handed over with the exception of 6 remaining units in Churchill Court due to a gas connection issue. Awaiting confirmation but completion is currently anticipated January 2020.</p> <p>Phase 3 - the final development making up Phase 3 at Queens Road, North Weald remains on target to be completed by August 2020.</p> <p>Phase 4 - Tenders for the first 5 sites have been received and are</p>	<p>Housing and Property Service Director</p>

awaiting approval by the CHBCC 19TH December 2019. Chequers Road (A), Bushfields, Chester Road, Queensway and Millfield.

Quarter 2 Performance:

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

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

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>Local plan programme: <b>Programme</b></p> <p><b>Programme milestones:</b></p> <p><b>Quarter 1</b> Examination hearings taken place and concluded in June 2019</p> <p><b>Quarter 2</b></p> <ul style="list-style-type: none"> <li>• 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 to be agreed with the Inspector.</li> <li>• 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</li> </ul> <p>Likely need to revise the current Local Development Scheme</p> <p><b>Quarter 3</b> Final report from the Inspector Final report from the Inspector is likely to be in 2020/21</p> <p><b>Quarter 4</b> Minor modifications likely to be in 2020/21 Local Plan Adoption likely to be in 2020/21</p>	<p>RAG <u>Corrective Action</u></p> <p> Timetable for the completion of the updated Habitat Regulation Assessment (HRA) and Sustainability Appraisal of the proposed Main Modifications to the Plan as been agreed with the Planning Inspector. The revised timetable for the main modifications, consultations and final adoption of the Local Plan is set out in a high-level programme (ED104A) which is on the Local Plan Examination pages of the Council's Website.</p>	<p><u>Quarter 4 Performance:</u> Following receipt of the Inspector's advice on 2 August 2019, the Council wrote back to the Inspector on 11 October 2019 setting out the further work to be undertaken to support an updated Habitats Regulation Assessment. This set out a timetable for the completion of the updated Habitat Regulation Assessment (HRA) and Sustainability Appraisal of the proposed Main Modifications to the Plan. The methodology for this work has now been finalised and is available on the Council's website as ED105. An update to the Inspector was provided on 21 January 2020 (ED104) together with a high level programme (ED104A) which programmed Main Modifications consultation from mid July 2020. In the light of Covid 19 and some issues in relation to sites which have still to be resolved, the Council is undertaking a further review of the timeline and will be providing a further update to the Inspector shortly. The final report from the Inspector and Adoption is still likely to be in late 2020 early 2021.</p> <p><u>Quarter 3 Performance</u> Following receipt of the Inspector's advice on 2 August 2019, the Council wrote back to the Inspector on 11 October 2019 setting out the further work to be undertaken to support an updated Habitats Regulation Assessment. This sets out a timetable for the completion of the updated Habitat Regulation Assessment (HRA) and Sustainability Appraisal of the proposed Main Modifications to the Plan which is scheduled to be completed by Mid May 2020 with consultation on the Main Modifications from mid June 2020. The Council has recently provided an update on progress to the Inspector and a final methodology for the HRA is expected to be established in early 2020 to enable the Council to undertake the transport modelling and then air quality modelling of various alternative scenarios in accordance with the methodology discussed with Natural England.</p>	<p>Planning Services Director</p>

Quarter 2 Performance:

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 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><b>St Johns Road Programme</b>  <i>A new development to provide a range of leisure &amp; housing to residents &amp; visitors to the District</i></p>	<p>RAG <u>Corrective Action</u></p> 	<p><u>Quarter 4 Performance</u></p> <ul style="list-style-type: none"> <li>• Epping Sites Strategy agreed with Qualis Commercial Ltd and EFDC Planning Authority</li> <li>• Planning Performance Agreement signed.</li> <li>• First Quality Review Panel Meeting held.</li> <li>• Full development appraisals for St Johns and all Epping sites completed.</li> </ul> <p><u>Quarter 3 Performance:</u> The development brief as prepared by WYG has been completed and the conclusions will be presented to Cabinet on 6th January.</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 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 & 14. Promoting retail, tourism & the visitor economy**

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>Growth/Skills/Employment <b>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> To be presented at rescheduled Cabinet and delivery plan to be created with prioritisation of Covid-19 response plan actions.</p>	<p><u>Quarter 4 Performance:</u>            Final revised strategy was to be presented for approval to March Cabinet which was postponed. It will be presented to the next meeting.</p> <p><u>Quarter 3 Performance:</u>            The consultation on the strategy completed on the 16th and included presentations to the Chairman's annual business networking event, the annual tourism conference and economic stakeholder conference attended by 60 local partners. Revisions to the strategy are underway with report to Cabinet being prepared for early in the new year.</p> <p><u>Quarter 2 Performance</u>            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.            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.            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.            A Stakeholder 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>            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>People Strategy <b>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> </ul>	<p>RAG <u>Corrective Action</u></p> <p> To review Q4 milestones and People strategy in line with Covid-19 prioritisation</p>	<p><u>Quarter 4 Performance</u>  <u>Milestones update:</u></p> <ul style="list-style-type: none"> <li>• Finish implementing structures – this has been put on hold due to Coronavirus</li> <li>• Start Staff Programmes and evaluation of stage 1 – not started</li> <li>• Launch the recruitment module - stopped</li> <li>• Implement new Recruitment Policy and new process and review end March 2020 - stopped</li> <li>• Review wellbeing progress and achievements - stopped</li> <li>• Review Apprentice Levy usage - stopped</li> </ul> <p><u>Quarter 3 Performance:</u></p> <ul style="list-style-type: none"> <li>• Service Manager recruitment finished. Team Manager recruitment has not finalised - Amber</li> <li>• Development Programmes – Service and Team Manager training continues to be delivered - Green</li> <li>• Pilot recruitment module deferred to Q1 2020/21 – Amber</li> <li>• Recruitment Policy – new Project Plan developed to start in Q1 2020/21 – Amber</li> <li>• Mental Health First Aiders – Health and Safety Officer trained. Recruit and train staff deferred to Q1. Amber</li> <li>• Workplace Health Champions – completed Green</li> <li>• Job Families agreed with the Trade Unions. Training deferred to Q1 2020/21 - Amber</li> <li>• Apprentices have passed probation - Green</li> <li>• Wellbeing action plan completed – Green</li> </ul> <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</li> </ul>	<p>Business Services Service Director</p>

- Workplace health champions up and running
- Implement job families

**Quarter 4**

- Finish implementing structures
- Start TNA Training Needs Analysis
- 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


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

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

Programme	Progress	Comments	Lead Directorate & Responsible Officer
<p>Digital Enablement <b>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><b>Quarter 4 milestones:</b>                      ICT Team restructure consultation                      ICT Strategy revised</p>	<p>RAG  <u>Corrective Action</u></p> <p>IT strategy going to delayed cabinet and IT consultation to be reviewed as part of priority review and plan in response to Covid-19 priorities</p>	<p><u>Quarter 4 Performance</u>                      The proposed, revised ICT Strategy for 2020-2022 was due to go to March Cabinet, which was postponed slightly. The ICT Team Restructure has been through formal Consultation and the next stage of the process is to recruit to the Team Manager roles. The Executive Team have taken the decision to pause all restructures for a minimum of three months, to focus resources on the work required to take us through this period of Covid-19.</p> <p><u>Quarter 3 Performance</u>                      The ICT Programme has been under review and the draft content of the revised ICT Strategy is being presented to the Executive Management Team on 13<sup>th</sup> January 2020, with the intention to present to Cabinet in March. The revised ICT Strategy will include how ICT will support each programme within the Corporate Plan and will also incorporate the items within the MHCLG Local Digital Declaration that EFDC recently signed up to. The ICT Team restructure consultation is due to start towards the end of January 2020, with a new structure that will support the delivery of the ICT Strategy and the Corporate Plan.</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
Meet the saving target identified in Medium Term Financial Strategy  <i>Ensuring the financial stability of the Council</i>	Target =£870,000.00  Value= £1,100,000.00 	<u>Corrective Action</u>  <u>Quarter 4 Performance:</u> Staff savings following establishment review	Business Services Service Director

Programme	Progress	Comments	Lead Directorate & Responsible Officer
Accommodation Strategy: programme 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  Accommodation Strategy Programme - Milestones Quarter 4: <ul style="list-style-type: none"> <li>• Ensure protocols around remote working and guiding principals for working agile are rolled out.</li> <li>• Ensure, remote working IT protocols are rolled out</li> <li>• Ensure IT infrastructure can support remote working</li> <li>• Achieve relevant planning and listed approvals</li> <li>• Appoint Consultants</li> <li>• Decant programme to commence as above</li> </ul>	RAG Corrective Action  Progress Q4 milestones in Q1 2020	<u>Quarter 4 Performance</u> <ul style="list-style-type: none"> <li>• Ways of working guidance toolkit including remote working and IT protocols rolled out to all staff.</li> <li>• IT infrastructure has been tested during enforced remote working led by COVID-19. More than 470 users have been working from their homes effectively while ICT continues to monitor and resolve user issues raised.</li> <li>• Listed building consent granted for the architectural design. Roof replacement works and additional entrance to the ground floor café area ongoing.</li> <li>• Decision to retain the existing consultants and progress to next stage agreed including: Architects (Bisset Adams), Quantity Surveyors and Employer's Agent (Gardiner &amp; Theobald) , Mechanical and Electrical Consultants (BWB Consulting)</li> <li>• Decant programme commenced timely but has been put on hold due to enforced remote working. This does not cause an issue for the programme as we will be able to resume with a decant of more teams immediately before refurb works start</li> <li>• Ensure IT/AV design is signed off – Delayed: PM appointed who will</li> </ul>	Interm Housing Service Director

- Ensure IT/AV design is signed off
- Ensure Furniture Fixtures & Fittings FFE are signed off

engagement with framework suppliers to support development of an AV concept design. Potentially the critical path for the programme, this activity has appropriate attention to proceed at pace

- Ensure Furniture Fixtures & Fittings FFE are signed off – Delayed: Requirements gathering is still underway and suppliers engaged to develop concept design options for decision.

Quarter 3 Performance:

- Further work on refurbishment designs which were costed by the cost consultant and included some internal changes to create a more open plan and agile, collaborative working space has now been completed and as of 11th November has gone in for planning and listed consent. 8 weeks period with decision first week in January 2020.
- Decant Strategy to minimise risk to operational BAU has been completed and will commence January through to May but has dependencies of IT and HR.
- Full ICT survey to establish requirements for the refurbishment of the Civic Offices - outstanding
- ongoing initial discussions with interested partners (Library, CAB, NHS) to occupy some elements of the building - on target
- A communications group with staff has been initiated in December with good turn out, calendar and dates for 2020.
- Cabinet report on the detailed options - took place Dec 2019 awaiting feedback.

Quarter 2 Performance:

- 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.
- 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. 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>	<u>Quarter 4 Performance:</u> Unable to access at current time. Figure is expected to be lower than last year because we were rather busy with the General Election to be able to carry out our last register checks before publication in December.	Customer Services Director