

Select Committee Agenda



Resources Select Committee Tuesday, 12th July, 2016

You are invited to attend the next meeting of **Resources Select Committee**, which will be held at:

**Committee Room 1, Civic Offices, High Street, Epping
on Tuesday, 12th July, 2016
at 7.30 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer**

A Hendry, Directorate of Governance
email: democraticservices@eppingforestdc.gov.uk Tel:
01992 564246

Members:

Councillors S Kane (Chairman), A Patel (Vice-Chairman), N Bedford, A Boyce, D Dorrell, R Jennings, P Keska, A Mitchell, C Roberts, D Roberts, H Whitbread and J M Whitehouse

SUBSTITUTE NOMINATION DEADLINE:

6:30 pm

1. APOLOGIES FOR ABSENCE

2. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

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

3. NOTES OF THE LAST MEETING (Pages 5 - 12)

To agree the notes of the last meeting held on 12 April 2016.

4. DECLARATIONS OF INTEREST

(Director of Governance). To declare interests in any items on the agenda.

In considering whether to declare a pecuniary or a non-pecuniary interest under the Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 9 of the Code in addition to the more familiar requirements.

This requires the declaration of a non-pecuniary interest in any matter before an OS Committee which relates to a decision of or action by another Committee or Sub Committee of the Council, a Joint Committee or Joint Sub Committee in which the Council is involved and of which the Councillor is also a member.

Paragraph 9 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a matter.

5. TERMS OF REFERENCE AND WORK PROGRAMME (Pages 13 - 22)

(Lead Officer & Chairman) to consider the attached report on the draft terms of reference for this committee.

6. CORPORATE PLAN KEY ACTION PLAN - 2015/16 - Q4 OUTTURN POSITION (Pages 23 - 32)

(Director of Governance) to consider the attached report.

7. SICKNESS ABSENCES Q3 AND Q4 - 2015/16 (Pages 33 - 42)

(Director of Resources) to consider the attached report.

8. ENERGY SAVINGS AND IMPROVED MANAGEMENT PROCESS - UPDATE (Pages 43 - 50)

(Director of Resources) to consider the attached report.

9. KEY PERFORMANCE INDICATORS 2015/16 - Q4 (OUTTURN) PERFORMANCE (Pages 51 - 64)

(Director of Governance) to consider the attached report.

10. PROVISIONAL CAPITAL OUTTURN 2015/16 (Pages 65 - 74)

(Director of Resources) to consider the attached report.

11. PROVISIONAL REVENUE OUTTURN 2015/16 (Pages 75 - 92)

(Director of Resources) to consider the attached report.

12. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

To consider which reports are ready to be submitted to the Overview and Scrutiny Committee at its next meeting.

13. FUTURE MEETINGS

To note the scheduled future meetings. They are:

10th October 2016;

06th December;
07th February 2017; and
28th March.

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**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF RESOURCES SELECT COMMITTEE
HELD ON TUESDAY, 12 APRIL 2016
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.30 - 8.50 PM**

Members Present: G Mohindra (Chairman), P Keska (Vice-Chairman), S Kane, A Mitchell, A Patel and J M Whitehouse

Other members present: A Lion, S Stavrou and C Whitbread

Apologies for Absence: H Mann and S Watson

Officers Present P Maddock (Assistant Director (Accountancy)), P Maginnis (Assistant Director Human Resources), J Dixon (Learning & Development Advisor), D Newton (Assistant Director (ICT and Facilities Management)), G. Nicholas (National Management Trainee) and A Hendry (Senior Democratic Services Officer)

46. TRIBUTE TO COUNCILLOR KEN ANGOLD-STEPHEN

The chairman paid tribute to Councillor Angold-Stephens who recently passed away. Councillor Angold-Stephens was a valued member of this committee and would be greatly missed.

47. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

It was noted that there were no substitute members for this meeting.

48. NOTES OF THE LAST MEETING

The notes from the meeting on 9 February 2016 were agreed as a correct record subject to the apologies of Councillor Keska being added.

49. DECLARATIONS OF INTEREST

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

50. PRESENTATION BY THE COUNCIL'S APPRENTICES

The Committee received a short presentation from the eight corporate apprentices, Tyler Raymond, Rebecca Linford, Rebecca Yellop, Emily Gowens, Sian Pavitt, Amber Stewart, Jay Binks and Zach Webb. They each gave a brief outline of the work that they were doing and how it helped them develop. Along with the day to day work that they did for their respective directorates the apprentices noted that:

- It had helped them to see how other departments work and to meet the various officers that work for the council;
- It showed them the different kinds of jobs available;
- It helped them to understand the situations and people that the council deal with;

- It gave them confidence and communication skills (Letter and email writing, dealing with people over the counter and on the phones);
- It added to their overall knowledge about the council;
- And best of all it added to their life skills.

As well as their routine jobs they also organised the Christmas Jumper Day (for charity) and helped in the Careers Fest.

The meeting was then opened up to questions from the members present.

Councillor Kane asked what the selection process like. She was told that there were different ways used, some were contacted by the Council, had their CV reviewed and then had interviews and after that they had a trial period to see if they fitted in. During this process they got to learn about interviews and how to prepare and conduct themselves at interviews.

Councillor Whitehouse noted that it was a balance between gaining working experience and gaining qualifications. The apprentices said that they had a tutor from college that interviews them once a month, monitoring how they were getting on.

Councillor Lion asked if they were still going to have their outplacements and was told that would happen later on in the spring. He then asked if this experience had helped them choose a career. They responded that it had helped them know what they wanted to do by giving them a taste of different jobs and getting to see what exactly the Council did.

Councillor Whitbread said he was proud of what they had achieved. They were all local residents and the Council had wanted to do something for its local young people.

The Assistant Director, Human Resources added that this was the second cohort of apprentices, as they recruit new apprentices every other year. She also noted that we still had most of the apprentices from the first cohort working for us; as we had invested in their training we would not like to see them go.

The Chairman asked the apprentices if there was anything they would like from the leadership, and was told that there was nothing in particular they wanted but maybe the council could use the apprentices to help promote the scheme. Councillor Stavrou suggested that maybe they could produce a video to help in the promotion for the next cohort, or they could publicise their work at a future Overview and Scrutiny Committee meeting.

The Chairman thanked the apprentices for their interesting presentation and their forthright answers to the questions asked.

51. NATIONAL GRADUATE SCHEME

The Council's National Graduate Development Programme appointee, Mr G Nicholas gave a short presentation to the meeting about his appointment and subsequent work at the Council. This was a national scheme for trainee management development he had applied for and had subsequently to go through various tests and interviews to get this placement. Since he had started with the Council he had been given a different placement every six months to get a broad experience of the work of a local authority. His first placement was with Democratic Services; he then

moved on to Human Resources; and then onto looking into the aging population and helping with the council's Transformation Project. All the projects he was involved in meant that he was entrusted to engage with both staff and members on important projects which provided him with a wide base of experience.

He had undertaken this scheme to stretch his abilities and knowledge and noted that it had been a real benefit to him, both as an individual and for his work and career prospects. He had been entrusted to handle the projects from the start and had received a lot of support from the relevant managers and staff. He had faced new challenges by having to write reports and present them to the Management Board. Finally he noted that his contract had been extended by another year to enable him to take on the various projects that needed to be done.

Councillor Lion asked if it had always been challenging as he had indicated. Mr Nicholas said that there had been a lot of extra development opportunities to be had. He had been involved in the coaching and mentoring of some of the apprentices and there had never been a chance to get bored. The jobs had always kept him on his toes and pushed him, but he always had the support of his managers and colleagues. The Assistant Director, Human Resources added that they had modelled his placement on how they handled the apprentices. All the placements were mapped out before he joined us and a structured work plan put in.

Councillor Lion then asked what Mr Nicholas would like to change in the council if he could. Mr Nicholas said that one thing he had identified was how projects were managed; it was a lot of work for a few people. This was something that could be looked at.

Councillor Mohindra noted that there were a few steps that he had to go through in the application process, how could we make it simpler. Mr Nicholas replied that it was not in the Council's control as it was a national process; but it has since been revised and slightly simplified. The Assistant Director, Human Resources noted that they had first met Mr Nicholas at a sort of Career festival; they then held some internal interviews for candidates. They were now lining up another National Graduate candidate for next year and Mr Nicholas would be helping with this.

Councillor Lion said that he was pleased that the contract had been extended for another year.

Mr Nicholas was thanked for his presentation and informative answers to the questions raised.

52. TERMS OF REFERENCE AND WORK PROGRAMME

The Select Committee noted their Terms of Reference and their Work Programme and the fact that they had covered everything in that programme except for item 18 – Corporate Debt Process. This would be brought to the July meeting in the new municipal year when more information would be available.

Councillor Lion proposed that it would be useful to look at the Business Plan in the new year.

Councillor Patel asked about the S106 money. Mr Maddocks noted that most of the unspent S106 money had now been allocated to various schemes. The Chairman noted that this could be looked at again next year.

53. KEY PERFORMANCE INDICATORS 2016/17 REVIEW AND TARGETS

The Select Committee considered the proposed Key performance Indicators for 2016/17 for those areas that fell within the Committee's area of responsibility. They noted that the KPIs provided an opportunity for the Council to focus attention on how specific areas for improvement would be addressed, and how opportunities would be exploited and better outcomes delivered. It was important that the key performance indicators were reviewed annually to ensure their continued relevance and that their targets were appropriate and challenging.

The review of the KPIs which fall within the areas of responsibility of the Resources Select Committee had resulted in no change to the indicator set, however it was proposed the target for three indicators be increased, whilst another was decreased.

Councillor Whitehouse asked how RES011 (*customer needs being met by the main Corporate website*) was to be measured. He was told that the number of page hits were being monitored, that is, where they started and where they stopped. It should only take three steps to get to where they wanted to be; except for the Planning website, which by its nature would take more hits.

RESOLVED:

That the proposed KPI targets for 2016/17 be agreed and reported back to the Finance and Performance Management Cabinet Committee.

54. QUARTERLY FINANCE MONITORING

The Select Committee noted that this report provided a comparison between the original estimate for the period ended 31 December 2015 and the actual expenditure or income as applicable. This was the third quarterly report for 2015/16 and covered the period from 1 April 2015 to 31 December 2015.

The Select Committee noted that:

- The salaries schedule showed an underspend of £284,000 or 1.8%. This time last year the variance was 1.1%;
- Communities were showing the largest underspend of £124,000 this relates in the main to the Housing Works Unit. The other three directorates were all showing an underspend though less significant;
- Investment interest levels were below expectations at Month 9 by £6,000;
- The Building Control ring-fenced account was now showing an in-year surplus of £55,000 and not as indicated in the report £53,000;
- Public Hire licence income and other licensing was now above expectations;
- Income from MOT's carried out by Fleet Operations were now £8,000 below expectations;
- Car parking income was £31,000 below the estimate as at month 9;
- Local Land Charge income was now £14,000 above the revised expectations;
- The Housing Repairs Fund showed an underspend of £366,000. The budget had been reviewed and savings identified. Officers were still unsure about what the final figure would be; and
- The resources available from Business Rates for funding purposes was set in the January preceding the financial year in question. Once these estimates were set the funding available for the year was fixed. Any variation arising from changes to the rating list or provision for appeals, whilst affecting funding

do not do so until future years. For 2015/16 the funding retained by the authority after allowing for the Collection Fund deficit from 2014/15 was £3,363,000. This exceeded the government baseline of £3,022,000 by some £341,000. The actual position for 2015/16 will not be determined until May 2016.

In regard to revenue, income was generally up on expectations and expenditure down. The increased income levels were very much welcome, and expenditure being below budget was not surprising as expenditure was usually heaviest towards the end of the financial year.

RESOLVED:

That the Committee noted the revenue and capital financial monitoring report for the third quarter of 2015/16.

55. ICT UPDATE

The Select Committee noted the update on ICT projects. They noted that work on projects within the ICT Strategy for 2013/2018 was still on-going. Overall projects were on track and progressing well, in line with expectations. Previous years have seen ICT concentrated on implementing new systems to facilitate mobile and flexible working. This year we had been concentrating on fine tuning these systems and consolidating the processes required. Changes in the way we use the systems has also impacted on the way we licence these products and a lot of time has been spent liaising and negotiating with our suppliers to ensure we are correctly licenced for their products. In the future, most products will only be available as software as a service (SaaS) which will again change the way we use and pay for our software. Nowadays we have to rent software, while in the past we used to buy it outright. The suppliers are more stringent with the number of people using their software to get more money from us.

It was noted that:

- The Banker's Automated Clearing Services (BACS) required replacement in order to comply with stricter banking security regulations, this was achieved;
- The Civic Office rollout for the UPS (Uninterruptable Power Supply) was now complete. Remote sites would be completed early in the financial year;
- A remote PC management tool has been introduced to save time by removing the requirement of having to return a unit to base for essential upgrades;
- The replacement service desk for the running of both support functions within the same system had been delayed until May 2016;
- The upgraded version of the Virtual Private Network (VPN) had now been successfully installed, which along with increased stability replaced the physical key tokens with a software equivalent;
- The set up of off site servers for disaster recovery had now been set up to enable telephony resilience and data replication. This was now under testing and completion was scheduled for July 2016;
- Following a recent demonstration of the Northgate Mobile working solution for Building Control (BC), ICT approached the supplier regarding the potential for a similar solution for Development Management and Planning Enforcement. This upgrade was capable of transforming the way Development Management officers can work when out of the office – with or without mobile connectivity. Northgate were planning to launch this product during this year,

but required business input into the design process – EFDC ICT and Development Management working in partnership will provide this business input. The system will enable officers to work on site, and also to remotely update back office systems, for Officer's with casework it also offers the potential to change their work patterns as case load and visit details can be picked up from home in the morning – removing the need to attend the office to collect work;

- Following the recent purchase of an Unmanned Aerial Vehicle under the invest to save scheme, ICT GIS staff will after suitable training and accreditation by the CAA, be able to fly the 'drone' and undertake aerial surveys and 3D modelling. It was noted that the recent BBC report was factually incorrect and officers had asked the BBC to update their report; and
- Links to the Corporate Gazetteer Integration needed to be implemented for all property based systems not currently linked.

The Chairman asked if these were all weather drones. He was told that they had to be careful of windy conditions. Councillor Whitehouse asked if we had policies for the use of the 'drones'. He was told that was part of the CAA course, to develop a manual and policies for the use of them. Following on from this training the draft policy will be completed.

Councillor Lion noted that the mobile planning system worked very well and he would like to extend it to other directorates when they have ICT databases for the public.

Councillor Kane asked how current the disaster recovery data was. He was told that it was a timed backup not a real time constant update.

Councillor Kane asked where we stood legally in terms of the privacy law, with the impending use of a drone. He was told that we were complying with all the relevant laws. The drones were initially bought by planning for mapping purposes; the GIS officers know the rules and were being very careful with it.

RESOLVED:

That the progress of on the ICT projects for 2015/16 was noted.

56. CALL HANDLING

The Select Committee noted the updating report on the telephone monitoring statistics covering the period April 2015 to February 2016. They noted that ICT had been working with all directorates to assist in identifying best working practice using the 'Shoretel' system. With an average of 28,000 calls each month the abandoned call rate was now down to 5% and calls to voicemail at 6%. Officers from the Council Tax section were very good at handling calls. If they get an abandoned call they will ring them back.

These statistics are regularly reported to Management Board; operational managers are aware of these figures and were working to improve them further where possible.

Councillor Whitehouse noted that there were a lot of abandoned calls to the Homelessness section, this would be something to look at. Officers agreed that this could be investigated.

RESOLVED:

That the telephone monitoring statistics covering April 2015 to February 2016 be noted.

57. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

The Committee noted that a general update would be going to the next O&S Committee with special emphasis on the Apprentices and Graduate presentations.

58. LAST MEETING OF THE YEAR

The Chairman noted that this was the last meeting of the year and thanked the committee for their diligence and the members of the Cabinet that regularly attended for their input into the meeting.

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Report to Resources Select Committee

Date of meeting: 12 July 2016



SCRUTINY



Subject: Resources Select Committee - Terms of Reference & Work Programme 2016/17

Officer contact for further information: S. Tautz (01992) 564180

Democratic Services Officer: A Hendry

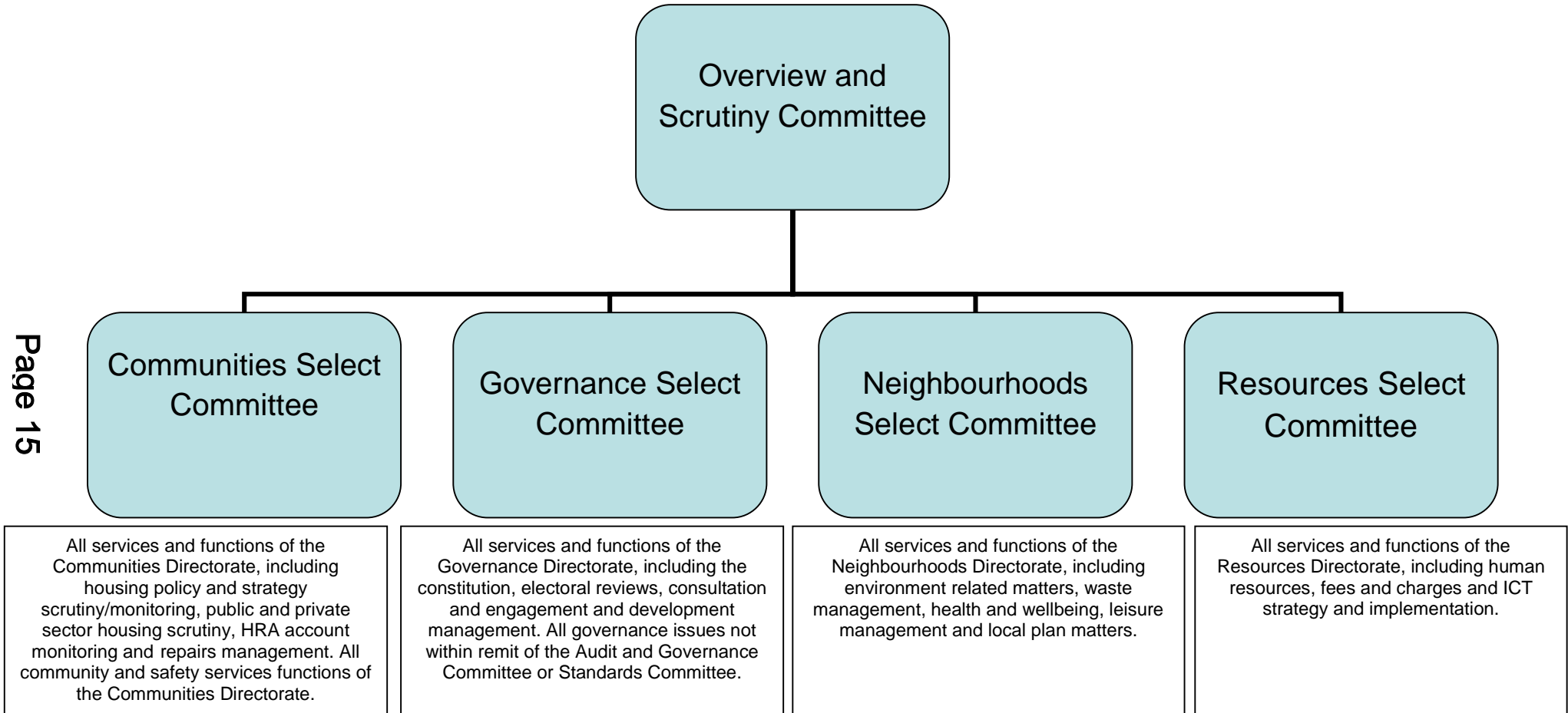
Recommendations/Decisions Required:

- (1) To consider the proposed terms of reference for the Select Committee for 2016/17 and to recommend the terms of reference to the Overview and Scrutiny Committee for adoption; and**
 - (2) To receive a brief presentation from the lead officer for the Select Committee, on the identification of relevant priorities and work areas for the year ahead.**
1. (Director of Governance) As the Committee are aware, an Overview and Scrutiny framework based on a structure of four 'select committees', was established from the commencement of the last municipal year. Details of the select committee framework and the responsibilities of each select committee, which now reflect the management structure of the Council, are attached as Appendix 1 to this report.
 2. The select committee framework ensures that all services have a 'reporting' route for overview and scrutiny and that there is clear scope to the scrutiny activities of each Committee. The framework continues to provide for relevant scrutiny activity to be undertaken by way of the establishment (by the Overview and Scrutiny Committee) of task and finish panels as necessary.
 3. The following 'Lead Officers' have been nominated for each select committee:

Governance Select Committee – N. Richardson (Assistant Director (Development Management))
Communities Select Committee – A. Hall (Director of Communities)
Neighbourhoods Select Committee – D. Macnab (Director of Neighbourhoods)
Resources Select Committee – P. Maddock (Assistant Director (Accountancy))
 4. The respective lead officer will make a brief presentation to members on priorities for the activities of the Select Committee during 2016/17. The initial responsibility of the lead officers is the review of the terms of reference for each select committee. These should reflect the scope of each select committee and provide for regular progress reporting on relevant matters to be made to the Overview and Scrutiny Committee, whilst ensuring consistency of operation across each of the select committees. The terms of reference are required to be considered by each select committee at the first meeting in the municipal year, and then be agreed by the Overview and Scrutiny Committee. The draft terms of reference for this select committee are attached as Appendix 2.

5. The work programme for each select committee should be relevant and achievable, and be informed by relevant service aims and member priorities. The Overview and Scrutiny Committee has indicated that it wishes to adopt a more robust approach to the development of its work programme and that of the four select committees for 2016/17. With this in mind, a 'coordinating group' consisting of the chairman and vice-chairman of the Committee and each of the select committees, the lead officer for each select committee and appropriate support officers, has been established to consider a way forward for the identification of appropriate scrutiny activity during the coming year. It is therefore inappropriate for the Select Committee to formally agree any work programme already in development, until this has been considered by the coordinating group.
6. The lead officer will report with regard to the progress of the work of the coordinating group. In the meantime, the draft work programme attached as Appendix 3 should only be considered on an indicative basis, as this may be subject to change. Once agreed, the work programme will be subject to ongoing review by the Overview and Scrutiny Committee.
7. The calendar of meetings for 2016/17 provides for meetings of each select committee to be held before the Overview and Scrutiny Committee in each cycle. This approach is intended to allow for meaningful reports of the activities of each select committee to be made to the Overview and Scrutiny Committee at each meeting.
8. The Select Committee is asked to consider its draft terms of reference for 2016/17 and to recommend these to the Overview and Scrutiny Committee for adoption.

Overview and Scrutiny Select Committee Framework 2016/17



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RESOURCES SELECT COMMITTEES

TERMS OF REFERENCE 2016/17

Title: Resources Select Committee

Status: Select Committee

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of services and functions of the Resources Directorate, excluding those matters within remit of the Audit and Governance Committee, the Standards Committee or the Constitution Working Group;
2. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;
3. To undertake quarterly performance monitoring in relation to the services and functions of the Resources Directorate, though review of progress against adopted key performance indicators and other appropriate measures;
4. To identify any matters within the services and functions of the Resources Directorate requiring in-depth scrutiny, for referral to the Overview and Scrutiny Committee;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To respond to applicable consultations as appropriate;

Finance

7. To consider the draft directorate budgets for each year, and to evaluate and rank proposals for enhancing or reducing services where necessary, whilst ensuring consistency between policy objectives and financial demands;
8. To review key areas of income and expenditure for each directorate on a quarterly basis throughout the year;

Information and Communications Technology

9. To monitor and review progress on the implementation of all major ICT systems;

Value For Money

10. To consider the Council's comparative value for money 'performance', and to recommend as required to the Finance and Performance Management Cabinet Committee, in respect of areas where further detailed investigation may be required;

Human Resources

11. To monitor and review areas of concern or significance that comes under Human Resources.

Chairman: Cllr S Kane

Resources Select Committee (Chairman – Cllr S Kane)

2016/17

Item	Report Deadline/ Priority	Progress / Comments	Programme of Meetings
(1) Key Performance Indicators 2015/16 – outturn review	Outturn KPI performance considered at the first meeting of each municipal year.	Outturn KPI performance report for 2015/16 for July 2016 meeting	12 July 2016; 10 October; 06 December;
(2) To review the specific quarterly KPI's for 2016/17	Quarterly.	Review of quarterly performance: Q1 in October 2016; Q2 in December '16; Q3 in Feb. '17	07 February 2017; 28 April
(3) Corporate Plan Key Action Plan 2015/16 – Outturn review	First meeting of each municipal year	Outturn Key Action Plan 2015/16 performance for consideration in July 2016	
(4) Corporate Plan Key Action Plan 2016/17 – quarterly review	Quarterly	Review of quarterly performance: Q1 October 2016; Q2 December 2016; Q3 February 2017.	
(5) Detailed Portfolio Budgets	Portfolio budgets considered on an annual basis jointly with the Finance & Performance Management Cabinet Committee.	Annual review of portfolio budgets to be considered at joint meeting with the F&P M Cabinet Committee in January of each year.	

(6) ICT Strategy – Progress & Call Handling	Progress against ICT Strategy considered on an annual basis.	Progress report on call/response handling. Also to receive a report on options following introduction of new telephony system. <i>Last update in October '15</i>
(7) Fees and Charges 2017/18	Proposed fees and charges for 2017/18 - for October 2016 meeting.	Proposed fees and charges considered on an annual basis each October.
(8) Provisional Capital Outturn 2015/16	Provisional outturn for 2015/16 for July meeting.	Provisional Capital Outturn considered on an annual basis at first meeting in each municipal year.
(9) Provisional Revenue Outturn 2015/16	Provisional outturn for 2015/16 for July 2016 meeting.	Provisional Revenue Outturn considered on an annual basis at first meeting in each municipal year.
(10) Sickness Absence Outturn	July 2016	To review the Sickness Outturn report for 2015 - 16.
(11) Sickness Absence	Half-yearly progress reports for 2016/17 to be considered at December and July meetings.	Detailed progress against achievement of sickness absence targets reviewed on a six-monthly basis.
(12) Medium Term Financial Strategy & Financial issues paper	October 2016	To receive the Financial Issues Paper and Medium Term Financial Strategy including 4 year General Fund forecast
(13) Quarterly Financial Monitoring	Oct 2016; Dec.2016; & April 2017	To receive quarterly financial monitoring reports

(14) Shared Services Working	TBA	<p>To review any shared services working being carried out by EFDC. HR currently working with Colchester and Braintree Councils on a shared HR payroll system.</p> <p><i>Last update at the December '15 meeting.</i></p>
(15) Housing Benefit Fraud & Compliance	February 2017	Received a report in Feb. 2016 on the fraud team's work.

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Report to: Resources Select Committee

Date of meeting: 12 July 2016

Portfolio: Leader (Councillor C. Whitbread)

Subject: Corporate Plan Key Action Plan 2015/16 – Quarter 4 (Outturn) position

Officer contact for further information: Barbara Copson (01992 564042)

Democratic Services Officer: Mark Jenkins (01992 564607)

Recommendations/Decisions Required:

- (1) That the Committee review the outturn position of the Corporate Plan Key Action Plan for 2015/16 in relation to its areas of responsibility; and**
- (2) That the Committee identifies any actions arising from the Corporate Plan Key Action Plan for 2015/16 within its areas of responsibility, which require in-depth scrutiny or further report on current progress.**

Executive Summary:

The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the five-year period from 2015/16 to 2019/20. The priorities or Corporate Aims are supported by Key Objectives, which provide a clear statement of the Council's overall intentions for these five years.

The Key Objectives are delivered by an annual action plan, with each year building upon the progress against the achievement of the Key Objectives for previous years. The annual action plans contain a range of actions designed to achieve specific outcomes and are working documents are therefore subject to change and development to ensure the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

The Corporate Plan Key Action Plan for 2015/16 was agreed by the Cabinet in March 2015. Progress in relation to individual actions and deliverables is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis. In May 2016 Management Board agreed that scrutiny could be enhanced by consideration by the Select Committees on a quarterly basis.

Reasons for Proposed Decision:

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance.

Some actions have cross directorate responsibility. Where this is the case the most appropriate Select Committee is requested to consider the action. This report presents outturn progress against the Key Action Plan for 2015/16 for actions most appropriately considered by the Resources Select Committee at the end of the year (31 March 2016).

Other Options for Action:

Actions with cross directorate responsibility could be considered by an alternative Select Committees, or not considered by the Select Committees.

Report:

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the Plan. It focuses on a number of key areas that the Council needs to focus on during that time and helps to prioritise resources to provide quality services and value for money. These key areas are known as the Corporate Aims and are supported by a set of Key Objectives which represent the Council's high-level initiatives and over-arching goals to achieve the Corporate Aims. The Key Objectives are in turn, delivered via an annual Key Action Plan.

2. The Key Action Plan 2015/16 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2015/16. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.

3. The annual action plans are working documents and are therefore subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement. Since Cabinet agreed the action plan in March 2015, five (5) additional actions were identified as appropriate to progress the Key Objectives during 2015/16, and these were therefore added to the action plan from quarter 2.

4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. Quarter 4 (outturn) progress against the individual actions of the 2015/16 Key Action Plan, is as below: In reporting outturn progress, the following 'status' indicators have been applied to the to individual actions:

Achieved - specific actions have been completed or in-year targets achieved; or

Behind Schedule - specific actions have not been completed or achieved in accordance with quarterly or other in-year targets.

There are 55 actions in the Key Action Plan 2015/16. At the end of the year:

- 36 (65%) of these actions have been achieved; and
- 19 (35%) of these actions have not been achieved.

Thirteen (13) actions fall within the areas of responsibility of the Resources Select Committee. At the end of the year:

- 11 (85%) of these actions have been achieved; and
- 2 (15%) of these actions have not been achieved.

5. The Committee is requested to review the outturn position of the Corporate Plan Key Action Plan for 2015/16 for actions most appropriately considered by the Resources Select

Committee as set out in Appendix A of this report, and identify any actions that require more in-depth scrutiny or further progress reports.

6. This report was also considered by the Cabinet on 9 June 2016 and the Overview and Scrutiny Committee on 7 June 2016.

Resource Implications: None for this report.

Legal and Governance Implications: None for this report. Performance monitoring contributes to the delivery of value for money.

Safer, Cleaner, Greener Implications: None for this report.

Consultation Undertaken: The performance information set out in this report has been submitted by each responsible service director.

Background Papers: Relevant documentation is held by responsible service directors.

Impact Assessments:

Risk Management: None for this report.

Equality: None for this report.

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Aim (i) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low.

Key Objective (a) To ensure that the Council’s Medium Term Financial Strategy plans to meet the Council’s financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding.

Action	Lead Directorates	Target Date	Status	Progress
1) - Deliver the savings identified for 2015/16 in the business cases approved by Members.	Resources	31-Mar-16	Achieved	<p>Q1 (2015/16) Savings are on track at the end of Q1. Quarterly financial reporting of cumulative savings will be presented to Management Board to monitor progress. Most of the savings identified involved restructuring actions that have already been implemented in Q1.</p> <p>Q2 (2015/16) Savings plan remains on track and within budget in Q2.</p> <p>Q3 (2015/16) Savings plan remains on track and within budget in Q3.</p> <p>Q4 (2015/16) Savings achieved for the year</p>
2) - Progress preparations for delivering the savings identified for 2016/17 within the Medium Term Financial Strategy.	Resources	31-Mar-16	Achieved	<p>Q1 (2015/16) The 2016/17 budget process will follow a similar cycle to last year. The Director of Resources has already produced a financial issues paper and an outline MTFS to kick the process off. Savings targets will be considered at a Leadership Team meeting in the autumn.</p> <p>Q2 (2015/16) Preparations on track. New Head of Transformation recruited to assist with transformational change.</p> <p>Q3 (2015/16) Scoping paper for Transformation Project approved by Cabinet. Project Initiation Document in preparation and Transformation methodology being discussed. Financial Settlement notified in December and financial issues paper will be discussed with Cabinet in January.</p> <p>Q4 (2015/16) Transformation Programme initiated and progressing well. Customer Contact Project and Accommodation Review prioritised as the first two stages of the Transformation Programme.</p>

3) - Develop additional business cases, through a structured approach, to address the need for net savings in subsequent years.	Resources	30-Sep-15		Achieved	<p>Q1 (2015/16) Several ideas have come forward and these are now being worked up into business cases.</p> <p>Q2 (2015/16) Business cases for Grass Cutting Equipment, LED Lighting, Rental Loans and Self-Serve Cash Kiosks have been put forward. All will generate operational savings.</p> <p>Q3 (2015/16) Business cases approved and implementation under way.</p> <p>Q4 (2015/16) Additional savings list reviewed by Transformation Board and in the process of further evaluation. Projects already identified in Q2 are compared or near to completion.</p>
4) - Commence the budget cycle early again next year with an updated MTFs to take account of any changes following the general election.	Resources	31-Jul-15		Achieved	<p>(Q1 2015/16) A meeting of the Finance Cabinet Committee has been arranged for 20 July and the agenda will include the Financial Issues Paper.</p> <p>(Q2 & Q3 & Q4 2015/16) The Finance Cabinet Committee met as scheduled to commence the budget cycle with the Financial Issues Paper.</p>

Key Objective (c) To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes.

Action	Lead Directorates	Target Date		Status	Progress
4) Explore the possibility of sharing an integrated HR/Payroll IT system with other authorities.	Resources	30-Sep-15		Achieved	<p>(Q1 2015/16) Work is progressing with Braintree and Colchester and a common specification has been agreed for a new system.</p> <p>(Q2 2015/16) Procurement has been delayed by legal issues at one of the partner authorities. We are working to resolve these issues and still hope to proceed with a joint procurement.</p> <p>(Q3 2015/16) The first set of tenders was not acceptable so it has been necessary to re-tender the joint procurement.</p>

					(Q4 2015/16) The joint procurement with Braintree and Colchester has been completed successfully and generated savings on both the anticipated capital cost and annual licence fees. A common implementation plan is now underlay.
5) Explore providing payroll services to other authorities.	Resources	31-Mar-16	Behind Schedule		<p>(Q1 2015/16) This was intended to follow an from the implementation of the new system. However, one authority in Essex is having difficulties and initial discussions have been held with them to provide support.</p> <p>(Q2 & Q3 2015/16) The other authority mentioned at Q1 decided to pursue other options. We will respond positively to any approaches but will not actively seek opportunities until the new system has been implemented.</p> <p>(Q4 2015/16) As per previous item, joint implementation now underway and on completion we can investigate and commercial opportunities.</p>
6) Explore providing an audio typing service to other authorities.	Resources	31-Mar-16	Achieved		<p>(Q1 2015/16) An approach had been received from Harlow but it was not possible to reach any agreement. Opportunities will now be explored with other authorities.</p> <p>(Q2, Q3 & Q4 2015/16) No fresh opportunities have arisen.</p>
7) Identify additional Council services that may benefit from a shared provision with other organisations (either provided by the Council or others), to reduce costs, create income and/or improve service delivery.	Resources	31-Mar-16	Achieved		<p>(Q1 2015/16) Not due yet - some early conversations about potential opportunities identified have taken place.</p> <p>(Q2 2015/16) Not due yet - some early conversations about potential opportunities identified have taken place.</p> <p>(Q3 2015/16) Director of Governance has made some good progress in joint audit services with Harlow and Broxbourne. Meeting scheduled with Brentwood in January 2016 to consider potential opportunities.</p> <p>(Q4 2015/16) Scoping of joint service provision under way after way a very positive meeting with the Leader and Chief Executive of Brentwood. Harlow and Uttlesford have also expressed an interest in exploring potential opportunities.</p>

Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery**Key Objective (b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents**

Action	Lead Directorates	Target Date	Status	Progress
1) Consider the practicalities of revising procurement arrangements to encourage/require contractors to employ local residents for Council contracts.	Resources	31-Dec-15	Achieved	<p>(Q1 2015/16) An updated Procurement Strategy was approved by the Finance Cabinet on 19 March 2015. Revisions to procurement arrangements will be considered when implementing the strategy.</p> <p>(Q2 2015/16) A working party is undertaking a significant updating of Contract Standing Orders. Currently the requirements relating to local businesses are contained in CSO 1.</p> <p>(Q3 2015/16) Revised procurement rules are scheduled to go to the Constitution Working Party in late January.</p> <p>(Q4 2015/16) The revised procurement rules will go to Council for approval in April 2016</p>
6) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Resources	30-Sep-15	Achieved	<p>(Q1 2015/16) A new cohort will be recruited during 2015. The council is in discussion with partners to see if it is possible to expand the apprenticeship scheme.</p> <p>(Q2, Q3 & Q4 2015/16) A new cohort has now been recruited, with two of the posts being part funded from the Community Fund established by our partnered housing associations.</p>

Aim (iii) To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose.

Key Objective (b) To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access.

Action	Lead Directorates	Target Date	Status	Progress
1) Introduce more flexible methods for customers to pay for Council services.	Resources	31-Dec-15	Achieved	<p>(Q1 2015/16) This work is ongoing and the most recent example is the support given to the Neighbourhoods Directorate to facilitate the payment of parking charges by debit and credit cards.</p> <p>(Q2 & Q3 2015/16) The work in this area continues and will be combined with the work streams on customer contact and transformation.</p> <p>(Q4 2015/16) further successes here with the roll out of the ability to process payments to several more service areas, the information of direct debits for sundry debtors and a new payment system for the museum.</p>
7) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects: (a) Printer reduction, removal and redeployment, and implementation of print management software; and (b) Mobile and flexible working.	Resources	31-Mar-16	Achieved	<p>(Q1 2015/16) The implementation of the ICT Strategy is continuing. Many different options have been evaluated for mobile working and solutions are in place in several areas of the Council.</p> <p>(Q2 2015/16) Work continues on the various projects within the overall strategy. An update report and request for capital funding in 2016/17 has been drafted for Cabinet in October.</p> <p>(Q3 2015/16) In October Cabinet noted the update on key projects and approved the proposed bid for funding for 2016/17 to facilitate the implementation of the ICT Strategy.</p> <p>(Q4 2015/16) implementation continues and an update report is scheduled for the Resources Select Committee in April 2016</p>

<p>8) Complete a review of accommodation and make recommendations on utilisation of space and flexible methods of working.</p>	<p>Resources</p>	<p>30-Sep-15</p>		<p>Behind Schedule</p>	<p>(Q1 2015/16) Visit to Leadership Team by Colchester's Director of Operations to explain how flexible working has progressed there. Subsequent workshop with leadership team to identify how each directorate at Epping might approach this. Job description for transformation director role drafted and recruitment process started.</p> <p>Q2 (2015/16) Head of Transformation recruited. David Bailey will join the Council in November. Customer contact project has commenced to review contact centres and recommend the best methods of engaging / transacting with our customers.</p> <p>Q3 (2015/16) Head of Transformation in place and conducting research around potential work-streams and projects. Project Initiation Document discussed at Management Board. Cabinet decision to agree scope of Transformation Project. Customer Contact project has progressed well. Report anticipated, expected in Q4.</p> <p>(Q4 2015/16) Cabinet papers scoping both the Accommodation Review and the Customer Contact Review were approved and work is now underway on both projects. Completion is anticipated in Q2 2016.</p>
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Report to the Resources Select Committee

Date of meeting: 12 July 2016

Subject: Sickness Absence

Officer contact for further information: Paula Maginnis (01992564536)

Committee Secretary: Adrian Henry (01992564246)



Recommendations/Decisions Required:

That the Committee notes the report on sickness absence.

Executive Summary

This report provides information on the Council's absence figures for Q3 and Q4, 2015/2016; it includes absence figures by Directorate, the number of employees who have met the trigger level, those who have more than 4 weeks absence and the reasons for absence.

The Council's target for sickness absence under KPI10 for 2015/2016 was an average of 7 days per employee. The outturn figure for 2015/2016 was an average of 7.99 days per employee. This is an improvement of 1.21 days compared to 2014/2015.

During Q3, 3.7% of employees met the trigger levels or above, 27.9% had sickness absence but did not meet the triggers and 68.4% had no absence. During Q4, 4% of employees met the trigger levels or above, 35% had sickness absence but did not meet the trigger levels and 61% had no absence.

Currently, under the Council's Managing Absence Policy there are trigger levels for initiating management action in cases of excessive sickness absence. These are:

- (i) during any 'rolling' twelve-month period an employee has had 5 or more separate occasions of absence; or
- (ii) during any 'rolling' twelve-month period an employee has had at least 8 working days of any combination of un/self certificated, or medically certificated absences.

Reasons for Proposed Decision

To enable members to discuss the Council's absence figures and suggest proposals to improve them.

Other Options for Action

For future reports the Committee may wish to include other information or receive fewer or no report to future meetings.

Report:

Introduction

1. The latest figures published by the Chartered Institute of Personnel and Development (CIPD) for 2015 show that the average number of days taken as sickness absence across all sectors is 8.3 days. In public services the figure is 9.3 days and 7.4 days in the private sector. In local government the figure is an average of 8 days. Last year the Council's outturn figure was 9.2 days. The Council's outturn figure of 7.99 days is just below the local government average and 0.5 above the private sector.

2. Under the Council's Managing Absence Policy there are trigger levels for initiating management action in cases of excessive sickness absence. These are:

(i) during any 'rolling' twelve-month period an employee has had 5 or more separate occasions of absence; or

(ii) during any 'rolling' twelve-month period an employee has had at least 8 working days of any combination of un/self certificated, or medically certificated absences.

3. In addition to the above a manager should consider referring an employee to Occupational Health when an employee has been absent from work for at least one month if there is no estimate when they will be fit to return, or if this is unlikely to be within a reasonable period.

Quarterly Figures 2011/2012 – 2015/2016

4. The KPI target for sickness absence remained at 7 days for 2015/16. The outturn figure shows the Council has exceeded this target however there has been a significant improvement on last year's outturn of 9.20 days.

5. Table 1 below shows the absence figures for each quarter since 2011/2012.

	Q1	Q2	Q3	Q4	Outturn	Target
2015/2016	2.02	1.86	1.69	2.42	7.99	7
2014/2015	2.03	2.18	2.30	2.69	9.20	7
2013/2014	1.69	1.36	1.78	2.18	7.01	7.25
2012/2013	1.6	1.78	1.83	1.78	6.99	7.5
2011/2012	1.86	1.64	1.87	2.21	7.58	7.75

Table 1

Directorate Figures 2015/2016

6. Table 2 shows the average number of days lost per employee in each Directorate. Only Communities were above the target average of 1.75 days in Q3. In Q4 Governance and Resources were below the target average of 2.05 days.

Directorate	Ave FTE	Average Number of Days Absence 2015/2016				Total Ave No of Days 2015/16
		Q1	Q2	Q3	Q4	
Communities	212.05	2.56	2.06	2.36	2.56	9.54
Governance	88.78	0.92	0.99	1.05	0.93	3.89
Neighbourhoods	117.9	2.28	2.03	1.36	3.85	9.52
Resources	148.76	1.67	2.0	1.42	1.97	7.06

Table 2

Long Term Absence 2013/2014 – 2015/2016

7. For this purpose long term absence has been defined as 4 weeks or over. During the year there was the following number of employees on long term absence:

	Q1	Q2	Q3	Q4	Total Average*
2015/2016	12	14	7	17	12.5
2014/2015	15	16	21	19	17.75
2013/2014	10	8	11	8	9.25

Table 3

(*This figure has been used as there could be the same employee in more than one quarter)

8. There was a decrease in the number of long term absence cases during 2015/2016 compared to the previous year. In Q3 this decrease was substantial, half the previous quarter's figure and only a third of the figure for Q3 last year. The reasons for long term absences during 2015/2016 are set out in table 4.

Reason for long term absence	No of employees Q1	No of employees Q2	No of employees Q3	No of employees Q4
Depression not stress	3	3	0	3
Non work related stress	1	1	2	1
Work related stress	0	1	2	0
Musculoskeletal (including back problems)	4	5	1	3
Gastro	2	1	2	1
Heart	2	2	0	0
Cancer	0	1	0	0
Other musculoskeletal	0	0	0	6
Genitourinary; menstrual problems etc	0	0	0	2
Chest, respiratory	0	0	0	1

Table 4

9. There was a significant increase in the number long term sickness for other musculoskeletal problems in Q4 which included surgery or fractured/broken bones. None were due to an accident/injury at work.

10. All of the employees in both quarters had one continuous period of absence, with the exception of one employee in Q4 who had 4 occasions. At the end of Q3 there was only 1 employee who remained absent from work. Table 5 provides further detail on the outcome of individual long term cases.

2015/16 Quarter	Resigned	Return to work	Warning	Dismissed	Redundancy	Still Absent	Ill-Health Retirement	Phased Return/Redeploy
Q1	0	2	0	0	0	6	1	3
Q2	2	5	0	1	1	2	0	3
Q3	1	5	0	0	0	1	0	0
Q4	1	12	0	0	0	0	1	3

Table 5

11. The breakdown of days lost to long term absence, those who met the trigger level and those below the trigger level are as follows;

Quarter	Long Term	Met Trigger	Under Trigger
Q3	24.9%	18.1%	57%
Q4	40.7%	18.5%	40.8%

Reasons for Absence

12. Appendix 1 shows the reasons for absence, including the number of days lost and number of employees for each reason in each quarter.

13. The largest increase in the number of days taken from Q2 to Q3 was for gastro illnesses, infections and work related stress. The largest increase in the number of days from Q3 to Q4 was for infections and other musculoskeletal problems. The increase in infections between the two quarters is probably unsurprising due to the time of year and the nature of the other musculoskeletal problems is stated in paragraph 10 above.

14. The absence reasons with the largest increases in the number of employees over Q3 - Q4 was for infections, work related stress and genitourinary/menstrual problems.

15. The largest increase in the average number of days per employee over Q3 - Q4 was for other musculoskeletal problems.

16. The largest decrease in the average number of days over Q3 – Q4 was for work and non-work related stress.

Numbers of Absent Staff

17. Table 6 shows that there were relatively consistent numbers of staff who had no absence and those that had absence over Q1 to Q4. Over two thirds of staff had no absence

and there has been an improvement in sickness absence compared to 2014/15.

Quarter (Based on 670 headcount)	Staff with no absence	Staff with 7 days or less	Staff with 8 days or more
1 – 2015/2016	73.6% (493)	22.1% (148)	4.3% (29)
2 – 2015/2016	71.8% (481)	24.2% (162)	4% (27)
3 – 2015/2016	68.4% (458)	27.9% (187)	3.7% (25)
4 – 2015/2016	61% (409)	35% (234)	4% (27)
Quarter (Based on 670 headcount)	Staff with no absence	Staff with 7 days or less	Staff with 8 days or more
1 - 2014/2015	73% (486)	22% (150)	5% (34)
2 - 2014/2015	71% (475)	23% (155)	6% (40)
3 - 2014/2015	63% (423)	30.4% (203)	6.6% (44)
4 - 2014/2015	61%(409)	32.4%(217)	6.6%(44)

Table 6

Update on Key Performance Action Plan 2015/2016

18. As the Committee is aware an annual improvement plan is agreed for each Key Performance Indicator. The Plan for 'RES001- average days lost to sickness absence' 2015/16 is shown below along with progress to date:

Improvement Action	Target Dates	Key Measures / Milestones	Progress
The Assistant Director (HR) to carry out further analysis on the increase in the number of days taken for mental health issues.	December 2015	A report is submitted to Management Board	Completed. Report submitted to Resources Select Committee 14 December 2015
HR will arrange mandatory workshops for managers to ensure that the Council's Managing Absence Policy is applied consistently and timely across the authority.	December 2015	Managers become proactive when managing absence.	Outstanding
HR will arrange workshops for managers on mental health issues.	December 2015	Managers are confident when dealing with mental health issues of their staff	Completed. Council worked with VineHR to commission Rethink (a mental health charity) to provide manager workshops across Essex.
HR will work with Directors to produce the most useful	September 2015	Directors/Assistant Directors/Managers receive regular timely	Weekly automated emails are sent to managers for those

management information regarding sickness absence		information from HR.	employees who have met one or both trigger levels. Work is ongoing to provide reports to Directors and Assistant Directors.
The Assistant Director (HR) to meet with the Council's Occupational Health provider regarding the information provided to managers by their doctors.	June 2015	Meeting took place 24 June 2015	Completed
An article on the Council's sickness absence position will be published in District Lines.	August 2015	Staff are informed of the Council's absence figures.	Article written due to be included in the next edition of District Lines.

Table 7

Conclusion

19. The last report submitted to the Committee in December 2015 stated that the number of days taken due to mental health issues had increased significantly from 2013 to 2015. This situation has improved and the figures did reduce throughout 2015/2016 as shown by the table below. There was a decrease of the number of days lost by 29% during 2015/2016 compared with 2014/2015.

Year	Number of Days Lost to Mental Health Issues			
	Work Related Stress	Non-Work Related Stress	Depression; Anxiety etc	Total
2014/2015	387.8	274.3	504.9	1167
2015/2016	178.6	117.9	530.9	827.4

Table 8

20. Unfortunately in Q4 was a significant rise in the number of long term cases specifically in relation to other musculoskeletal problems. As previously stated the reasons behind this were for surgery and broken bones, none attributable to an accident/injury at work. Five of the 6 cases have returned to work and 1 has left the Council.

21. Overall the number of long term cases decreased last year by 29.6%; however the total number is still higher than in 2013/2014.

Actions

22. For completeness, the current Performance Indicator action plan includes:

Improvement Action	Target Dates	Key Measures/Milestones
HR to further develop and improve sickness information given to Directors, Assistant Directors and Managers.	31 March 2017	Increased awareness of sickness absence within Directorates and individual service areas. Employees meeting one or both trigger levels are managed in a timely and appropriate way.
An article on the Council's sickness absence position will be published in District Lines.	December 2016	Employees are informed of the Council's sickness absence figures.

Resource implications:

N/A

Legal and Governance Implications

N/A

Safer, Cleaner and Greener Implications

N/A

Consultation Undertaken

N/A

Background Papers

N/A

Risk Management

Failure to manage sickness absence results in loss productivity and if it is significantly high could adversely affect the reputation of the authority.

Due Regard Record:

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

The Council's Managing Absence and Medical Health/Incapacity Policies offer advice and guidance to managers on reasonable adjustments when they are managing absence cases.

Before any action is taken the Council seeks advice from its Occupational Health provider.

The Council provides training for managers on managing absence and has arranged mandatory training via workshops to assist managers when dealing with mental health issues.

Reasons for Absence

2015 – 2016 Q1 – Q4

Appendix 1

Reasons for Absence	2015 – 2016 Q1 – Q4															
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Stomach, liver, kidney, digestion; include diarrhoea, vomiting and other gastro illnesses	199.7	173.7	148.8	3	206.5	65.4	15.4	24.3	115.7	45	29	20	5.3	7.9	12	4
Other musculo-skeletal problems; includes neck, legs or feet and arms or hands. Also include joint problems such as arthritis.	149.3	105.8	141.9	30	125.2	102.1	27.6	47	126	34.6	26.7	51.7	32	6.2	2	2
Infections, including viral infections such as influenza, cold, cough and throat infections	177.9	54.4	260.1	112.6	72.4	6.79	0	32.3	95.5	22.9	72.9	24	37.9	18.3	3.5	0.5
Work related stress	178	334.2	378.4	33	126.8	12.5	0.9	16.9	110.2	8.5	91.7	22.2	36.2	16	6.5	0
Depression, anxiety, mental health and fatigue. Includes mental illnesses such as anxiety and nervous debility/disorder (does not include stress)																
Heart, blood pressure, circulation																
Cancer, including all types of cancer and related treatments																
Neurological; headaches and migraines																
Back problems																
Eye, ear, nose and mouth, dental; sinusitis																
Genitourinary; menstrual problems																
Non Work related stress																
Chest, respiratory; including asthma, bronchitis, hay fever and chest infections																
Pregnancy Related																
Endocrine conditions i.e. diabetes, thyroid conditions																
RTA																
Number of Days																
Q1	199.7	173.7	148.8	3	206.5	65.4	15.4	24.3	115.7	45	29	20	5.3	7.9	12	4
Q2	149.3	105.8	141.9	30	125.2	102.1	27.6	47	126	34.6	26.7	51.7	32	6.2	2	2
Q3	177.9	54.4	260.1	112.6	72.4	6.79	0	32.3	95.5	22.9	72.9	24	37.9	18.3	3.5	0.5
Q4	178	334.2	378.4	33	126.8	12.5	0.9	16.9	110.2	8.5	91.7	22.2	36.2	16	6.5	0
Number of Employees																
Q1	50	15	52	1	7	6	1	18	9	11	10	1	3	3	1	1
Q2	54	12	58	1	6	4	1	19	20	16	5	1	11	3	2	1
Q3	52	14	95	8	2	3	0	25	13	8	10	3	9	1	2	1
Q4	68	16	140	5	7	1	1	13	9	6	11	6	7	1	2	0
Av No of Days per Employee																
Q1	4	11.6	2.9	3	29.5	10.9	15.4	1.35	12.9	4.1	2.9	20	1.8	2.6	12	4
Q2	2.8	8.8	2.4	30	20.9	25.5	27.6	2.5	6.3	1.5	5.3	13	2.9	2.1	1	2
Q3	3.4	3.9	2.7	14.1	36.2	2.3	0	1.3	7.3	2.9	7.3	8	4.2	18.3	1.75	0.5
Q4	2.6	20.9	2.7	6.6	18.1	12.5	0.9	13	12.2	1.4	8.3	3.7	5.2	16	3.3	0

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Report to the Resources Select Committee

Date of meeting: 12 July 2016



Portfolio: Technology and Support Services.

Subject: Energy savings and improved management process update.

Responsible Officer: David Newton (01992 564580).

Democratic Services Officer: Adrian Hendry (01992 564246).

Recommendations/Decisions Required:

- (1) To note the progress made by energy consultants, Smith Bellerby (SB), with energy saving and data consolidation and;**
- (2) To recommend that SB be retained for an additional year 2017/2018.**

Executive Summary:

Smith Bellerby (SB) have now been dealing with all aspects of the energy billing and monitoring process on behalf of EFDC for just over a year. Officers have been extremely happy with the service provided. SB have now produced their annual reports and the highlights are detailed below.

Reasons for Proposed Decision:

The Resources Select Committee have requested an update on the progress made with regard to energy savings and improved management process.

Other Options for Action:

Not to extend the SB contract. However, EFDC currently have insufficient resources or in house skills to carry out this task and to employ skilled, additional members of staff would cost more than the 2016/2017 annual SB charge of £23,500.

Report:

1. Since the commencement of the contract in May 2015, savings in excess of £31,000 have been made. **(See Appendix 1)**. These savings have been achieved mainly by identifying both major billing errors and by transferring supplies on high rate tariffs to preferential low rate tariffs on the Crown Commercial Services (CCS) frameworks.
2. SB have produced an accurate, consolidated database of all gas and electricity supplies. Currently, EFDC are responsible for 477 electricity supplies and 45 gas supplies.
3. Monitoring of all energy bills has identified frequent large billing errors from suppliers, which SB address with the energy companies directly. Last financial year they dealt with 52 major queries on our behalf. These queries are often complex and extremely time consuming.
4. SB processed 6337 invoices last financial year (2016/2017) and 1470 invoices so far this current financial year. These were all sent to EFDC electronically in 70+ formatted computer batch files which are input and processed directly into the EFDC finance system **(See Appendix 2)**. This is a huge staff resource saving as the time consuming processing and manual punching elements are no longer required.
5. Although the majority of the one-off savings have now been identified, it should be recognised that the staff resourcing savings mentioned above would more than cover the SB annual charge. The charge for the financial year 2017/2018 will be reduced to £22,587.

Resource Implications:

None. Continued funding can be covered from energy savings within existing budgets and the risk of any additional levy due to not compliance of DECC legislation has been negated.

Legal and Governance Implications:

None.

Safer, Cleaner and Greener Implications:

Reduce consumption and allow accurate annual reporting on greenhouse gases to the Department of Energy and Climate Change (DECC). Previously, we did not meet the criteria to comply with the legislation which could have ultimately resulted in the payment of an additional levy calculated on our CO2 emissions. However, thanks to the work of Smith Bellerby we are now able to report all Scope 1 and 2 emissions for the 2016 DECC report and beyond, ensuring that we will be fully compliant in our reporting.

Consultation Undertaken:

Liaison with Essex Partners (EOLP)

Background Papers:

Resources Select Committee 13 October 2015

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

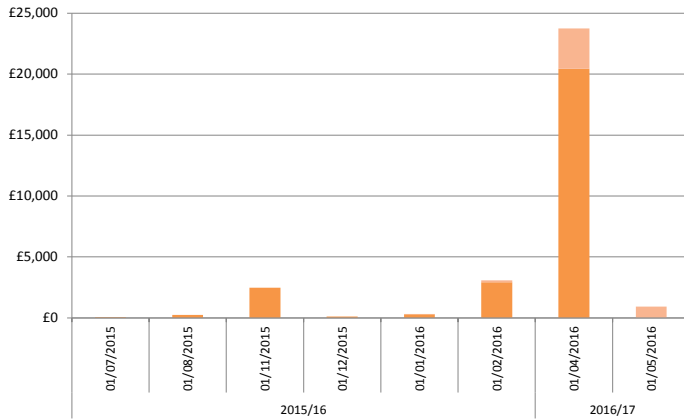
S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

Date / Name	Summary of equality analysis
22/06/16 David Newton	The energy saving and improved management process or the selection of Smith Bellerby will have no impact on equalities or discrimination to any groups of people.

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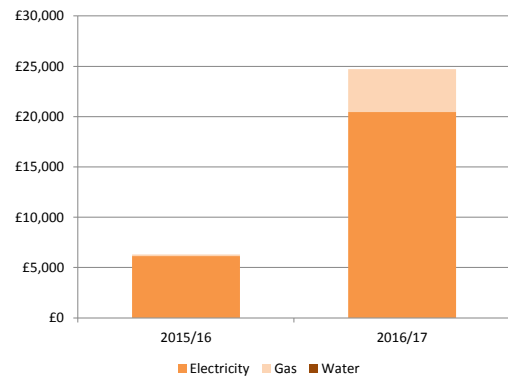
Summary of Direct Savings Each Month

(since May 15)



Summary of Direct Savings by Year

(since May)



Direct Savings Achieved to Date

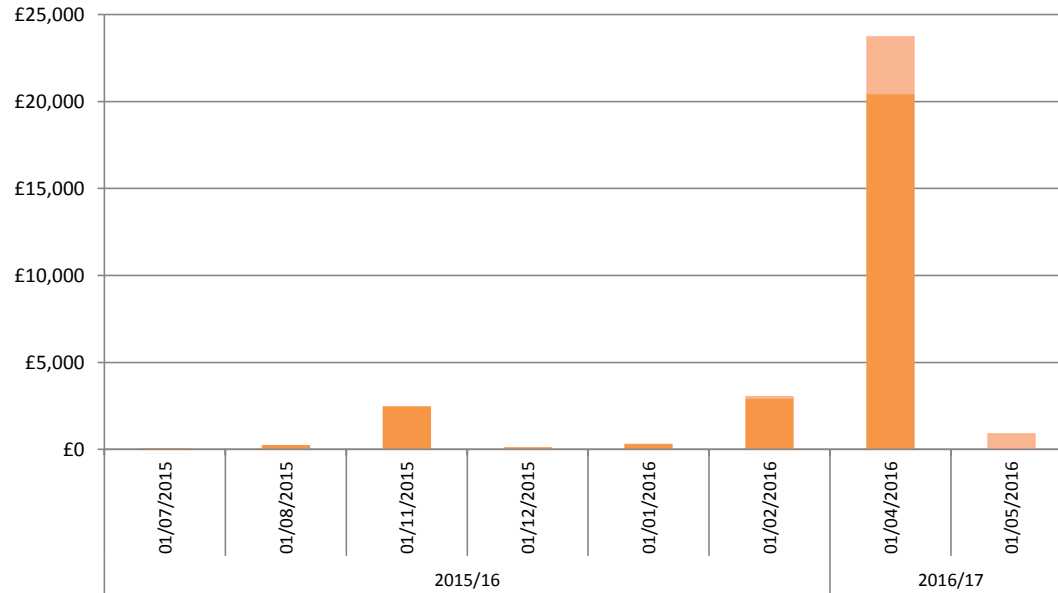
(ie. from supplier credits, rebills and lower ongoing charges)

Month	Site	Reason for Savings	Savings Type	Amount
Jul-15	E1017-UMS - Warden Alarms	Removal of a LPC	One-off	£19.72
Jul-15	E1053-Lindsay House A	Removal of a LPC	One-off	£40.00
Aug-15	E1017-UMS - Warden Alarms	Removal of a LPC	One-off	£1.87
Aug-15	E1026-Public Toilets, High Street, Ongar	Refund of double payment	One-off	£130.56
Aug-15	E1052-Townmead Depot, Orchard Gardens	Account incorrectly charged for historic usage - queried rates charged	One-off	£90.44
Aug-15	E1052-Townmead Depot, Orchard Gardens	Queried Late payment Charges	One-off	£28.00
Nov-15	E0127-9 - 12 Tillingham Ct	Rebilled to lower C read compared to previous high "actual"	One-off	£674.38
Nov-15	E0323-Cobdens Limes Ave	Very inconsistent meter read and this has now been rebilled	One-off	£1,810.00
Dec-15	various-Variou UMS	Queried incorrect rates on invoices	One-off	£109.31
Dec-15	various-Variou UMS	Queried incorrect rates on invoices	One-off	£10.99
Jan-16	E1046-UMS - Flat Erratic CCTV Cameras	Transfer from Deemed contract to CCS	On-going	£12.24
Jan-16	E1047a-UMS - Pay & Display - A	Transfer from Deemed contract to CCS	On-going	£14.13
Jan-16	E1047b-UMS - Pay & Display - B	Transfer from Deemed contract to CCS	On-going	£6.19
Jan-16	E1641-37-39 Queen Street, Colchester, CO1 2PQ	Transfer from Deemed contract to CCS (Oct 15, Dec 15 and Jan 16 bills)	On-going	£263.93
Jan-16	G1003-25 Hemnall Street	Transfer from Deemed contract to CCS	On-going	£31.99
Feb-16	E0149-33 - 59 Rochford Ave	Queried inconsistent reads - resolved Dec 15 billing	One-off	£72.19
Feb-16	E0164-60 - 65 Harveyfields	Queried inconsistent reads - resolved Dec 15 billing	One-off	£357.07
Feb-16	E0177-Museum, Sun St	Billed beyond meter removal - resolved Dec 15 billing	One-off	£105.53
Feb-16	E0183-8-12 Romeland	Meter clocking error resolved Jan 15 billing	One-off	£284.35
Feb-16	E0266-62-90 Longcroft Rise (Blk 4) - C	Lots of consumption billed to static supply - fixed Jan 15 billing	One-off	£443.28
Feb-16	E0382-9-20 Marden Close	Billed to crazy estimates - fixed Dec 15 billing	One-off	£1,609.74
Feb-16	E1045-UMS - Flood Defences	Transfer from Deemed contract to CCS	On-going	£14.16
Feb-16	E1046-UMS - Flat Erratic CCTV Cameras	Transfer from Deemed contract to CCS	On-going	£12.31
Feb-16	E1047a-UMS - Pay & Display - A	Transfer from Deemed contract to CCS	On-going	£10.35
Feb-16	E1047b-UMS - Pay & Display - B	Transfer from Deemed contract to CCS	On-going	£23.37
Feb-16	G1003-25 Hemnall Street	Transfer from Deemed contract to CCS	On-going	£139.29
Apr-16	E0036-Watermans Way	Credit/rebill due to pricing error	One-off	£7.46
Apr-16	E0107-13 - 18 Hill House	Credit/rebill due to meter read error	One-off	£1,734.37
Apr-16	E0114-1 - 4 Winters Way	Credit/rebill due to meter clocking error - 5% of error value	One-off	£2,973.75
Apr-16	E0131-5 - 8 Edward Ct	Rebilled at our request to customer reads showing one register static	One-off	£4.09
Apr-16	E0131-5 - 8 Edward Ct	Credit/rebill due to meter read error	One-off	£83.72
Apr-16	E0148-74 - 82A Roundhills	Credit/rebill due to meter read error	One-off	£449.44
Apr-16	E0151-Block 7-8 Grove Court	Credit/rebill due to meter read error	One-off	£449.66
Apr-16	E0154-14 - 19A Paradise Rd	Credit/rebill due to meter read error	One-off	£6,567.04
Apr-16	E0214-9-20 Lower Queens Road	Credit/rebill due to meter clocking error - 5% of error value	One-off	£451.74
Apr-16	E0295-33-46 Marlescroft Way (Blk 12)(B)	Credit/rebill due to meter clocking error	One-off	£756.81
Apr-16	E0296-33-46 Marlescroft Way (Blk 12)	Rebilled at our request to customer reads showing meter static	One-off	£1,339.10
Apr-16	E0296-33-46 Marlescroft Way (Blk 12)	Credit/rebill due to meter read error	One-off	£1,342.09
Apr-16	E0340-Block D2 Hedgers Close	Credit/rebill due to meter read error	One-off	£16.87
Apr-16	E1003-Homefield CL	Transfer from Deemed contract to CCS	On-going	£114.86
Apr-16	E1005-Sub Station - Hurricane Way	Transfer from Deemed contract to CCS	On-going	£756.41
Apr-16	E1007-22-26 St. Peters Avenue (Common Parts Lighting)	Transfer from Deemed contract to CCS	On-going	£71.55
Apr-16	E1008-30-34 St. Peters Avenue (Common Parts Lighting)	Transfer from Deemed contract to CCS	On-going	£69.13
Apr-16	E1009-11 Frank Bretton House	Transfer from Deemed contract to CCS	On-going	£8.80
Apr-16	E1010-Landlords Supply, 5-8 Wormyngford Court	Transfer from Deemed contract to CCS	On-going	£69.22
Apr-16	E1022IMDC-North Weald Airfield	Independent MOP agreement	On-going	£93.09
Apr-16	E1022IMDC-North Weald Airfield	Independent MOP agreement	On-going	£318.87
Apr-16	E1025-Gauge Station	Transfer from Deemed contract to CCS	On-going	£149.83
Apr-16	Floor	Transfer from Deemed contract to CCS	On-going	£734.59
Apr-16	E1036-Units 22-39, Oakwood Hill	Transfer from Deemed contract to CCS	On-going	£76.89
Apr-16	E1037-Unit 24 Industrial Estate - Oakwood Hill	Transfer from Deemed contract to CCS	On-going	£65.38
Apr-16	E1039-Public Toilet & Walkway Runoff	Transfer from Deemed contract to CCS	On-going	£86.37
Apr-16	E1040-Area Housing Office M1	Transfer from Deemed contract to CCS	On-going	£264.83
Apr-16	E1041-Area Housing Office M2	Transfer from Deemed contract to CCS	On-going	£357.06
Apr-16	E1042-Area Housing Office M3	Transfer from Deemed contract to CCS	On-going	£559.54
Apr-16	E1049-Universal Superloo - The Broadway	Transfer from Deemed contract to CCS	On-going	£149.53
Apr-16	E1051-1 Parsonage Court	Transfer from Deemed contract to CCS	On-going	£304.22
Apr-16	G1003-25 Hemnall Street	Transfer from Deemed contract to CCS	On-going	£125.25
Apr-16	G1003-25 Hemnall Street	Transfer from Deemed contract to CCS	On-going	£121.31
Apr-16	G1047-Council Nursery	Transfer from Deemed contract to CCS	On-going	£1,815.99
Apr-16	G1047-Council Nursery	Transfer from Deemed contract to CCS	On-going	£1,268.38
May-16	E1022IMDC-North Weald Airfield	Contestd MOP charges	One Off	£20.47
May-16	G1003-25 Hemnall Street	Transfer from Deemed contract to CCS	On-going	£41.57
May-16	G1047-Council Nursery	Transfer from Deemed contract to CCS	On-going	£885.26
				£31,020

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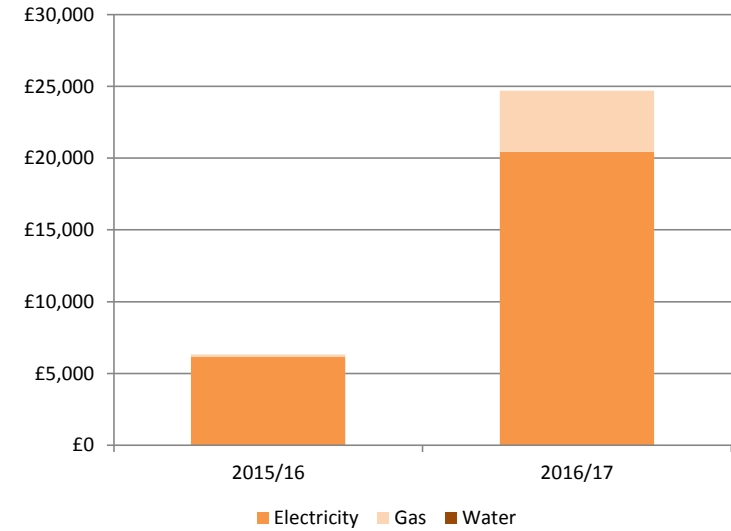
Summary of Direct Savings Each Month

(since May 15)



Summary of Direct Savings by Year

(since May 15)



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Direct Savings Achieved this Month

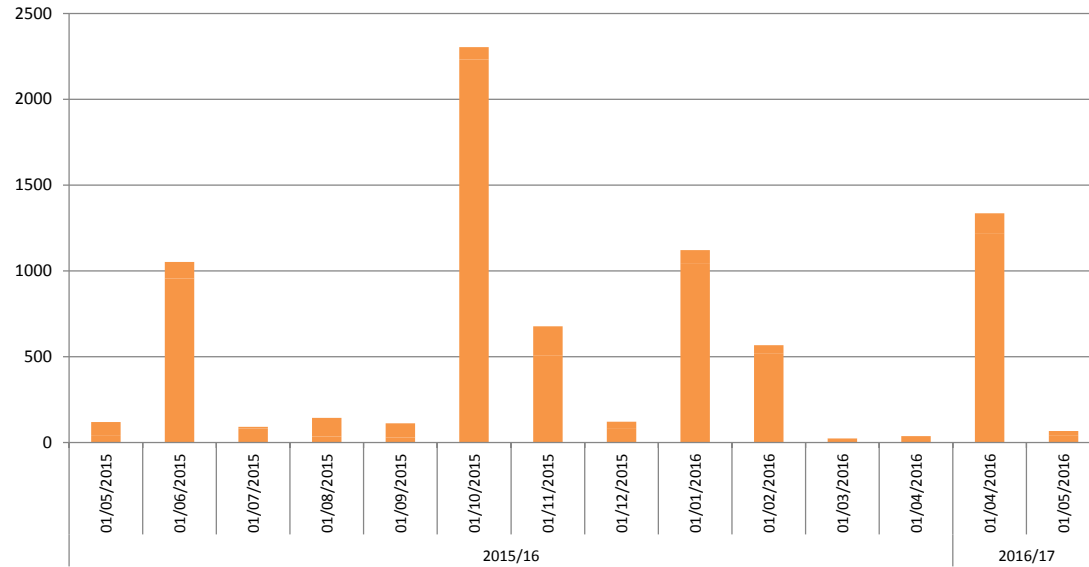
(ie. from supplier credits, rebills and lower ongoing charges)

May-16

Site	Reason for Savings	Amount
G1003 25 Hemnall Street	Transfer from Deemed contract to CCS	£41.57
G1047 Council Nursery	Transfer from Deemed contract to CCS	£885.26
E1022IMDC North Weald Airfield	Contestd MOP charges	£20.47
		£947.30

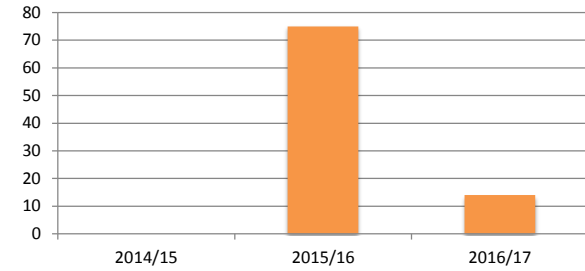
Invoices Processed Each Month

(since May 15)



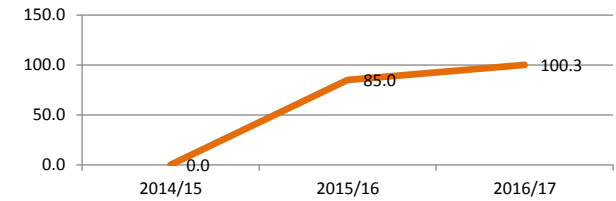
Invoice Batches Processed Each Year

(since July 2009)



Average Number of Invoices Per Batch

(since July 2009)



New Client Issues Raised this Month

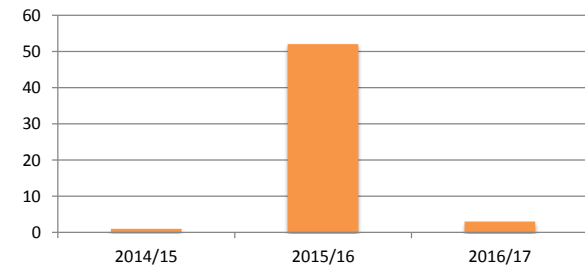
May-16

NB. This list does not contain all supplier queries - these are managed using detailed query logs which are reported separately

Date Opened	Query Ref:	Title
04-May-16	1957	EFDC - BGB - 51 cartersfield road

New Client Issues Raised Each Year

(since July 2009)





Report to: Resources Select Committee

Date of meeting: 12 July 2016

Portfolio: Finance (Councillor G. Mohindra)

Subject: Key Performance Indicators 2015/16 - Quarter 4 (Outturn) Performance

Officer contact for further information: B. Copson (01992 564042)

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

That the Select Committee reviews performance against the Key Performance Indicators within its areas of responsibility for 2015/16

Executive Summary:

The Local Government Act 1999 requires that the Council make arrangements to secure continuous improvement in the way in which its functions and services are exercised, having regard to a combination of economy, efficiency and effectiveness.

As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's services and key objectives, are adopted each year by the Finance and Performance Management Cabinet Committee. Performance against the KPIs is monitored on a quarterly basis by Management Board and overview and scrutiny to drive improvement in performance and ensure corrective action is taken where necessary.

Reasons for Proposed Decision:

The KPIs provide an opportunity for the Council to focus attention on how specific areas for improvement will be addressed, and how opportunities will be exploited and better outcomes delivered. It is important that relevant performance management processes are in place to review and monitor performance against the key performance indicators to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under performance.

Other Options for Action:

No other options are appropriate in this respect. Failure to monitor and review KPI performance and to consider corrective action where necessary could have negative implications for judgements made about the Council's progress, and might mean that opportunities for improvement are lost.

Report:

1. A range of thirty-six (36) Key Performance Indicators (KPIs) for 2015/16 was adopted by the Finance and Performance Management Cabinet Committee in March 2015. The KPIs are important to the improvement of the Council's services, and comprise a combination of

some former statutory indicators and locally determined performance measures. The aim of the KPIs is to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district.

2. Progress in respect of each of the KPIs is reviewed by the relevant Portfolio Holder, Management Board, and overview and scrutiny at the conclusion of each quarter. This report provides an overview of all KPIs and includes in detail those indicators which fall within the areas of responsibility of the Resources Select Committee

3. A headline end of Q4 (outturn) performance summary in respect of each of the KPIs falling within the Resources Select Committee's areas of responsibility for 2015/16, is attached as Appendix A to this report together with details of the specific twelve-month performance for each indicator. Attached at Appendix B is the Improvement plan for RES001 (Sickness absence) which failed to achieve its target for the year.

Key Performance Indicators 2015/16 – Quarter 4 Performance

4. **All indicators** - The overall position for all 36 KPIs at the end of the year was as follows:

- (a) 27 (75%) indicators achieved target;
- (b) 9 (25%) indicators did not achieve target; although
- (c) 1 (3 %) of these KPIs performed within its tolerated amber margin.

5. **Resources Select Committee indicators** – Nine (9) of the Key Performance Indicators fall within the Resources Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at the end of the year for these indicators, was as follows:

- (a) 8 (89%) indicators achieved target;
- (b) 1 (11%) indicators did not achieve target; and
- (c) 0 (0%) indicators performed within its tolerated amber margin.

6. The 'amber' performance status used in KPI reports identifies indicators that have missed the agreed target for the quarter, but where performance is within an agreed tolerance or range (+/-). The KPI tolerances were agreed by Management Board when targets for the KPIs were set in February 2015.

7. The Select Committee is requested to review performance at the end of the year in relation to the KPIs for 2015/16 within its areas of responsibility.

Resource Implications: none for this report.

Legal and Governance Implications: none for this report; however performance management of key activities is important to the achievement of value for money.

Safer, Cleaner, Greener Implications: none for this report.

Consultation Undertaken: Relevant Select Committees and the Finance and Performance Management Cabinet Committee.

Background Papers: KPI submissions are held by the Performance Improvement Unit.

Impact Assessments:

Risk Management – none for this report.

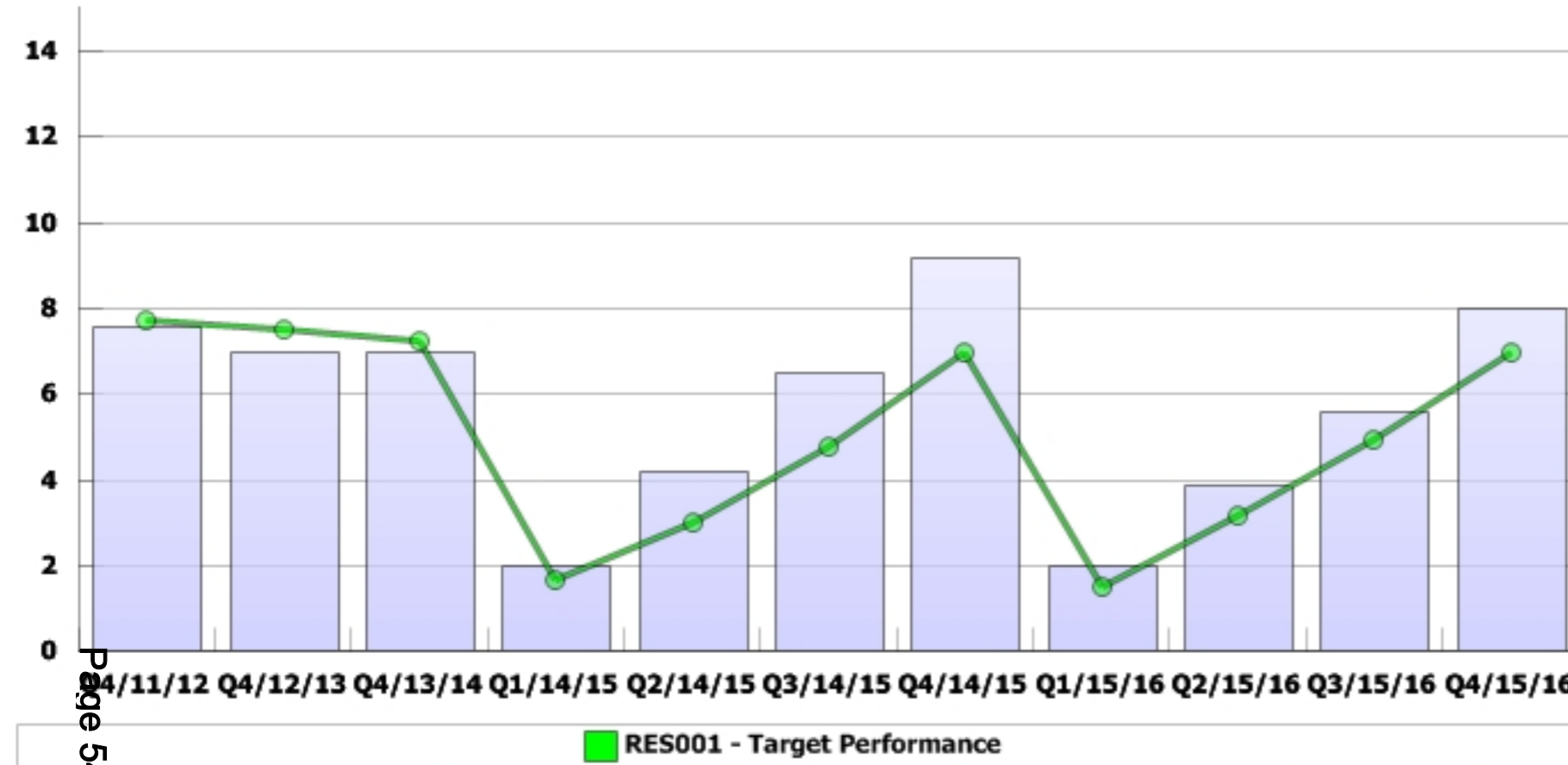
Equality: none for this report.

Quarterly Indicators		Quarter 1		Quarter 2		Quarter 3		Quarter 4		Is year-end target likely to be achieved?
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual	
Communities Quarterly KPIs										
COM001	(Housing rent) (%)	98.00%	100.87%	98.00%	100.11%	98.00%	99.55%	98.00%	100.90%	Yes
COM002	(Void re-lets) (days)	37	38	37	36	37	37	37	41	No
COM003	(Tenant satisfaction) (%)	98.00%	100.00%	98.00%	100.00%	98.00%	99.72%	98.00%	99.75%	Yes
COM004	(Temp. accommodation) (no.)	65	73	65	78	65	84	65	89	No
COM005	(Non-decent homes) (%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Yes
COM006	(Modern Homes Std) (%)	825	844	1,650	1,767	2,475	2,752	3,300	3,615	Yes
COM007	(Emergency repairs) (%)	99.00%	100.00%	99.00%	99.27%	99.00%	99.00%	99.00%	99.00%	Yes
COM008	(Responsive repairs) (days)	7.00	5.86	7.00	6.18	7.00	6.44	7.00	6.62	Yes
COM009	(Emergency repairs) (%)	98.00%	98.40%	98.00%	98.32%	98.00%	98.28%	98.00%	98.70%	Yes
COM010	(Calls to Careline) (%)	97.50%	99.91%	97.50%	99.89%	97.50%	99.87%	97.50%	99.87%	Yes
Governance Quarterly KPIs										
GOV004	(Major planning) (%)	75.00%	100.00%	75.00%	100.00%	75.00%	100.00%	75.00%	100.00%	Yes
GOV005	(Minor planning) (%)	90.00%	84.62%	90.00%	91.13%	90.00%	91.67%	90.00%	92.05%	Yes
GOV006	(Other planning) (%)	94.00%	93.96%	94.00%	94.72%	94.00%	95.20%	94.00%	95.17%	Yes
GOV007	(Appeals - officers) (%)	19.0%	0.0%	19.0%	31.8%	19.0%	33.3%	19.0%	30.6%	No
GOV008	(Appeals - members) (%)	50.0%	50.0%	50.0%	50.0%	50.0%	41.2%	50.0%	46.9%	Yes
Neighbourhoods Quarterly KPIs										
NEI001	(Non-recycled waste) (kg)	100	95	199	197	299	297	400	402	No
NEI002	(Household recycling) (%)	64.58%	61.00%	62.53%	60.30%	61.51%	57.90%	60.00%	57.57%	No
NEI003	(Litter) (%)	8%	11%	8%	8%	8%	8%	8%	10%	No
NEI004	(Detritus) (%)	10%	14%	10%	15%	10%	14%	10%	14%	No
NEI005	(Neighbourhood issues) (%)	95.00%	96.22%	95.00%	95.91%	95.00%	96.46%	95.00%	96.78%	Yes
NEI006	(Fly-tip investigations) (%)	90.00%	95.35%	90.00%	95.33%	90.00%	94.32%	90.00%	94.54%	Yes
NEI007	(Fly-tip: contract) (%)	90.00%	90.84%	90.00%	92.42%	90.00%	90.89%	90.00%	91.38%	Yes
NEI008	(Fly-tip: non-contract) (%)	90.00%	67.72%	90.00%	81.28%	90.00%	85.64%	90.00%	86.49%	No
NEI009	(Noise investigations) (%)	90.00%	87.80%	90.00%	91.63%	90.00%	90.52%	90.00%	91.56%	Yes
NEI010	(Increase in homes) (no.)	70	48	111	81	182	102	230	267	Yes
NEI011	(Commercial rent arrears) (%)	3.0%	5.2%	3.0%	4.7%	3.0%	2.6%	3.0%	2.4%	Yes
NEI012	(Commercial premises let) (%)	98.00%	98.98%	98.00%	99.32%	98.00%	98.89%	98.00%	98.89%	Yes
Resources Quarterly KPIs										
RES001	(Sickness absence) (days)	1.54	2.02	3.20	3.88	4.95	5.58	7.00	7.99	No
RES002	(Invoice payments) (%)	97%	95%	97%	96%	97%	96%	97%	97%	Yes
RES003	(Council Tax collection) (%)	27.10%	27.56%	51.98%	52.54%	77.00%	77.91%	96.50%	98.03%	Yes
RES004	(NNDR Collection) (%)	28.38%	28.52%	53.04%	53.54%	78.09%	78.78%	97.20%	97.84%	Yes
RES005	(New benefit claims) (days)	22.00	22.56	22.00	22.36	22.00	21.78	22.00	21.76	Yes
RES006	(Benefits changes) (days)	10.00	7.03	10.00	7.19	10.00	7.29	6.00	4.47	Yes
RES009	(Website Availability) (%)	99.60%	99.96%	99.60%	99.94%	99.60%	99.95%	99.60%	99.94%	Yes
RES010	(Website Broken Links) (%)	94.10%	95.50%	94.10%	100.00%	94.10%	100.00%	94.10%	100.00%	Yes
RES011	(Website Navigation) (%)	79.90%	81.97%	79.90%	81.57%	79.90%	81.04%	79.90%	80.66%	Yes

Additional Information: This indicator monitors the level of staff sickness absence across the authority, and supports the implementation of the Council's Managing Absence Policy. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/15/16	7.00	7.99	✗
Q3/15/16	4.95	5.58	✗
Q2/15/16	3.20	3.88	✗
Q1/15/16	1.54	2.02	✗
Q4/14/15	7.00	9.20	✗

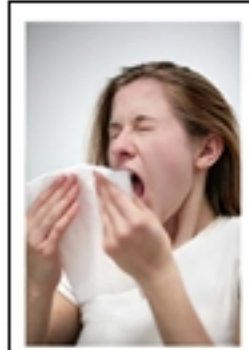
Annual 2015/16 - 7.00 days
 Target: 2014/15 - 7.00 days

Indicator of good performance:
 A lower number of days is good

↓ is the direction of improvement

Is it likely that the target will be met at the end of the year?

No



Comment on current performance (including context):

(Q4 2015/16) Sickness absence continues to be above target in each quarter since Q1 2014/15. However, there has been an improvement on last years outturn figure of 1.2 days. The Council has not achieved the target for this Indicator for 2015/2016.

Corrective action proposed (if required):

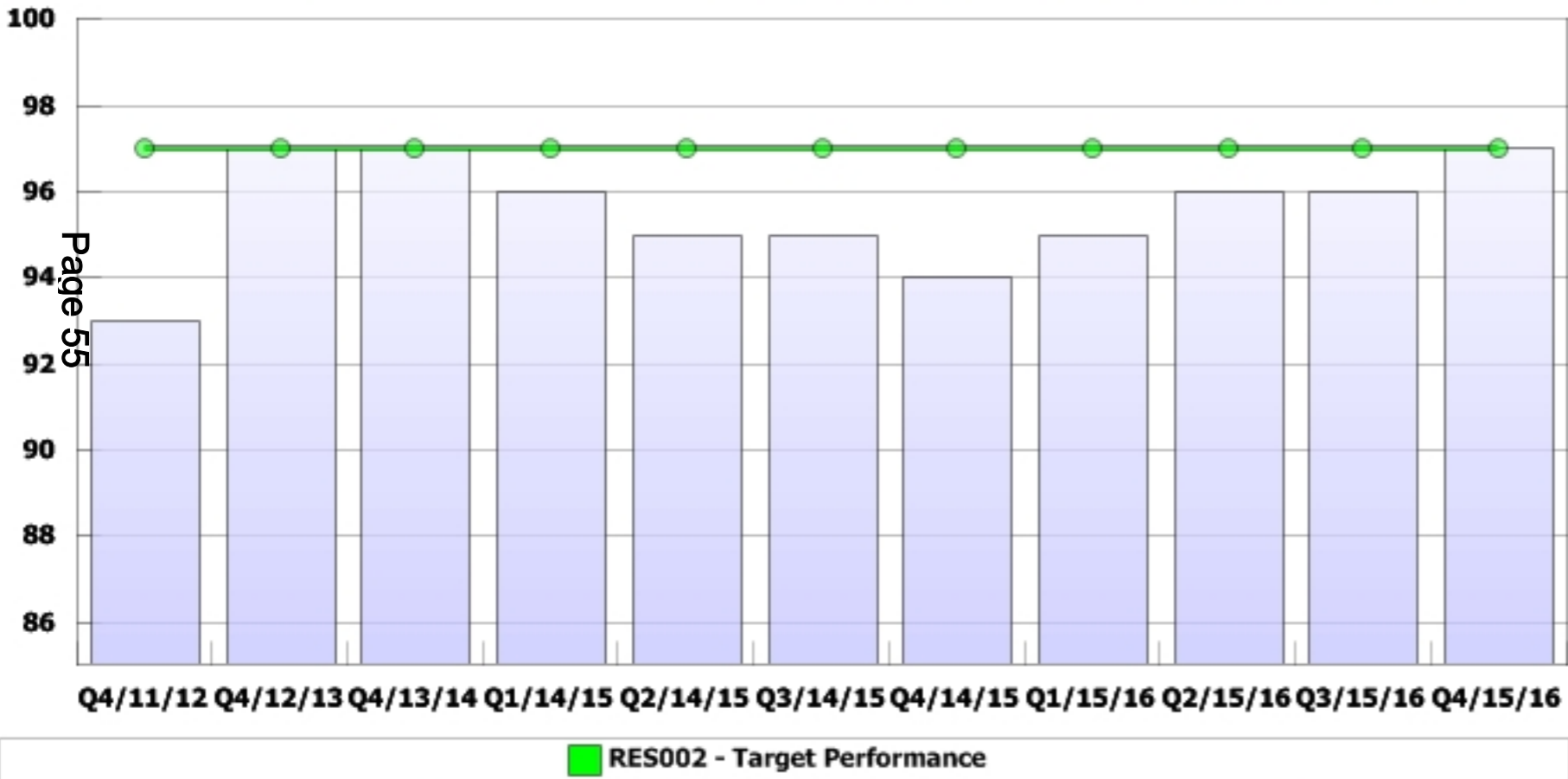
- (Q4 2015/16) The Improvement Plan states;
1. The Assistant Director (HR) will carry out further analysis on the increase in the number of days taken for mental health issues. Completed - A report was submitted to the Resources Select Committee in December 2015
 2. HR will arrange mandatory workshops for managers to ensure that the Council's Managing Absence Policy is applied consistently and timely across the authority. In addition, managers will be encouraged to become proactive when managing absence. - Sessions are currently being piloted.
 3. HR will arrange workshops for managers on mental health issues. The first Workshops were held on 15 December 2015 with further dates arranged for 16 and 17 February 2017. - Other dates have been arranged and there are a handful of managers left to attend
 4. HR will work with Directors to produce the most useful management information regarding sickness absence. - Automated emails are sent to managers on a weekly basis showing employees who meet the trigger levels. A report to Assistant Director

RES002 What percentage of the invoices we received were paid within 30 days?

Additional Information: This indicator encourages the prompt payment of undisputed invoices for commercial goods and services

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/15/16	97%	97%	✓
Q3/15/16	97%	96%	✗
Q2/15/16	97%	96%	✗
Q1/15/16	97%	95%	✗
Q4/14/15	97%	94%	✗

Annual Target: 2015/16 - 97%
 Target: 2014/15 - 97%

Indicator of good performance:
 A higher percentage is good

↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?

Yes

Comment on current performance (including context):

(Q4 2015/16) - Performance has improved further since quarter 3 and reached the target. All directorates performed well during February and March in particular. 76% of local supplier invoices were paid within 20 days a reduction of 1% on quarter 3.

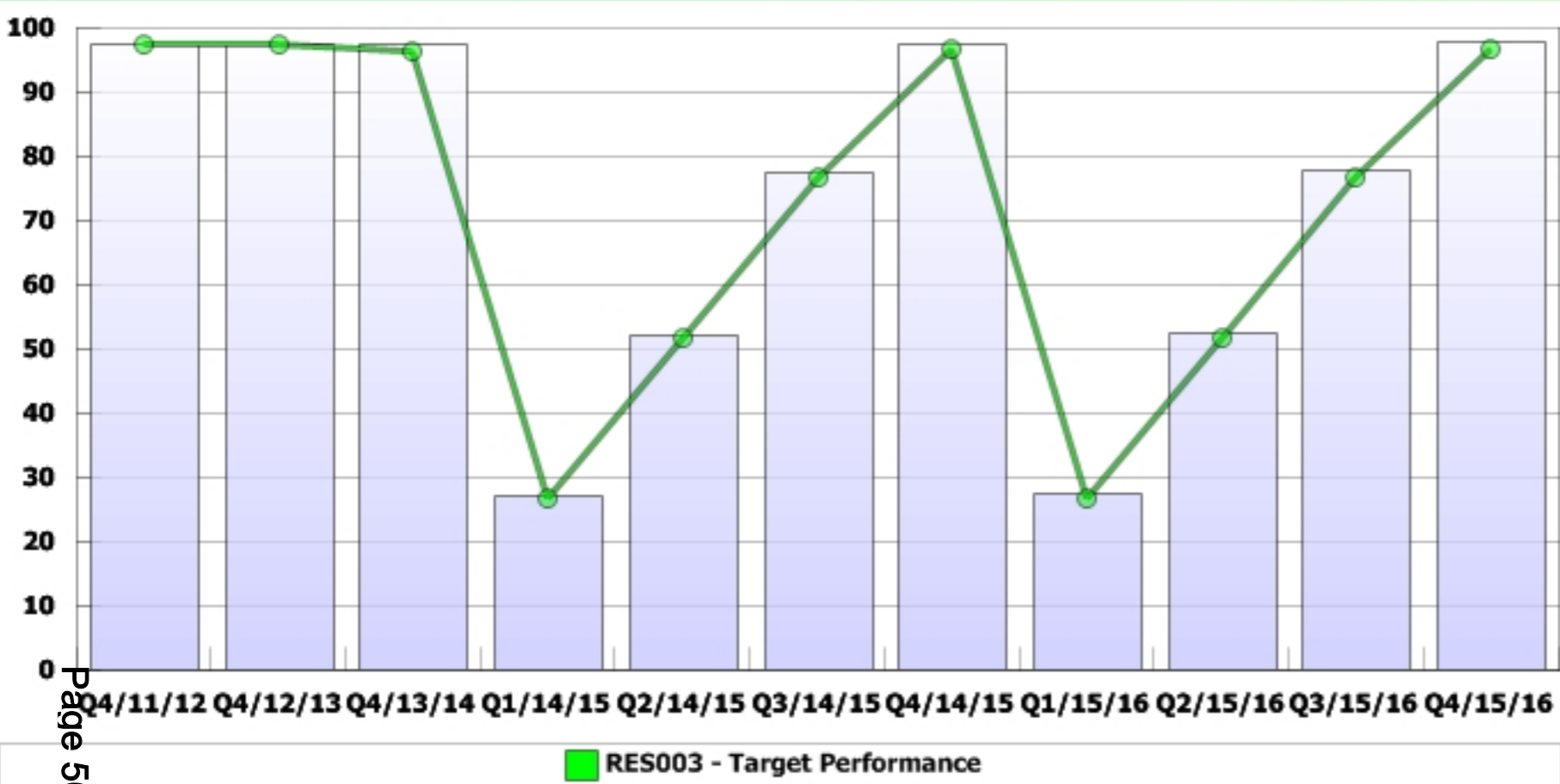
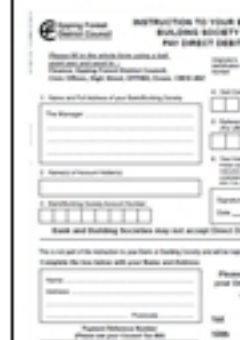
Corrective action proposed (if required):

(Q4 2015/16) - It is important to encourage prompt processing and where invoices are in dispute registering as such. In 2015/16 the target was not reached in any of the first three months however after that only January fell short with performance in quarter 3 and February and March being particularly good.

Additional Information: This indicator monitors the rate of collection of Council Tax. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual
Q4/15/16	96.50%	98.03%
Q3/15/16	77.00%	77.91%
Q2/15/16	51.98%	52.54%
Q1/15/16	27.10%	27.56%
Q4/14/15	97.00%	97.79%



Annual Target: 2015/16 - 97.00%
 2014/15 - 97.00%

Indicator of good performance:
 A higher percentage is good

↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?

Yes

Comment on current performance (including context):

Corrective action proposed (if required):

(Q4 2015/16) The collection performance for 2015/16 was 0.21% up on last year and around 1% above the target. The section reviewed some processes within its recovery action which meant that debtors were contacted earlier after falling into arrears and this has contributed to the improved performance.

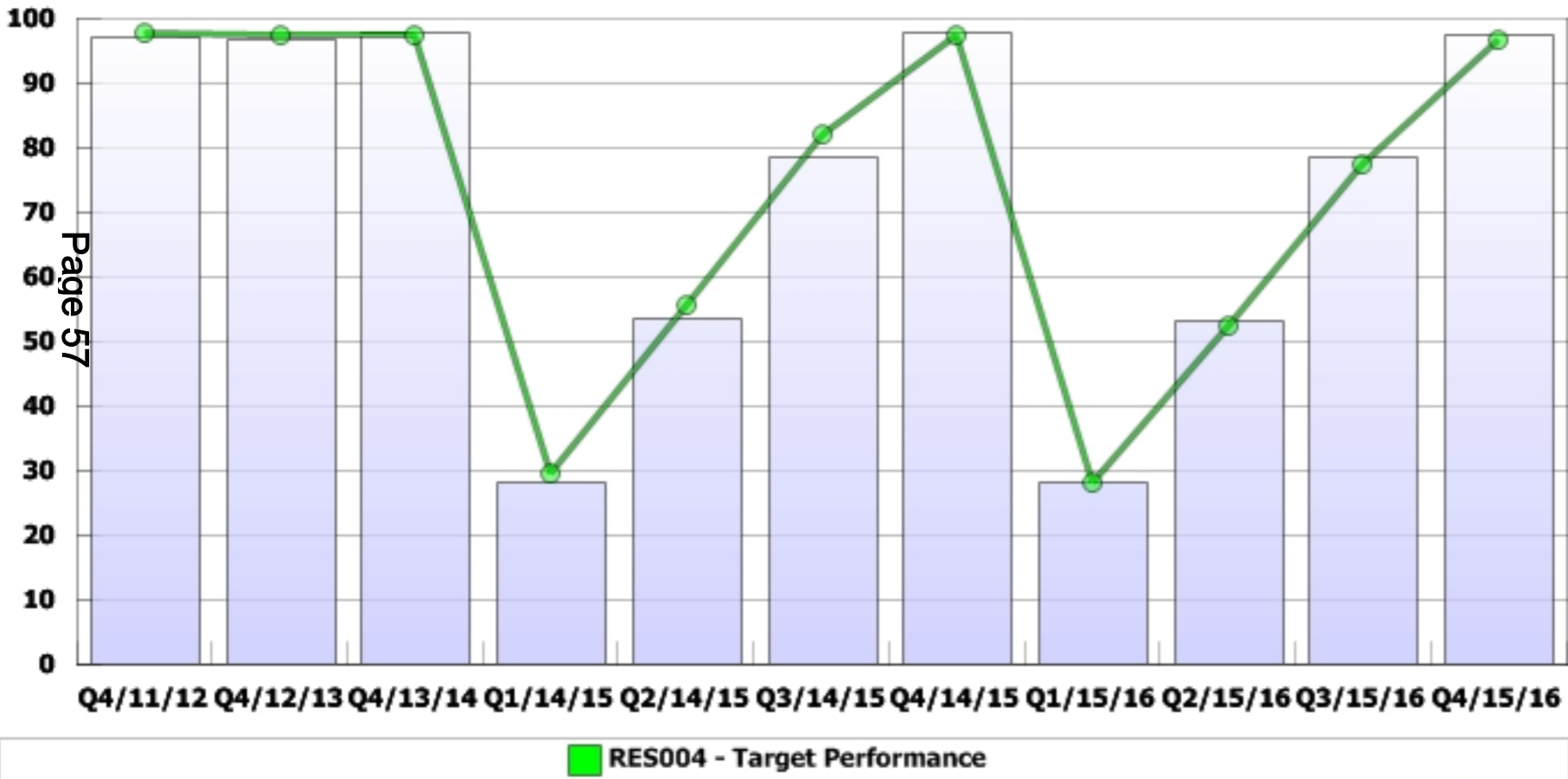
(Q4 2015/16) Collection and recovery procedures are in place for outstanding debts.

RES004 What percentage of the district's annual business rates was collected?

Additional Information: This indicator monitors the rate of collection of National Non-Domestic rates. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	
Q4/15/16	97.20%	97.84%	✓
Q3/15/16	78.09%	78.78%	✓
Q2/15/16	53.04%	53.54%	✓
Q1/15/16	28.38%	28.52%	✓
Q4/14/15	97.70%	97.86%	✓

Annual Target: 2015/16 - 97.70%
2014/15 - 97.70%

Indicator of good performance:
A higher percentage is good

↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?
 Yes

Comment on current performance (including context):

(Q4 2015/16) The collection performance is around the same stage as last year and 0.64% above target. There has been a long delay at the Valuation Office Agency which prevented a significant assessment being billed before 31st March 2016, which if collected would have shown an overall improvement in performance of around 0.25%.

Corrective action proposed (if required):

(Q4 2015/16) The Council is taking recovery action to collect the outstanding debts.

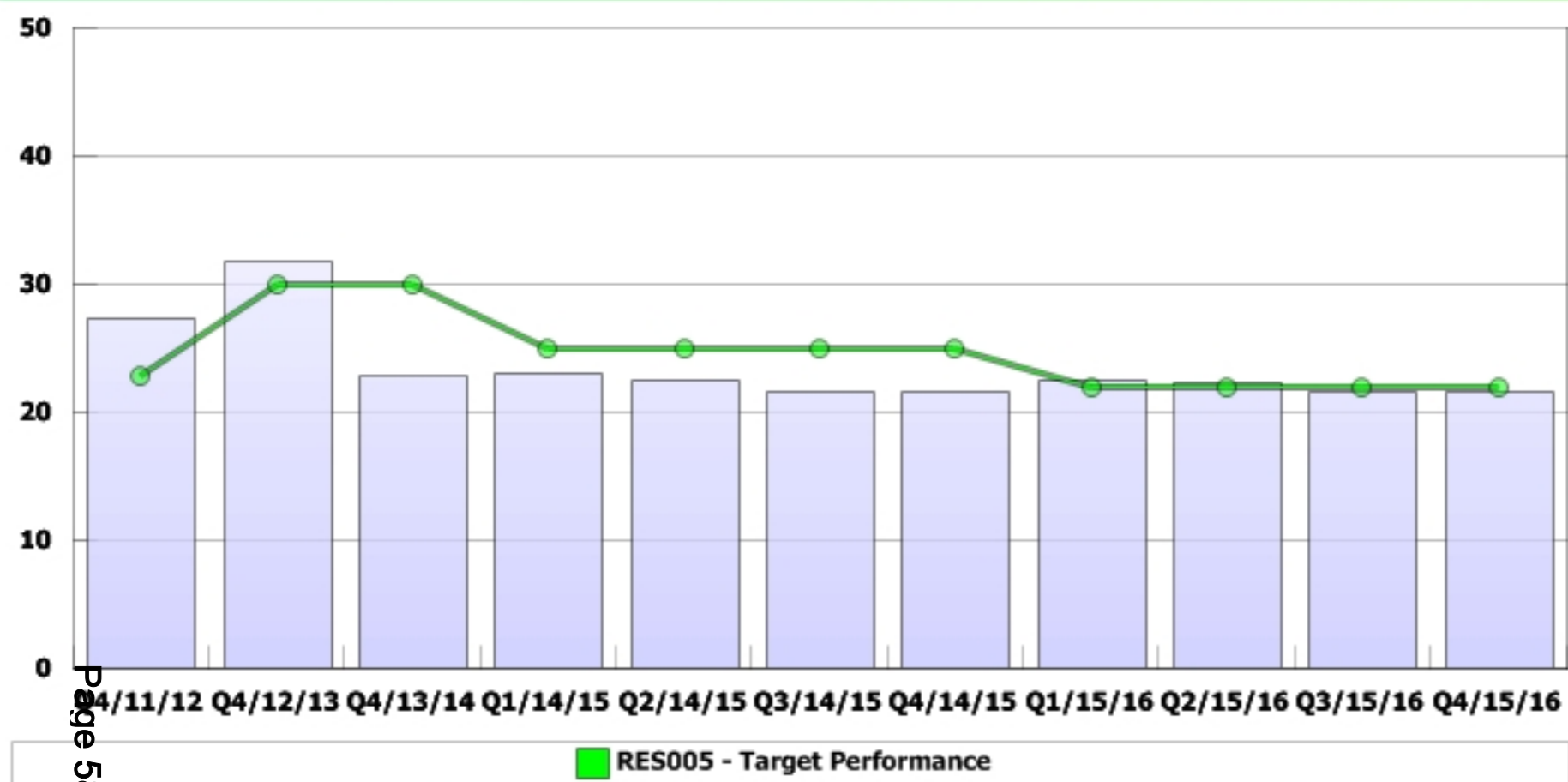


RES005 On average, how many days did it take us to process new benefit claims?

Additional Information: This indicator monitors the administration of Housing and Council Tax Benefit. Targets and performance are measured in days.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/15/16	22.00	21.76	✓
Q3/15/16	22.00	21.78	✓
Q2/15/16	22.00	22.36	✗
Q1/15/16	22.00	22.56	✗
Q4/14/15	25.00	21.74	✓

Annual Target: 2015/16 - 22.00 days
 2014/15 - 25.00 days
Indicator of good performance:
 A lower number of days is good
 ↓ is the direction of improvement

Is it likely that the target will be met at the end of the year?
 Yes

Comment on current performance (including context):

(Q4 2015/16) - The annual target was met in Q4

Corrective action proposed (if required):

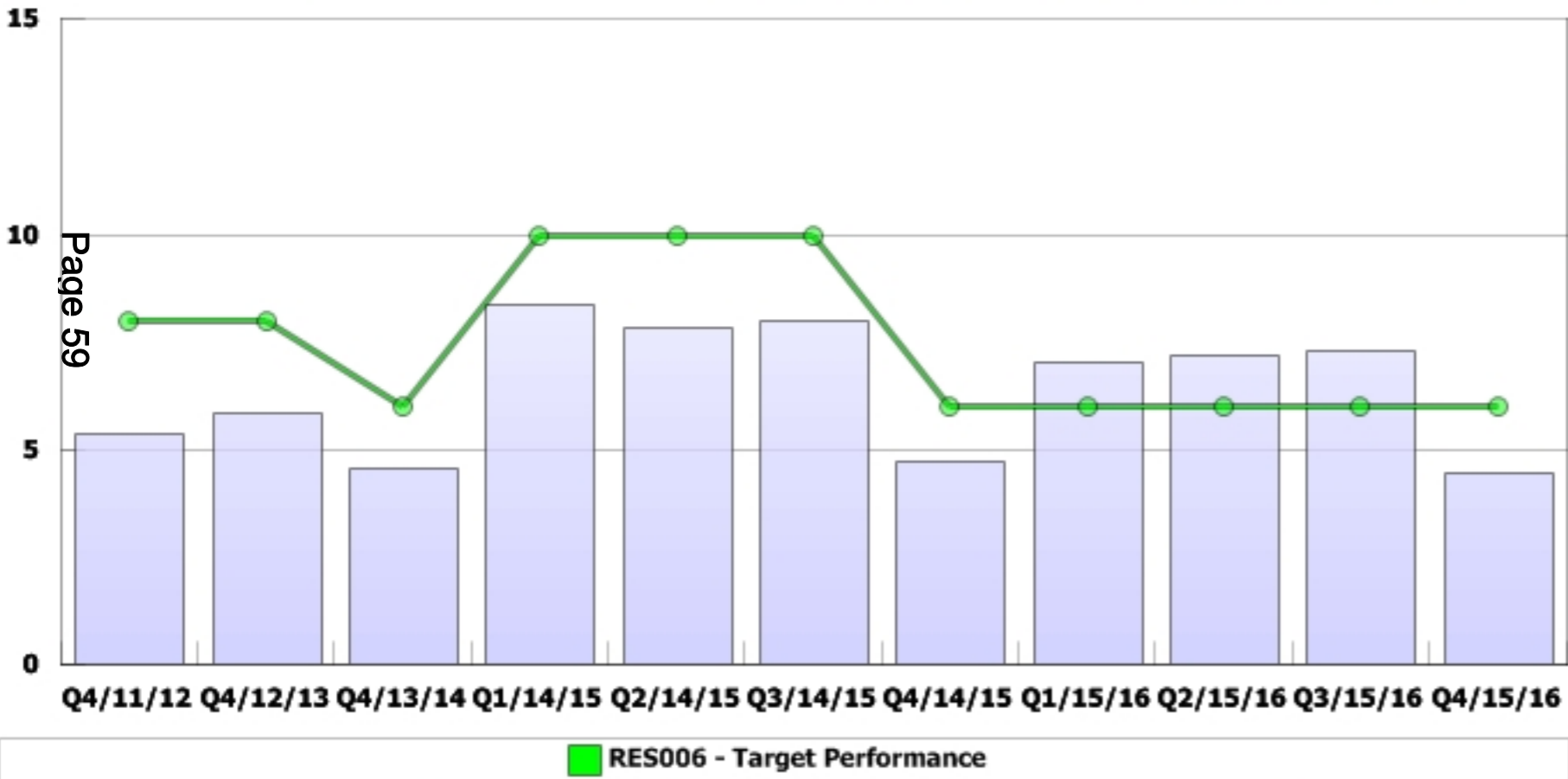
(Q4 2015/16) - Performance is monitored on a weekly basis and improvements to processes are made when appropriate.

RES006 On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?

Additional Information: This indicator monitors the administration of Housing and Council Tax Benefit. Targets and performance are measured in days.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/15/16	6.00	4.47	✓
Q3/15/16	10.00	7.29	✓
Q2/15/16	10.00	7.19	✓
Q1/15/16	10.00	7.03	✓
Q4/14/15	6.00	4.74	✓

Annual Target: 2015/16 - 6.00 days
2014/15 - 6.00 days

Indicator of good performance:
A lower number of days is good

↓ is the direction of improvement

Is it likely that the target will be met at the end of the year?

Yes

Comment on current performance (including context):

(Q4 2015/16) - Performance targets met on Q4.

Corrective action proposed (if required):

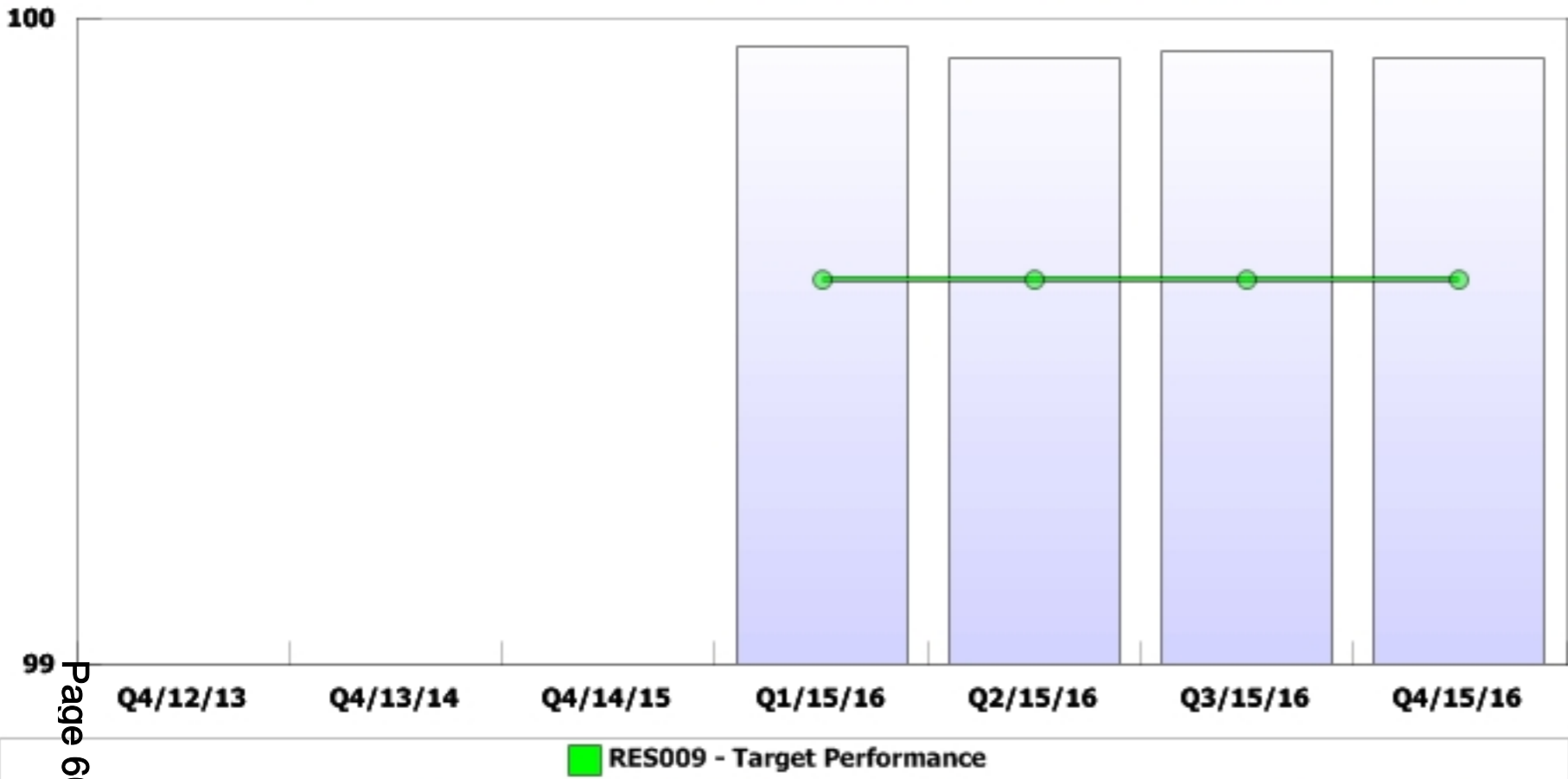
(Q4 2015/16) - Performance is monitored on a weekly basis and improvements to processes are made when appropriate.

RES009 Are customer needs being met by the Corporate Websites being available?

Additional Information: This measures aspects of website functionality which affect user experience. The amount of time the main sites (Joomla; Word Press; Planning Explorer; Info @t Work Public Access; and Modern.gov) are available impacts on the provision of Council information and together with RES010 and RES011, provides technical information against which customer satisfaction can be inferred.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/15/16	99.60%	99.94%	✓
Q3/15/16	99.60%	99.95%	✓
Q2/15/16	99.60%	99.94%	✓
Q1/15/16	99.60%	99.96%	✓
Q4/14/15	-	0.00%	-

Annual Target: 2015/16 - 99.60%
 Target: 2014/15 -

Indicator of good performance:
 A higher number is good

↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?
 Yes

Comment on current performance (including context):

Corrective action proposed (if required):

(Q4 2015/16)
 RES009 is a new KPI for 2015/2016. The target for uptime of 99.60% was achieved with the average uptime across the 5 sites being 99.94%. ICT continuously monitors performance in real time and responds to outages during the year.

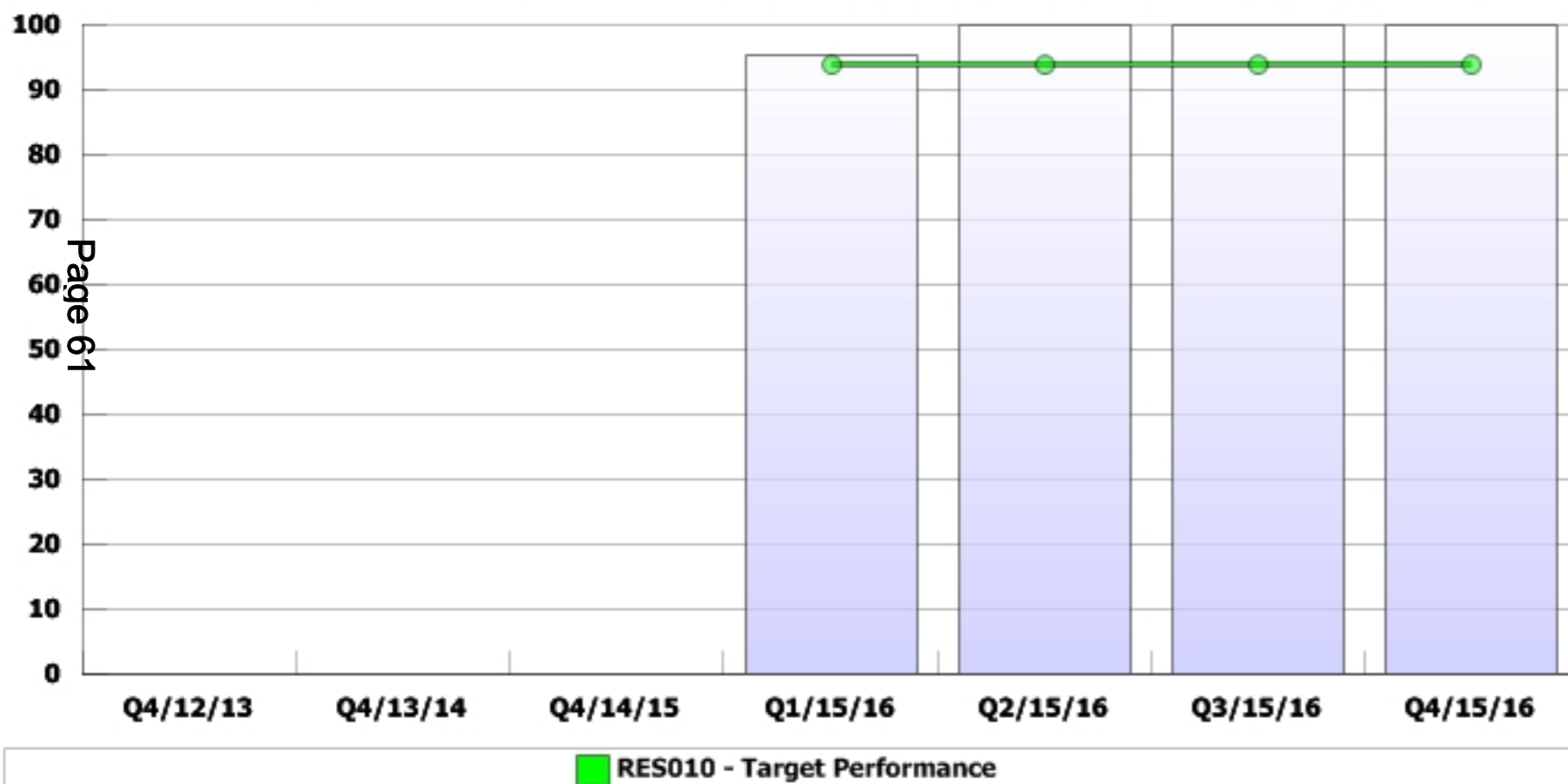
(Q4 2015/16) None.

RES010 Are customer needs being met by the main Corporate Websites not having broken links?

Additional Information: This indicator measures aspects of website functionality which will affect user experience. The absence of broken links on the main website (Joomla) impacts on the successful provision of Council information and a positive website user experience. Together with RES009 and RES011, this indicator provides technical information against which customer satisfaction can be inferred.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual
Q4/15/16	94.10%	100.00%
Q3/15/16	94.10%	100.00%
Q2/15/16	94.10%	100.00%
Q1/15/16	94.10%	95.50%
Q4/14/15		0.00%

Annual 2015/16 - 94.10%
Target: 2014/15 -

Indicator of good performance:
A higher number is good

↑ is the direction of improvement



Is it likely that the target will be met at the end of the year?

Yes

Comment on current performance (including context):

(Q4 2015/16)
RES010 is a new KPI for 2015/2016.
The target for the number of pages without broken links on is 94%. The actual percentage of pages without any broken links on was 100% made up of 0 broken links on 890 main website pages. These broken links will be continually monitored and corrected during the year, increasing the number of pages without any broken links on.

Corrective action proposed (if required):

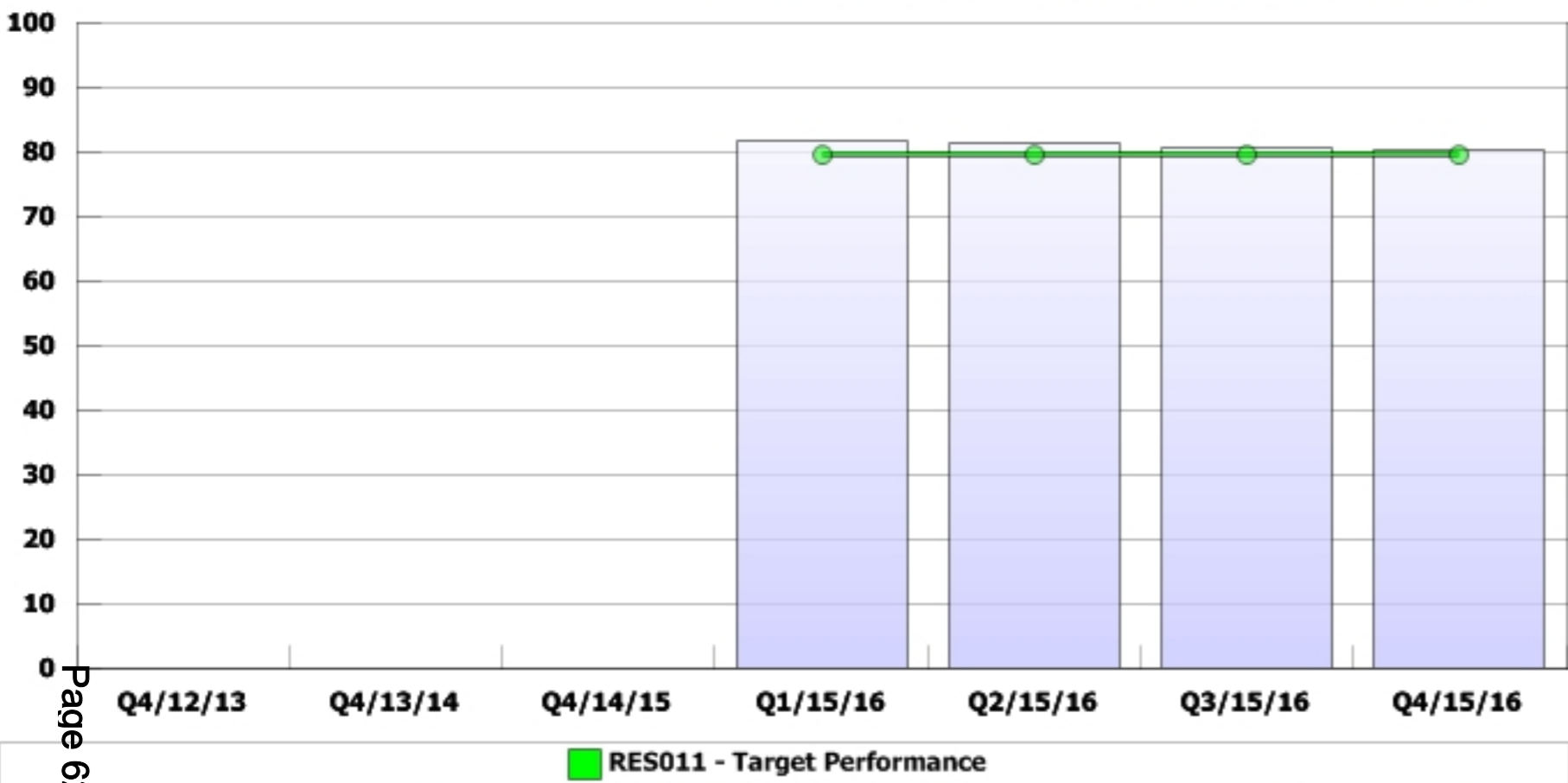
(Q4 2015/16) None.

RES011 Are customer needs being met by the main Corporate Website having effective navigation?

Additional Information: This indicator measures aspects of website functionality which will affect user experience. The ease of navigation impacts on the successful provision of Council information and a positive website user experience. Together with RES009 and RES010, this indicator provides technical information against which customer satisfaction can be inferred.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/15/16	79.90%	80.66%	✓
Q3/15/16	79.90%	81.04%	✓
Q2/15/16	79.90%	81.57%	✓
Q1/15/16	79.90%	81.97%	✓
Q4/14/15	-	0.00%	-
Annual Target:	2015/16 - 79.90%	2014/15 -	

Is it likely that the target will be met at the end of the year?

Yes

↑ is the direction of improvement

Comment on current performance (including context):

(Q4 2015/16)
 RES011 is a new KPI for 2015/2016.
 The visit depth target for the main website is 79.9%. Visit depth is the number of page views for each visit with the target based on 1 to 4 page views. The target was achieved with 80.66% of the 539,131 pages views to Qtr4 being between 1 to 4 pages. This will be monitored throughout the year.

Corrective action proposed (if required):

(Q4 2015/16) None.

RES01 How many working days did we lose due to sickness absence?

Outturn			Target
2012/13	2013/14	2014/15	2015/16
6.99 days	7.25 days	9.20 days	7 days

Responsible Officer

Bob Palmer
Director of Resources

Improvement Action	Target Dates	Key Measures / Milestones
The Assistant Director (HR) to carry out further analysis on the increase in the number of days taken for mental health issues.	December 2015	A report is submitted to Management Board
HR will arrange mandatory workshops for managers to ensure that the Council's Managing Absence Policy is applied consistently and timely across the authority.	December 2015	Managers become proactive when managing absence.
HR will arrange workshops for managers on mental health issues.	December 2015	Managers are confident when dealing with mental health issues of their staff
HR will work with Directors to produce the most useful management information regarding sickness absence	September 2015	Directors/Assistant Directors/Managers receive regular timely information from HR.
The Assistant Director (HR) to meet with the Council's Occupational Health provider regarding the information provided to managers by their doctors.	June 2015	Meeting took place 24 June 2015

An article on the Council's sickness absence position will be published in District Lines.

August 2015

Staff are informed of the Council's absence figures.

Please detail any budget or resource implications of the improvement actions you have listed overleaf. Please quantify any additional resources which will be required to implement the improvements and detail how the additional resources will be allocated.

Currently no additional resources are required.

Please describe any contextual factors, internal or external, which may impact upon the ability to deliver the improvements listed.

Flu/other infection epidemic.

The Council has an ageing workforce which maybe more susceptible to operations/procedures that require some recuperation time

Report to the Resource Select Committee

Report reference:

Date of meeting: 12 July 2016



Portfolio: Finance

Subject: Provisional Capital Outturn 2015/16

Responsible Officer: Teresa Brown (01992-564604)

Democratic Services Officer: Adrian Hendry (01992 564246).

Recommendations/Decisions Required:

- (1) That the provisional outturn report for 2015/16 be noted;
- (2) That this committee comment on the following recommendations to Cabinet from the Finance and Performance Management Cabinet Committee:
 - a) Retrospective approval for the over and underspends in 2015/16 on certain capital schemes as identified in the report;
 - b) Approval for the carry forward of unspent capital estimates into 2016/17 relating to schemes on which slippage has occurred;
 - c) Approval of the funding proposals outlined in this report in respect of the capital programme in 2015/16;
 - d) An in principle decision to meet a funding requirement for the purchase of street properties in 2016/17 from HRA underspends in 2015/16; and
 - e) The amended position regarding the use of the attributable debt element of the retained capital receipts.

Executive Summary:

This report sets out the Council's capital programme for 2015/16, in terms of expenditure and financing, and compares the provisional outturn figures with the revised estimates. The revised estimates, which were based on the Capital Programme, represent those adopted by the Council on 18 February 2016.

Appendix 1 summarises the Council's overall capital expenditure and funding in 2015/16. It shows the total amount of expenditure invested in Council-owned assets within the General Fund, analysed over the four directorates, and shows the sum invested in existing and new Housing Revenue Account (HRA) assets separately. Underneath this are the total sums advanced in the form of Capital Loans and the Revenue Expenditure Financed from Capital under Statute (REFCuS).

Information on individual projects or programmes is given on Appendix 2 for the General Fund Capital Programme and Appendix 3 for the HRA Capital Programme, Capital Loans and Revenue Expenditure Financed From Capital under Statute. Overspends and underspends are shown in the third column of each appendix and these are identified as budget overspends, savings, carry forwards or brought forwards on a project-by-project basis in columns four to six. In some instances, other changes are recommended; these are identified in column seven and explanations are given in the report. The carry forwards and brought forwards represent changes in the timing and phasing of schemes and the movement of estimates between financial years rather than amendments to total scheme estimates.

An analysis of the funds used to finance the Council's capital expenditure in 2015/16 is also given in Appendix 1, detailing the use of government grants, private funding, capital receipts and direct revenue funding. The generation and use of capital receipts and Major Repairs Fund resources in 2015/16 are detailed in Appendix 4.

Reasons for Proposed Decision:

The funding approvals requested are intended to make best use of the Council's capital resources that are available to finance the Capital Programme.

Other Options for Action:

The Council's current policy is to use all HRA capital receipts from the sale of assets, other than Right to Buy Council House sales, to fund the Council's house building programme. However, Members have the option to use these capital receipts for other HRA or General Fund schemes if they chose. This option has been rejected to date because, unless HRA receipts are applied to affordable housing schemes, 50% of each receipt would be subject to pooling i.e. the council would have to pay 50% of these receipts to central government.

The Council retains an element of the right to buy receipts classified as 'allowable' debt. It was originally agreed that 30% of this receipt should be set aside to help finance the HRA housebuilding programme, this represents a sum of £869,000 as at 31 March 2016. However, none of this sum has been utilised to date and an alternative option is recommended.

Report:

Capital Expenditure

1. The Council's total investment on capital schemes and capital funded schemes in 2015/16 was £37,298,000 compared to a revised estimate of £49,917,000, representing an underspend of 25%. The largest underspends were experienced on General Fund projects, details of which are shown on Appendix 2. In particular, there were large underspends on the planned developments at St John's Road, the Langston Road Retail Park and the Oakwood Hill Depot.

Resources

2. Within the Resources Directorate, there were two large underspends of £306,000 and £151,000 on the planned maintenance programme and the upgrade of the industrial units at Oakwood Hill respectively.

3. Of the 27 projects scheduled to be undertaken within the Council's planned maintenance programme, 14 were fully completed or nearly completed at a cost of £856,000. However, delays have been experienced on the remaining 10 schemes, most of which relate to the civic offices at Epping. It is recommended that the full £306,000 underspend is carried forward for these 10 projects, the largest of which relate to the refurbishment of 2 toilet areas in the civic offices as well as major improvements in electrical systems and energy efficiency works.

4. Work planned to upgrade the industrial units at Oakwood Hill relate to essential roofing improvements, which are required to meet current building regulation standards. Commencement has been delayed as a result of protracted negotiations with current tenants regarding the recovery of the costs of the works. The carry forward of the full £151,000 allocation to 2016/17 is recommended to fund the work, once a resolution has been agreed.

5. The Information and Communication Technology (ICT) Programme progressed very well and 15 schemes were completed successfully in 2015/16. Capital expenditure totalled £311,000, compared to a revised budget of £315,000. Included in the expenditure figure is a commitment of £25,000 to cover a one-off payment for a licence for the cashier's system, which had not been included within the capital budget and has been financed by direct revenue funding. It is recommended that retrospective approval is proposed to Cabinet for this licence. It is also requested that two unspent allocations, totalling £29,000, which were originally set aside for two other licences in 2015/16 are carried forward to 2016/17.

Neighbourhoods

6. Within the Neighbourhoods Directorate, the largest underspend relates to the St John's Road Development. This project has not progressed because the agreement to purchase the land owned by Essex County Council at St John's Road has not been finalised. However, negotiations are continuing in the hope that the scheme will progress later this year. As a consequence, the full £6,000,000 set aside for this scheme is recommended for carry forward to 2016/17.

7. Progress on the new Shopping Park at Langston Road has also been delayed, partly due to the need to re-tender the contract for the main construction works, and partly due to hold ups on the Section 278 highways work as a result of some very restrictive traffic management constraints imposed by Essex County Council after the tenders were submitted. Approval is sought to carry forward £2,076,000 to 2016/17 to continue the project.

8. Although the construction of the new depot at Oakwood Hill has progressed well since it started last September, some slippage has been experienced on this scheme too. A carry forward of £503,000 is therefore recommended to complete the scheme early in 2016/17.

9. Other smaller underspends within the Neighbourhoods Directorate are shown on Appendix 2. A total of £120,000 is requested to be carried forward in order to provide for refuse and recycling containers at new sites, improvements at the Council's car parks and the purchase of replacement vehicles for the grounds maintenance service. An adjustment of £5,000 has been made to the latter to allow for the sale proceeds of a sold vehicle to be used towards financing a new vehicle.

10. Furthermore, overspends of £6,000 and £5,000 were incurred on the development of the former Sir Winston Churchill pub site and the installation of a new property management system. A recommendation to retrospectively approve capital estimates to cover these sums is sought from Members as part of this report.

Communities

11. The major investment within the Communities Directorate has been the extension and refurbishment of the Council's museum. Practical completion of the building works was achieved in December 2015 and the new facility was opened to the public in March 2016. The flagship design with its innovative 'open storage display', the extended exhibition space and the community room are all very impressive and it is hoped the museum will draw visitors from further afield than the district itself. The cost of the project was higher than originally estimated and the budget has been increased to allow for this. It is considered prudent to carry forward the underspend of £20,000 to 2016/17.

12. The two other budgets within the Communities capital programme were set aside for the provision of additional off-street parking schemes on housing land and the installation of new and upgraded CCTV systems. The off-street parking schemes are joint-funded between the General Fund and the HRA, depending on the split between sold properties and Council properties. Although some schemes are progressing, there was an underspend of £13,000 on this budget and it is recommended that this sum is carried forward to 2016/17 to continue the improvements. With regard to the CCTV upgrade programme, the majority of the planned works were completed on schedule last year but two schemes are outstanding which will be completed this year. A carry forward of £9,000 underspend in respect of the 2 outstanding schemes is requested, having taken into account some unexpected expenditure on a security system at Town Mead depot. Retrospective approval for the latter is also recommended, this having been financed by £7,000 of direct revenue funding made available from other revenue savings.

Housing Revenue Account (HRA)

13. The approved HRA capital budget for 2015/16 was increased compared to previous years to provide for the Council's housebuilding programme. A revised budget of £17,349,000 was approved but expenditure during the year totaled £13,811,000, representing an underspend of £3,538,000 or 20%.

14. Appendix 3 shows how actual costs compared to revised budgets for each category of work within the HRA capital programme. It shows that the largest underspend of £1,123,000 was on kitchen and bathroom replacements. This was primarily due to much lower numbers of replacements being undertaken on void properties. This is because kitchens and bathrooms are only replaced if deemed necessary and, as many void properties have already had replacements under the planned programme, works on voids has reduced.

15. The second largest underspend was experienced on the new house building and conversions program. The Marden Close and Faversham Hall conversions were completed in November 2015 and all flats have been let. However, construction work has been delayed due to difficulties with the main contractor at the 4 sites within phase 1 of the new housebuilding programme and a carry forward of the full £1,069,000 underspend is sought to complete works at these sites.

16. There were two areas where expenditure was higher than estimated; these being structural schemes and disabled adaptations where expenditure was £140,000 and £20,000 overspent respectively. It is recommended that the budget from 2016/17 be brought forward to 2015/16 to cover this.

17. All other areas of expenditure experienced slippage to a greater or lesser extent and details of each category can be seen in Appendix 3. Capital expenditure work on leaseholder properties was actually £414,000, which was £212,000 over the budget of £200,000. Although the budget is shown as a single credit figure within the HRA capital programme, actual costs are identified to the type of work they relate to once the works are complete. This has the effect of exaggerating the underspends for each individual category in Appendix 3 but it does serve to reduce the overall underspend to £1,506,000 on HRA capital works, excluding the categories in paragraphs 14 and 15 above. It is recommended that this underspend is carried forward pending a re-assessment of the budget when it is reviewed in the autumn.

18. The report identifies significant underspends on HRA schemes and, as there is a funding requirement for the purchase of Street Properties scheme in 2016/17, it is proposed that an element, to be determined, of this carry forward be diverted to fund that element not covered by 1-4-1 receipts.

Capital Loans

19. With regard to the Capital Loans provided to third parties by the Council, these were more or less on target. The loan to the Council's waste management operator went ahead as planned and a monthly repayment schedule has been agreed.

20. Loans made under the Open Market Shared Ownership scheme were completed on budget and this scheme has now come to an end. However, the Council will receive payments in the future as the individuals, who benefited from this scheme, purchase further equity in their properties. Clearly, in a rising housing market, the Council potentially stands to benefit from increased house prices.

21. Although the total value of loans made to individuals to improve private housing stock was lower than anticipated, demand increased in 2015/16 to £119,000 compared to £65,000 the previous year. Given the upward trend, it is recommended that the £41,000 underspend is carried forward of to 2016/17.

Revenue Expenditure Financed from Capital under Statute (REFCuS)

22. The Council provides capital funds to finance certain items of revenue expenditure, known as REFCuS. To qualify such expenditure must be of a capital nature but serve to increase the value of assets not owned by the Council.

23. The largest budget in this section is for the Section 278 highways works required to enable the new Shopping Park at Langston Road to go ahead. Originally the budget for these

works was included within the capital allocation within the General Fund but actual costs have been identified separately. The budget allocation shown on Appendix 3 has been moved from the General Fund allocation shown in Appendix 2. The sum moved matches the costs incurred to date at this point pending a more detailed analysis, which will be presented as part of the Capital Review.

24. Likewise, the budget for the gas replacement scheme at Ninefields and other Council flats was not identified separately within the HRA capital programme previously and the adjustment made in this report from the HRA allocation in Appendix 3 matches the costs incurred to date.

25. Disabled Facility Grants (DFGs) given for adaptations to private properties have risen sharply in recent years, and last year Cabinet approved an increase of £120,000 to £500,000 per year. Given the rising demand for DFGs and the increase in Central Government support to finance these grants in 2016/17, it is recommended that the £15,000 overspend is absorbed within the 2015/16 outturn and not deducted from future approved budgets. This can be off-set against the £7,000 saving on other private sector housing grants, which have now come to an end.

26. Similarly, expenditure on leasehold flats, sold under Right to Buy legislation where the Council is the freeholder, was higher than anticipated in 2015/16 by £214,000 and again it is recommended that no reduction is made to the 2016/17 allocation due to the reimbursable nature of this budget.

27. Finally, it is recommended that the £83,000 underspend on the Buckhurst Hill parking review be carried forward to 2016/17 for the Loughton Broadway review.

Summary

28. In summary, it is recommended that Cabinet approves the budget overspends, savings, carry forwards and brought forwards referred to above on the schemes identified in Appendices 2 and 3. There was one General Fund budget saving of £7,000 on Revenue Expenditure Financed from Capital under Statute. There were two areas where spending was higher than estimated totaling £160,000 on the HRA, it is proposed these amounts be brought forward from 2016/17. The carry forwards requested total £9,227,000 on the General Fund; £3,698,000 on the HRA capital programme; £41,000 on Capital loans and £83,000 on REFCuS. Approval is also sought for other amendments of £37,000 on the General Fund and £229,000 on REFCuS, as identified in the report, all of which were funded from revenue or from external sources.

Funding

29. The funds available to finance the capital programme include Government grants, other public sector grants, private contributions to capital schemes, capital receipts and direct revenue funding from the General Fund and HRA. Initially any specific grants and private contributions made for particular projects are used to finance the appropriate projects, taking into account any restrictions with regard to usage and time scales. Other sources of capital finance, which carry restrictions, are also applied at the earliest opportunity in order to avoid losing potential funds. This includes the element of capital receipts generated from the sale of council houses, which is available solely for replacement affordable housing (often referred to as 1-4-1 receipts) and must be used within three years of receipt. As a consequence, the maximum sum allowable has been applied to the 2015/16 HRA house building programme in order to reduce the potential risk of handing any funds back to Central Government.

30. However, another element of capital receipts available for capital funding is known as

'attributable' or 'allowable' debt. The Council is free to use all, none or indeed a portion of this money to fund HRA expenditure. A previous decision to use 30% of this for housebuilding was passed on a recommendation from the Housebuilding Cabinet Committee. However, Cabinet may not have had the opportunity to fully consider other options at this time. The latest 30 year plan suggests an amount of £869,000 is available for replacement housing schemes. This sum is based on 30% of the allowable debt minus the 'assumed' debt of Council dwellings, which was calculated when the new self-financing regime was introduced in April 2012. An alternative approach is now recommended to use the assumed debt figure of £1,218,950 as a basis for ascertaining the amount to be used for housebuilding; this would make £366,000 available. Currently, none of these resources have been applied to the housebuilding programme as 1-4-1 capital receipts, capital grants and private contributions are applied in the first instance and these have been sufficient to cover all costs to date. This would liberate additional capital resources of £503,000 to be invested in General Fund schemes.

31. Appendix 1 identifies the sources of funding used to finance the 2015/16 capital programme and it compares the actual sums used with the amounts estimated in the revised capital programme. In total, grants of £3,725,000 were used last year compared to an estimated sum of £3,493,000, representing an increase of £232,000. This resulted primarily from the increase in private funding made available through the increased value of rechargeable capital works to HRA leasehold properties combined with increased section 106 monies received.

32. The generation of capital receipts proved to be lower in 2015/16 than had been anticipated, as shown in Appendix 4. This was partly due to less council houses being sold than expected, following the steep rise in 2014/15 when the level of maximum allowable discount under the Right to Buy scheme was raised significantly. A total of 20 properties were sold compared to 46 in 2014/15. On the other hand, there were some unexpected capital receipts received from a compensation payment, the sale of some vehicles and equipment and a lease premium. The use of capital receipts to finance expenditure was £2,672,000 higher than estimated and the year-end balance on the Capital Receipts Reserve has fallen to £3,790,000 as at 31 March 2016. All of this balance is set aside for the Council's housebuilding programme.

33. Due to all the capital receipts currently available to fund General Fund schemes having been fully utilised, internal borrowing has been made available from the HRA capital receipts balance set aside for the housebuilding programme, to support investment in the new Shopping Park. In total, the General Fund has borrowed around £4,000,000 from the HRA and will be required to pay interest on this sum for the duration of the loan. This internal borrowing has been made on a temporary basis only and future borrowing requirements will continue to be monitored closely.

34. With regard to the use of direct revenue funding, the HRA contribution of £4,900,000 was in line with the revised budget. However, the use of funds from the Major Repairs Reserve was £3,097,000 lower than estimated reflecting the underspend on HRA capital schemes. The impact of this, off-set to some extent by a reduction in the Major Repairs Allowance transfer, is that the balance on the Major Repairs Reserve is £2,896,000 higher than expected at £11,997,000 as at 31 March 2016.

Resource Implications:

The 2015/16 Provisional Capital Outturn totalled £16,829,000 for General Fund assets which represents an overall underspend of £9,179,000 on the revised budget. This comprises of overspends of £11,000; slippage of £9,227,000; and other overspends of £37,000 funded from revenue.

The 2015/16 HRA Provisional Capital Outturn was £13,811,000, which represents an overall

underspend of £3,538,000 on the revised budget. This includes brought forwards of £160,000; and slippage of £3,698,000.

Provisional Outturn figures on Capital Loans totalled £4,337,000, which represents an underspend of £41,000 all of which was slippage.

Revenue Expenditure Charged to Capital under Statute (REFCuS) totalled £2,321,000; this represents an overall budget overspend of £139,000 including a saving of £7,000; slippage of £83,000; and other overspends of £229,000 financed from external sources.

Legal and Governance Implications:

The Council's capital accounts have been prepared in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA)'s Code of Practice on Local Authority Accounting in the United Kingdom 2011.

Safer, Cleaner and Greener Implications:

The Council's Capital Strategy works to incorporate safer, greener and cleaner design concepts within all capital schemes. The capital programme also supports sustainable initiatives such as the new food and recycling system which was supported by the provision of new vehicles and equipment.

Consultation Undertaken:

Progress on the capital programme is monitored regularly by the Resources Select Committee and the Finance and Performance Management Cabinet Committee. Service Directors and spending control officers are also consulted throughout the year. In addition, consultation is undertaken with the Tenants and Leaseholders Federation and the Director of Communities on the HRA programme.

Background Papers:

The capital programme was approved at Cabinet in February 2016 and working papers filed for External Audit purposes. The recommendations in this report were approved by the Finance and Performance Management Cabinet Committee on 16 June 2016.

Due Regard Record

Name of policy or activity:

What this record is for: By law the Council must, in the course of its service delivery and decision making, think about and see if it can eliminate unlawful discrimination, advance equality of opportunity, and foster good relations. This active consideration is known as, 'paying due regard', and it must be recorded as evidence. We pay due regard by undertaking equality analysis and using what we learn through this analysis in our service delivery and decision making. The purpose of this form is as a log of evidence of due regard.

When do I use this record? Every time you complete equality analysis on a policy or activity this record must be updated. Due regard must be paid, and therefore equality analysis undertaken, at 'formative stages' of policies and activities including proposed changes to or withdrawal of services. This record must be included as an appendix to any report to decision making bodies. Agenda Planning Groups will not accept any report which does not include evidence of due regard being paid via completion of an Equality Analysis Report.

How do I use this record: When you next undertake equality analysis open a Due Regard Record. Use it to record a summary of your analysis, including the reason for the analysis, the evidence considered, what the evidence told you about the protected groups, and the key findings from the analysis. This will be key information from Steps 1-7 of the Equality Analysis process set out in the Toolkit, and your Equality Analysis Report. This Due Regard Record is Step 8 of that process.

Date / Name	Summary of equality analysis
May 2016	This report represents a financial summary of expenditure within the Council's Capital Programme in 2015/16, in addition to the associated funding for the year.
Teresa Brown Principal Accountant	At this stage the aims of the public sector equality duty will already have been taken into account when the individual schemes were originally approved. As this report does not represent a formative stage in the approval of capital projects, an equality analysis is not considered relevant in respect of this report.

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Report to Resources Select Committee

Date of meeting: 12 July 2016

Portfolio: Finance

Subject: Provisional Revenue Outturn 2015/16.

Responsible Officer: Peter Maddock (01992 564602)

Democratic Services Officer: Adrian Hendry (01992 564246).



Recommendations/Decisions Required:

- (1) That the provisional 2015/16 revenue out-turn for the General Fund and Housing Revenue Account (HRA) be noted;**
- (2) That this Committee comment on the following recommendations made by the Finance and Performance Management Cabinet Committee to Cabinet;**
 - a. That the additional unbudgeted income of £254,000 from the agreement with the major preceptors be used to create a District Development Fund budget of £100,000 for transformational projects and to top up the Invest to Save Fund;**
 - b. That projects will only be funded from the transformation budget following approval by Management Board and consultation with the Leader; and**
 - c. That as detailed in Appendix E, the carry forward of £775,000 District Development Fund and £12,000 Invest to Save Reserve expenditure be noted.**

Executive Summary

This report provides an overall summary of the revenue outturn for the financial year 2015/16. The General Fund saw £347,000 more than estimated being used from the opening balance, which was more than outweighed by the use of the District Development Fund being £1.1 million less than estimated. Overall total net expenditure on the General Fund was £16.1 million, some £669,000 lower than the revised estimate.

Similarly, the position on the Housing Revenue Account was £716,000 better than anticipated.

Reasons for proposed decision:

To note the provisional revenue outturn.

To ensure adequate funding going forward for both transformation and invest to save projects.

Other options for action:

Members could decide to use the unbudgeted income to further increase the balance on the DDF and not to provide additional funding for transformation and invest to save projects.

However, this would slow progress on transformation and necessitate reports to Cabinet and Council for supplementary funding for relatively small amounts of money.

General Fund

1. The table below summarises the revenue outturn for the Continuing Services Budget (CSB) of the General Fund and the consequential movement in balances for 2015/16.

General Fund	Original Estimate £000	Revised Estimate £000	Actual Expend £000	Variance from Original £000	Variance from Revised £000
Net Expenditure after Adjustments (CSB)	13,348	15,769	16,204	2,856	435
Government Grants and Local Taxation	13,304	14,095	14,183	(879)	(88)
(Contribution to)/from Balances	44	1,674	2,021	1,977	347
Opening Balances – 1/4/15	(9,293)	(9,293)	(9,293)	-	-
(Contribution to)/from Balances	44	1,674	2,021	1,977	347
Closing Balances – 31/3/16	(9,251)	(7,619)	(7,272)	2,044	347

2. Net expenditure (CSB) for 2015/16 totalled £16.204 million, which was £2,856,000 (21.5%) above the original estimate and £435,000 (3%) above the revised. The large movement between Original and Revised was due to including some revenue funding of capital expenditure which has reduced the General Fund balance down to £7.3m from £9.3m. It was felt sensible to use some of the balance as in recent years there has been Central Government criticism of Local Authorities holding “excessive” reserves.

3. There were improvements in the funding position as this shows an increase of £879,000 when compared to the original position and £88,000 compared to the revised position. This was due to the inclusion of additional business rates Section 31 income in the base when the revised estimate was compiled and the actual position being better still. Having said that this is not the full story as movements between the Collection Fund (where Council Tax and Business Rates are accounted for) and the General Fund are governed by specific regulations. For example the amount counted as income to the General Fund for 2015/16 is based on an estimate made a year and a half ago and a lot has changed since then.

4. The Collection Fund is an account that holds income relating to this Authority as well as the major preceptors. These are Essex County Council, the Police and Fire Authorities. These authorities notify this Council of their funding requirement from the collection fund and as a result a precept is paid to this Councils General Fund and the major preceptors. To ensure a degree of certainty these figures are fixed in advance of the start of the financial year. Any reductions in income, for example successful appeals on Business Rates assessments, do not affect the General Fund in the year that they occur, rather they affect future years when the Collection Fund deficit that is created has to be made up by both the General Fund and Major Preceptors.

5. The in year deficit on the business rates collection fund was again relatively small and the main factor creating this is the provision to cover future rating appeals that has to be made. To calculate this has required an assessment of the likelihood or otherwise of outstanding appeals being successful. Needless to say there is a significant degree of uncertainty surrounding this process and the value put on the provision for appeals is an estimate based on the most up to date information available at this time. The larger the provision for appeals being made the larger the deficit on the fund created.

6. The Councils portion of the Business Rates collection fund deficit at the end of March 2016 was some £606,000 which will need to be paid back over the next two years, thus adversely affecting the future funding available to the General fund. However the Council Tax collection fund shows a surplus of £310,000 which will be paid into the General Fund in future years. The combined net position is approximately £27,000 worse than was anticipated in the Medium Term Financial Strategy adopted by Council in February 2016 and so is not a cause for concern.

7. An analysis of the changes between Continuing Services Budget (CSB), the District Development Fund (DDF) and The Invest to Save Reserve (ITS) expenditure illustrates where the main variances in revenue expenditure have occurred.

General Fund	Original Estimate £000	Revised Estimate £000	Actual Expend £000	Variance from Original £000	Variance from Revised £000
Opening CSB	13,909	13,280	13,649	(260)	369
In Year Growth	329	578	546	217	(32)
In Year Savings	(902)	(1,212)	(1,142)	(240)	70
Total Continuing Services Budget	13,336	12,646	13,053	(283)	407
Capital Exp. Charged to Revenue (CERA)	12	3,123	3,151	3,139	28
Total Including CERA	13,348	15,769	16,204	2,856	435
DDF/ITS – Expenditure	1,839	2,501	1,984	145	(517)
DDF/ITS – One Off Savings	(710)	(1,465)	(2,052)	(1,342)	(587)
Total DDF/ITS	1,129	1,036	(68)	(1,197)	(1,104)
Total Net Expenditure	14,477	16,805	16,136	1,659	(669)

Continuing Services Budget

8. CSB expenditure was £283,000 below the original estimate and £407,000 higher than the revised. Variances have arisen on both the opening CSB and the in year figures. The opening CSB is £369,000 higher than the revised estimate and the in year figures, £38,000 higher than the revised estimate.

9. When measured against the Original Budget, salaries were underspent by £465,000. Actual salary spending for the authority in total, including agency costs, was some £20.802 million compared against an original estimate of £21.267 million. About a third of this

underspend fell on the HRA and two thirds the General Fund most of the latter was within Resources. When comparing to the Revised Estimate there was an underspend of £302,000, half of which fell on the General Fund, though £72,000 of this was actually DDF or Building Control savings rather than CSB.

10. There was an additional amount of £215,000 added to the General Fund Bad & Doubtful debts provision as a number of uncollectable debts were written off and Housing Benefit Overpayment debts outstanding at the year end have increased significantly from £2,382,000 to £2,723,000. These debts are difficult to collect and where an order to repay them is made this can be over quite a long period of time so it is felt prudent to provide for a large portion of the outstanding amounts.

11. HRA capital expenditure was underspent by some £3.5 million which is explored in more detail in the Capital Outturn report and the revenue budget was also underspent as detailed later in this report. Because of these two factors HRA balances were significantly higher than expected and therefore attracted more interest on these balances as a result. Having said that there was also more interest to the General Fund but overall there was a net reduction of £190,000.

12. The main other movement between the Original estimate and the Revised and Actual position was the decision to Fund Capital Expenditure of £3 million from the General Fund balance. Traditionally only small amounts of General Fund Capital Expenditure have been funded in this way and usually only when there is an equivalent saving elsewhere in the revenue budget. This change though was so significant that it has been shown on a separate line to make comparisons more meaningful.

13. The original in year CSB savings figure of £573,000 became an in year savings figure of £634,000. This was primarily due to additional Development Control fee income (£55,000) and a couple of other more minor items. In the event in year savings fell short by £38,000. The two main areas were Non-HRA Rent Rebates (£40,000) and the Waste Management Contract (£18,000) there were a number of minor items that offset these. Full details of items within the CSB growth figures can be found at appendix A.

District Development Fund

14. Net DDF expenditure was expected to be £1,129,000 in the original estimate and £949,000 in the revised estimate. In the event the DDF showed net income of £143,000. This is £1,272,000 below the original and £1,092,000 below the revised. There are requests for carry forwards totalling £775,000 these are detailed on Appendix D. These one-off projects are akin to capital, in that there is regular slippage and carry forward of budgetary provision. Therefore the only reasonable variance analysis that can be done is against the revised estimate.

15. As spending is £1,092,000 below the revised estimate but carry forwards of £775,000 have been requested, a net underspend of £317,000 is shown in Appendix B.

16. The DDF reduced between the Original and Revised position by £180,000, overall this was not significant but there were some large swings on both income and expenditure. On the Income side additions relating to Development Control (£220,000), Land Charges new burdens (£103,000), a dividend following the liquidation of the former waste management contractor, South Herts Waste Management (£100,000) and additional income from the technical agreement with major preceptors (£119,000). Offsetting this were amounts brought forward from 2014/15 for the Local Plan (£185,000) and Assets Rationalisation (£85,000.) There were a significant number of other more minor items of both additions and reductions to the programme full details are also shown at appendix B.

17. The difference between the revised position and the outturn position was a reduction of £1,092,000. Around half of this related to income from the Recycling Reward Scheme (£268,000) and further income relating to the aforementioned technical agreement. It is proposed that £100,000 of the latter be used to create a transformation project budget and £154,000 be used to top up the Invest to Save Reserve. The main items making up the remaining £570,000 were, £139,000 related to Local Plan slippage, £82,000 to Asset rationalisation, £73,000 to the planned maintenance programme, £62,000 to Electoral registration and £43,000 to town centre support. There are again a number of other variations that are highlighted in Appendix B.

18. Now several transformation projects are underway it is apparent that to progress them small amounts of expenditure are required that cannot be repeatedly found from existing resources. To allow these projects to proceed quickly but with appropriate oversight, it is proposed that a DDF budget is established under the control of Management Board, subject to consultation with the Leader.

19. Appendix C shows the overall position on the DDF with the balance as at 31 March 2016 being £3.742 million and Appendix E lists the DDF items requested for carry forward.

Invest to Save Reserve

20. The Invest to Save Reserve was created at the end of 2014/15 with a £500,000 transfer from the General Fund balance. Expenditure was estimated at £87,000 the actual being £75,000. The underspend related to investigating the withdrawal from the NEPP contract. The detail is shown in Appendix D and items for carry forward in Appendix E.

21. Even though expenditure to the end of 2015/16 was relatively light, Appendix D highlights that most of the fund has been committed for projects in subsequent years. Additional funds have been allocated already in 2016/17 and to ensure money remains available for suitable projects the proposed top up to the fund is required.

Housing Revenue Account

22. The table below summarises the revenue outturn for the Housing Revenue Account.

Housing Revenue Account	Original Estimate £000	Revised Estimate £000	Actual Expend £000	Variance from Original £000	Variance from Revised £000
Revenue Expenditure	28,678	29,037	28,517	(161)	(520)
Depreciation	13,539	13,152	13,498	(41)	346
Total Expenditure	42,217	42,189	41,948	(202)	(174)
Gross Dwelling Rents	32,178	32,289	32,150	28	139
Other Rents, Charges and Depreciation Reversals	10,099	9,817	10,498	(399)	(681)
Total Income	42,277	42,106	42,648	(371)	(542)

	Original Estimate £000	Revised Estimate £000	Actual Expend £000	Variance from Original £000	Variance from Revised £000
Housing Revenue Account Deficit/(Surplus) for Year	(60)	83	(633)	(573)	(716)
Opening Balance – 1/4/15	(2,570)	(2,570)	(2,570)	-	-
Deficit/(Surplus) for year	(60)	83	(633)	(573)	(716)
Closing Balance – 31/3/16	(2,630)	(2,487)	(3,203)	(573)	(716)

23. A Surplus within the HRA of £60,000 and deficit of £83,000 was expected within its original and revised revenue budgets respectively, the actual outturn was a surplus of £633,000.

24. There were savings on Revenue Expenditure of £520,000 when compared to the revised position. These included salary savings due to vacancies in a number of areas amounting to around £150,000. There were some savings on professional and consultancy fees (£86,000), gas and electricity (£79,000), various communal services (£63,000), Grounds Maintenance (£63,000), rent collection costs (£20,000), furniture and equipment at sheltered units (£17,000) and Corporate Core contribution (£11,000).

25. Income from Dwelling Rents was down by £139,000 though other income was up most notably interest received on capital and revenue balances by around £300,000 in total.

26. The depreciation charge relating to HRA assets was £346,000 higher than expected. However much of this difference is reversed back to the HRA and forms the bulk of the remainder of the £681,000 underspend shown on that line.

27. The current financial year is likely to be more difficult for the HRA with the 1% rent reduction coming in and the potential effects of the forced sale of high value voids, the detail of which has yet to be decided, so the better outturn position than expected for the HRA is helpful when viewed in that context.

Consultation undertaken:

None

Resource implications:

Although the General Fund balance has reduced and there was an overspend the balance still exceeds £7.2 million and is well in excess of the target set in the Medium Term Financial strategy of 25% of net budget requirement. This reduction was planned as £3 million was used for capital expenditure.

The surplus on the HRA was rather higher than expected due to a lot of underspend and the balance has now risen to £3.2 million as at 31 March 2016.

Legal and Governance Implications:

Reporting on the financial outturn for the previous financial year is recognised as a key element of the Council's Governance Framework.

Safer, Cleaner, Greener Implications:

The Council's revenue budgets contain spending related to the Safer, Cleaner, Greener initiative.

Background Papers:

Final Accounts working papers held in Accountancy.

Impact Assessments:Risk Management

This report is a key part in managing the financial risks faced by the Council.

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

Date / Name	Summary of equality analysis
16/06/16 Director of Resources	The report only sets out the revenue outturn and therefore has no equality implications.

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CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST

Directorate	Service		Original 2015/16 £000's	Probable 2015/16 £000's	Actual 2015/16 £000's	Variance from Revised £000's
Chief Executive	Corporate Policy Making	Supplies & Services - Other Misc		(5)	(5)	-
	Directorate Restructure	Savings	(20)	(20)	(20)	-
	Total Chief Executive		(20)	(25)	(25)	0
Communitites	Affordable Housing	Senior Housing Development Officer - Additional Hours	5	5	5	-
	Affordable Housing	Legal fees B3Living		(10)	(10)	-
	All Weather Pitch	Townmead Project	(5)	8	19	11
	Community Arts Programme	Additional Income	(10)	(6)	(5)	1
	Grants to Vol. Organisations	Budget Reduction	(17)	(12)	(12)	
	Safer Communities	Recharged to HRA for Anti Social Behaviour Work	(5)	(5)	(3)	2
	Total Communitites		(32)	(20)	(6)	14
Governance	Building Control	Fees & Charges		(39)	(39)	-
	Building Control	Ring Fenced Account		39	39	-
	Development Control	Publicity Savings	(6)	(6)	(6)	-
	Development Control	Fees & Charges		(55)	(55)	-
	Development Control Group	Senior Planning Officer	1	15	22	7
	Directorate Restructure	Savings	(19)	(19)	(19)	-
	Governance & Performance Managemer	Restructure	(10)	(10)	(10)	-
	Internal Audit	Corporate Fraud Team	66	46	30	(16)
	Legal Services	Restructure	(10)	(10)	(9)	1
	Legal Services	Fees & Charges		(5)	(5)	-
	Local Land Charges	Professional Fees - ECC Highways		(4)	-	4
	Local Land Charges	Reduction Re Fees & Charges		39	25	(14)
	Public Relations & Information	Discontinuance of the Forester	(39)	(44)	(44)	-
Total Governance		(17)	(53)	(71)	(18)	

CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST

Directorate	Service		Original 2015/16 £000's	Probable 2015/16 £000's	Actual 2015/16 £000's	Variance from Revised £000's
Neighbourhoods	Animal Welfare	Cleansing Contract	(7)	(7)	(7)	-
	Animal Welfare	Budget Savings		(15)	(11)	4
	Countrycare	Additional Income	(15)	(3)	-	3
	Economic Development	Increased staff time		30	30	-
	Emergency Planning	Leased vehicle	4	4	4	-
	Emergency Planning	Essex Fire contribution		(15)	(15)	-
	Engineering, Drainage & Water	New Post		10	-	(10)
	Estates & Economic Development	Estates & Economic Development Restructure	92	92	95	3
	Fleet Operations	Removal of Deficit	(29)	(24)	(11)	13
	Land and Property	Rental Income - Shops	(13)	6	7	1
	Land and Property	Industrial Estates	(21)	(16)	(14)	2
	Land and Property	Oakwood Hill Units	(24)	(31)	(32)	(1)
	Land and Property	Greenyards	(3)	(3)	(3)	-
	Licensing	Licencing Officer (Premises Licences)	6	6	-	(6)
	Off Street Parking	Parking Fee Increases	(95)	(189)	(180)	9
	Off Street Parking	Cleansing Contract	8	8	8	-
	Off Street Parking	Machine Maintenance and collections	27	27	-	(27)
	Planning Policy Group	Increase in Staffing		25	7	(18)
	Waste Management	Inter Authority Agreement, reduced ECC Income	8	8	8	-
	Waste Management	New contract	(88)	(66)	(48)	18
Directorate Restructure	Savings	(24)	(24)	(23)	1	
Total Neighbourhoods			(174)	(177)	(185)	(8)

CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST

Directorate	Service		Original 2015/16 £000's	Probable 2015/16 £000's	Actual 2015/16 £000's	Variance from Revised £000's
Resources	Bank & Audit Charges	Audit Fees		(12)	(12)	-
	Building Maintenance - Non HRA	Planned Maintenance Programme	(28)	(28)	(27)	1
	Cashiers	Electronic Payments		35	32	(3)
	Cashiers	Income		(5)	(2)	3
	Civic Offices	Solar Panel Energy Saving	(10)	(9)	(5)	4
	Civic Offices	NDR re-assessment	22	(17)	(17)	-
	Corporate Training	Consultant Fees	(11)	(11)	(11)	-
	Corporate Improvement	Improvement budget savings	(20)	(20)	(20)	-
	Council Tax Collection	Court Costs		(25)	(24)	1
	Duty Officers	Out of Hours Service	(36)	(36)	(36)	-
	Facilities Management	Casual Staff	(8)	(8)	(8)	-
	Finance Miscellaneous	Car Leasing (excluding HRA)	(20)	(26)	(24)	2
	Housing Benefits Administration	Admin Reductions	22	23	23	-
	Housing Benefits	Benefits restructure/SFIS transfer	(67)	(67)	(65)	2
	Housing Benefits	Docs On Line		(19)	(19)	-
	Housing Benefits	Non Hra Rent Rebates		29	69	40
	ICT	Essex on line Partnership Subscription	6	6	6	-
	Insurance Services	Savings from new contract (GF element)		(26)	(26)	-
	Procurement	Essex Procurement Hub		(8)	(8)	-
						-
	Total Resources		(150)	(224)	(174)	50
Other Items	Investment Interest	Reduction due to shops transfer	45	100	100	-
	Pensions		17	17	17	-
	New Homes Bonus		(242)	(252)	(252)	-
	Total CSB		(573)	(634)	(596)	38
		Overspends/Income not achieved				133
		Underspends/ Income Overachievement				(95)
		Net Overspend				38

DISTRICT DEVELOPMENT FUND

Directorate	Description	2015/16						2016/17		2017/18	2018/19	
		Original	Probable	Actual	Difference	C/Fwd	over/(under)spend	Estimate	Adjusted	Estimate	Estimate	
		£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Chief Executive	Chief Executive Policy Group	75	33	33	-	-	-	77	77	-	-	
	Corporate Policy Making	16	17	17	-	-	-	-	-	-	-	
	Corporate Policy Making	(4)	(4)	(4)	-	-	-	-	-	-	-	
	Total Chief Executive	87	46	46	0	0	0	77	77	0	0	
Communities	Externally Funded Projects	153	197	167	(30)	-	(30)	86	86	-	-	
	Externally Funded Projects	(153)	(197)	(167)	30	-	30	(86)	(86)	-	-	
	Get Active Epping Forest		10	10	-	-	-	-	-	-	-	
	Museum Store License (Lease)		52	52	-	-	-	17	17	-	-	
	VAEF transport scheme		5	5	-	-	-	-	-	-	-	
	Legal Challenges	20	27	27	-	-	-	20	20	20	-	
	Landlord Accreditation Scheme	3	1	0	(1)	1	-	1	2	-	-	
	Energy Efficiency Works		3	2	(1)	-	(1)	-	-	-	-	
	Works in default	5	5	5	-	-	-	-	-	-	-	
	Works in default	(5)	(5)	(5)	-	-	-	-	-	-	-	
	Safeguarding audit	47	47	49	2	-	2	-	-	-	-	
	Recharge to the HRA	(27)	(31)	(30)	1	-	1	-	-	-	-	
	Analysts post	27	26	26	-	-	-	34	34	4	-	
	Analysts post			(23)	(23)	23	-	(30)	(7)	-	-	
	CCTV Trainee Assistant post				-	-	-	19	19	19	19	
	Enabling Fund				-	-	-	8	8	-	-	
	Total Communities	70	140	118	(22)	24	2	69	93	43	19	
	Governance	Fees & Charges		(45)	(48)	(3)	-	(3)	-	-	-	-
		Ringfenced Account		34	37	3	-	3	-	-	-	-
		Salary saving re vacant posts (net of Consultants)	(57)		-	-	-	-	-	-	-	-
Salary saving re vacant posts Ring Fenced Element		41		-	-	-	-	-	-	-	-	
Pre Application Consultation Fees			(20)	(25)	(5)	-	(5)	(10)	(10)	-	-	
Fees & Charges			(200)	(200)	-	-	-	(75)	(75)	-	-	
Trainee Contaminated Land Officer				-	-	-	-	22	22	26	-	
Trainee Planning Officer				-	-	-	-	45	45	51	-	
Administrative Assistant			8	7	(1)	-	(1)	10	10	12	-	
Additional Temporary staffing		25	25	26	1	-	1	27	27	23	-	
Document Scanning			34	23	(11)	11	-	68	79	-	-	
Savings to fund document scanning project			19	19	-	-	-	-	-	-	-	
Individual Registration Costs		49	72	10	(62)	62	-	-	62	-	-	
Individual Registration Costs		(49)	(37)	(37)	-	-	-	-	-	-	-	
Income			(27)	(26)	1	-	1	-	-	-	-	
Transformation Programme			13	13	-	-	-	27	27	-	-	
Additional Income			(10)	(22)	(12)	-	(12)	-	-	-	-	
Local Land Charges		(20)		-	-	-	-	-	-	-	-	
New Burdens Grant			(103)	(103)	-	-	-	-	-	-	-	
Professional Fees			(5)	(8)	(3)	-	(3)	-	-	-	-	
Contingency for Appeals	35	36	39	3	(3)	-	45	42	45	-		
Technical Assistant - Conservation	10	2	2	-	-	-	11	11	12	-		
Total Governance	34	(204)	(293)	(89)	70	(19)	170	240	169	0		

DISTRICT DEVELOPMENT FUND

Directorate	Description	2015/16						2016/17		2017/18	2018/19			
		Original	Probable	Actual	Difference	C/Fwd	over/(under)spend	Estimate	Adjusted	Estimate	Estimate			
		£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's		
Neighbourhoods	Contaminated Land & Water Quality			Contaminated land investigations	64						64	64		
	Countrycare			Protected species/habitat related consultation	10	10	7	(3)		(3)				
	Countrycare			Staffing	7	7	0	(7)		(7)				
	Countrycare			BRIE - SLA	4	4	4	-			4	4	4	
	Economic Development			Economic Development Strategy	5	1	2	1			4	4	4	
	Economic Development			Tourism Task Force	15	18	18	-			35	35		
	Economic Development			Town Centres Support	0	48	5	(43)	42		50	92		
	Economic Development			Portas Funding	9						9	9		
	Estates & Valuations			Property Valuations		20	28	8		8				
	Asset Rationalisation			Council Asset Rationalisation	188	273	191	(82)	82		27	109		
	Asset Rationalisation			New Development Project Officer	90	82	92	10		10	16	16		
	Food Safety			Inspections	3	4	0	(4)	4			4		
	Forward Planning			Local Plan	250	435	296	(139)	139		552	691	232	254
	Forward Planning			Neighbourhood Planning		9	0	(9)	9			9		
	Highways General Fund			Roundabout maintenance										
	Highways General Fund			Contribution to ECC							50	50		
	Land and Property			Langson Rd Industrial Estate - car park rental			(20)	(20)		(20)				
	Land and Property			Greenyards - Settlement NNDR appeal			(8)	(8)		(8)				
	Land and Property			Rental Income - Shops		10	(8)	(18)		(18)				
	Leisure Management			Contract set up costs	46	46	46	-						
	Leisure Management			Contribution from SLM	(23)	(23)	(23)	-						
	Licensing			Additional Staff Premises Licences	4	4	0	(4)		(4)				
	North Weald Airfield			Safety of Bund	3	4	4	-						
	North Weald Airfield			Consultancy Exercise		20	26	6		6				
	North Weald Airfield			Loss of Market rent		73	81	8		8				
	Off street parking			Payment to NEPP for redundancies		31	0	(31)	20	(11)		20		
	Off street parking			Traffic orders and information boards	15	15	15	-						
	Off street parking			Sale of old pay and display machines		(6)	(6)	-						
	Parks & Grounds			Roding Valley Lake - Disabled Projects		5	5	-						
	Parks & Grounds			Open Spaces - Tree Planting							10	10		
	Parks & Grounds			Survey of River Roding erosion	15	15	0	(15)	15			15		
	Town Centre Regeneration			Waltham Abbey Regeneration Projects	45	45	45	-						
	Waste Management			Replacement Bins		53	96	43	(43)		53	10		
	Waste Management			Waste Contract mobilisation										
Waste Management			SHWM Ltd Dividend		(100)	(116)	(16)		(8)					
Waste Management			DCLG Recycling Reward Scheme			(268)	(268)	268			268			
Neighbourhoods			Salary Savings to fund restructure			(22)	(22)	30			30			
Total Neighbourhoods				750	1,103	490	(613)	566	(47)	874	1,440	240	254	

DISTRICT DEVELOPMENT FUND

Directorate	Description	2015/16						2016/17		2017/18	2018/19
		Original	Probable	Actual	Difference	C/Fwd	over/(under)spend	Estimate	Adjusted	Estimate	Estimate
		£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Resources	Accounts Payable	3	5	2	(3)	3	-	2	5		
	Building Maintenance - Non HRA	129	74	1	(73)	73	-	110	183	74	156
	Civic Offices	(5)			-		-				
	Council Tax Benefits	(35)	(50)	(58)	(8)		(8)	(15)	(15)		
	Council Tax Collection		4	4	-		-				
	Council Tax Collection	(47)	(47)	(47)	-		-	(47)	(47)	(47)	
	Council Tax Collection	32		-	-		-				
	Council Tax Collection		20	27	7		-				
	Council Tax Collection		15	15	-		-	108	108		
	Council Tax Collection		4	4	-		-				
	Council Tax Collection	(197)	(316)	(570)	(254)		(254)	(316)	(316)	(316)	
	Council Tax Collection		(23)	(23)	-		-				
	Housing Benefits Administration	(5)	(82)	(82)	-		-	(82)	(82)	(82)	
	Housing Benefits Administration	55		-	-		-				
	Housing Benefits Administration		30	6	(24)	17	-		17		
	Housing Benefits Administration			-	-		-	60	60		
	Housing Benefits Administration			-	-		-	18	18	20	
	Housing Benefits Administration		(20)	(20)	-		-				
	Housing Benefits			-	-		-	62	62	62	62
	Housing Benefits		5	3	(2)	2	-		2		
	Human Resources		14	23	9		9				
	ICT		10	10	-		-				
	Revenues		190	125	110	(15)	15	-	234	249	211
Sundry Non Distributable Costs		18	9	4	(5)	5	-	8	13		
Total Resources		138	(223)	(591)	(368)	115	(253)	143	258	-78	218
Total Service Specific District Development Fund		1,079	862	(230)	(1,092)	775	(317)	1,333	2,108	374	491
Other Items	Capital Expenditure Charged to Revenue	12	49	49	-		-				
	Council Tax Freeze	(83)	(83)	(83)	-		-	(54)	(54)	(53)	
	Transitional Grant				-		-				
	Lost Investment Interest	115	115	115	-		-				
	New Homes Bonus				-		-	(581)	(581)	(62)	148
Parish Council's		6	6	6	-		-				
Total District Development Fund		1,129	949	(143)	(1,092)	775	(317)	698	1,473	259	639

DISTRICT DEVELOPMENT FUND

Service	2015/16 Original £000	2015/16 Probable £000	2015/16 Actual £000	Over/(Under) spend £000	Carry Forward £000	2016/17 Original £000	2016/17 Updated £000
Chief Executive	87	46	46	0	0	77	77
Communtites	70	140	118	2	24	69	93
Governance	34	(204)	(293)	(19)	70	170	240
Neighbourhoods	750	1,103	490	(47)	566	874	1,440
Resources	138	(223)	(591)	(253)	115	143	258
Total DDF Expenditure	1,079	862	(230)	(317)	775	1,333	2,108
Funding Analysis							
Transfer from DDF							
Transfer to/(from) General Fund	1,079	862	(230)			1,333	2,108
Total DDF Funding	1,079	862	(230)			1,333	2,108
DDF Earmarked Reserve							
Balance B/F	3,599	3,599	3,599			3,742	3,742
Capital Expenditure Charged to Revenue	12	49	49				0
Council Tax Freeze	(83)	(83)	(83)				0
Tranistional Grant			115			(54)	(54)
Lost Investment Interest	115	115	0				0
New Homes Bonus			6			(581)	(581)
Parish Council's	6	6	0				0
Transfer Out	1,079	862	(230)			1,333	2,108
Balance C/F	2,470	2,650	3,742		0	3,044	2,269

INVEST TO SAVE

			2015/16				2016/17		2017/18	2018/19		
			Original	Probable	Actual	Difference	C/Fwd	over/ (under)spend	Estimate	Adjusted Estimate	Estimate	
			£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Communities	Homelessness	Rental Loans Scheme (R)				0		-	30	30	30	30
			0	0	0	0	0	0	30	30	30	30
Neighbourhoods	Car Parking	Replacement LED lighting (C)				0		-	50	50	50	
	Car Parking	Termination of contract with NEPP (R)		15	4	(11)	11	-		11		
	Grounds Maintenance	New Tractor & Flails (C)		67	67	0		-		0		
	Grounds Maintenance	Training (R)				0		-	2	2		
			0	82	71	(11)	11	0	52	63	50	0
Resources	Civic Offices	Alterations to cashiers hall (R)				0		-	10	10		
	Cashiers	Two payment kiosks (C)				0		-	20	20		
	ICT	Ariel Camera System (R)		5	4	(1)	1	-		1		
			0	5	4	(1)	1	0	30	31	0	0
			0	87	75	(12)	12	0	112	124	80	30

R - Revenue

C - Capital

DISTRICT DEVELOPMENT FUND 2014/15 - 2015/16

Directorate	Description	C/Fwd £000's	Year of Approval
Communities	Landlord Accreditation Scheme	1	2015
	Analysts post	23	2016
		24	
Governance	Document Scanning	11	2014
	Individual Registration Costs	62	2015
	Contingency for Appeals	(3)	2016
		70	
Neighbourhoods	Town Centres Support	42	2015
	Council Asset Rationalisation	82	2015
	Local Plan	139	2015
	Food Safety Inspections	4	2015
	Neighbourhood Planning	9	2016
	Payment to NEPP for redundancies	20	2015
	Survey of River Roding erosion	15	2015
	Replacement Bins	(43)	2015
	DCLG Recycling Reward Scheme	268	2016
	Salary Savings to fund restructure	30	2016
		566	
Resources	Implementation of E-Invoicing	3	2015
	Planned Building Maintenance Programme	73	2016
	Local Council Tax New Burdens Expenditure - Mobile Workin	0	2016
	Benefits Specific Grants - Online Forms	17	2016
	Benefits Specific Grants - Furniture	2	2016
	Emergency Premises Works	5	2015
	Temporary Additional Staffing	15	2015
		115	
	Total	775	

INVEST TO SAVE RESERVE 2014/15 - 2015/16

Neighbourhoods	Termination of contract with NEPP (R)	11	2016
Resources	Ariel Camera System (R)	1	2016
	Total	12	

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