

## Scrutiny Standing Panel Agenda



### **Finance and Performance Management Scrutiny Panel Tuesday, 25th August, 2009**

**Place:** Committee Room 1, Civic Offices, High Street, Epping

**Time:** 7.00 pm

**Democratic Services Officer:** A Hendry - The Office of the Chief Executive  
Tel: 01992 564246 Email: ahendry@eppingforestdc.gov.uk

**Members:**

Councillors D Jacobs (Chairman), G Mohindra (Vice-Chairman), K Angold-Stephens, J Collier, J Hart, J Philip, W Pryor, A Watts, Mrs L Wagland and J M Whitehouse



**1. APOLOGIES FOR ABSENCE**

**2. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**

(Assistant to the Chief Executive) To report the appointment of any substitute members for the meeting.

**3. NOTES FROM PREVIOUS MEETING (Pages 5 - 12)**

To consider and agree the notes from the meeting of the Panel held on 16 June 2009.

**4. DECLARATION OF INTERESTS**

(Assistant to the Chief Executive). To declare interests in any items on the agenda.

In considering whether to declare a personal or a prejudicial interest under the Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 11 of the Code in addition to the more familiar requirements.

This requires the declaration of a personal and prejudicial 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 11 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 / WORK PROGRAMME (Pages 13 - 44)**

1. (Chairman/Lead Officer) The Overview and Scrutiny Committee has agreed the Terms of Reference of this Panel and associated Work Programme. This is attached. The Panel are asked at each meeting to review both documents.

2. At their meeting on 2 June 2009 the Overview and Scrutiny Committee agreed to disband the Customer Transformation Task and Finish Panel and place the remainder of their work with the Finance and Performance Management Standing Scrutiny Panel. The Task and Finish Panel's end report is attached for information. The Cabinet at their meeting in February 2009 agreed the recommendations with the proviso at (3) that:

“(1) That, given the increasing importance of the Council's Website for communication, information and electronic interactions, the level of dedicated resource to the maintenance and development of the Council's Website be increased;

(2) That a District Development Fund bid be made to fund an additional Grade 5 Website Support Officer on a three-year fixed term contract as part of the budget process for 2009/10, at an estimated cost of £25,000 per annum subject to job evaluation; and

(3) That the Task and Finish Panel on Customer Transformation be requested to reconvene and further prioritise the remaining seven recommendations of the original report.”

**RECOMMENDATION:**

The Panel is asked to consider where they would like to put this item within their work programme.

**6. KEY PERFORMANCE INDICATORS 2009/10 - QUARTER 1 PERFORMANCE MONITORING (Pages 45 - 106)**

(Deputy Chief Executive). To consider the attached report.

**7. QUARTERLY FINANCIAL MONITORING (Pages 107 - 130)**

(Director of Finance and ICT) To consider the attached report.

**8. 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.

**9. FUTURE MEETINGS**

To consider the forward programme of meeting dates for the Panel.

Meetings are scheduled for:

17 November 2009;  
12 January 2010;  
23 February 2010; and

22 April 2010

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**EPPING FOREST DISTRICT COUNCIL**  
**NOTES OF A MEETING OF FINANCE AND PERFORMANCE MANAGEMENT SCRUTINY**  
**PANEL**  
**HELD ON TUESDAY, 16 JUNE 2009**  
**IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING**  
**AT 7.00 - 9.20 PM**

**Members Present:** D Jacobs (Chairman), G Mohindra (Vice-Chairman), K Angold-Stephens, J Hart, J Philip, A Watts, Mrs L Wagland and J M Whitehouse

**Other members present:** C Whitbread

**Apologies for Absence:** J Collier and W Pryor

**Officers Present** D Macnab (Deputy Chief Executive), J Gilbert (Director of Environment and Street Scene), J Preston (Director of Planning and Economic Development), R Wilson (Assistant Director Operations (Housing)), P Maddock (Assistant Director Accountancy), T Carne (Public Relations and Marketing Officer), V Loftis (Market Research Consultation Officer), P Maginnis (Assistant Director Human Resources), R Pavey (Assistant Head of Finance), S Tautz (Performance Improvement Manager) and A Hendry (Democratic Services Officer)

**1. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**

The Panel noted that there were no substitute members.

**2. DECLARATION OF INTERESTS**

No declarations of interest were made.

**3. MINUTES**

The notes from the previous meeting held on 31 March 2009 were agreed.

**4. TERMS OF REFERENCE / WORK PROGRAMME**

The Terms of Reference and Work Programme were noted.

**5. CONSULTATION PLAN 2009/10 AND REGISTER 2008/09**

The Panel received a report on the Council's consultation plan for 2009/10 and the register for 2008/09. Valerie Loftis, the Market Research Consultation Officer informed the Panel that this summarised the consultations undertaken by the council. All consultation and engagement exercises undertaken by and on behalf of the council were required to comply with the provisions of the Public Consultation and Engagement Strategy and to this end a revised consultation guide was produced in order to standardise consultation approaches and methodologies wherever possible.

The Panel noted that all dates shown in the plan were best estimates or in some cases had not yet been decided. There were a number of very small scale ad-hoc

surveys carried out such as 'Housing Interview Exit Surveys' and 'Safer Communities Exit Surveys' which had not been reported on.

Probably the most significant however, with regard to size and impact on the community, was the major work which had been ongoing around the Development Plan Provision for Gypsies and Travellers.

Mrs Loftis informed the Panel that under ref.5091, 'Debden Community Consultation event' under the method section there was a typo and it should read as 'events will also be held in Sheering, Roydon, Waltham Abbey and North Weald.'

The meeting noted that the Council was currently carrying out Staff Focus Groups for a Gender Equalities Survey; these focus groups for both male and female staff would help set an appropriate questionnaire to all staff during the summer. A pilot survey was carried out last year with the training course, 'Springboard' for women group.

The Consultation Register incorporated the results of consultation exercises undertaken during the proceeding 12 months and gave details as to the purpose, the start and finish dates, and the service area that carried out the survey. Also, where the results were published and some key findings.

The most significant consultation in terms of size and impact were:

- The Big Youth Debate (ref 6081);
- Loughton Broadway Regeneration (ref 6083);
- Waste and Recycling Service (ref 8082);
- The Place Survey (ref 9085); and
- Call for Sites and the Gypsy and Travellers Development of Options.

The Gypsy and Travellers Development of Options Survey and Call for Sites were clearly the most significant area for consultation in 2008 and a great deal of work was still being carried out on the Local Development Framework (LDF). The survey was principally carried out by Planning Services with support from Public Relations in setting up an online questionnaire and the use of a software consultant to handle and analyse the huge response to both the paper based and online consultation.

Councillor Mrs Wagland commented that she had not seen anything in the report about the Statement of Community Involvement. In addition, Councillor Mrs Wagland commented that the results of the Gender Equality Scheme did not square with the feedback she had received from the 'Springboard' exercise. She also thought it would be useful to have as many figures on this annual report as possible, such as the number of people consulted and the number of returns.

Councillor Watts asked about the Statement of Community Involvement (ref.4093), when would the council decide what to do with this. The Director of Planning and Economic Development replied that they had not been able to progress this as they were now doing a separate Gypsy and Traveller exercise. Councillor Mrs Wagland said it would be a useful document and as they had now finished with the Gypsy and Traveller exercise could they not look back and take the best bits and put them in with our own consultation results with the LDF. Councillor Watts said the problem seemed to be a resourcing one, not enough staff to do both exercises. The Head of Service and the Portfolio Holder should sort this out. The Deputy Chief Executive suggested that the Director of Planning could bring a report on this to a future Planning Scrutiny Standing Panel indicating what was happening and how they were to proceed. This was agreed.

Councillor Philip queried the 'Development Plan Provision for Gypsies and Travellers Sustainability Appraisals/Strategic Environment (ref. 4091). The report said the consultation had started on 21 April, and he was concerned that he had missed it? The Director of Planning and Economic Development replied that it was a target date and they were still working on the documents with County Officers. The study would need to be put to the LDF Cabinet Committee. Their next meeting was to be early July.

Councillor Philips said that a lot of the plan did not seem to be updated. The Chairman agreed and added that it would be helpful if officers could update the plan more thoroughly.

Councillor Watts inquired about the 'Public Consultation Decision Matrix for Strategic Assessment Priority Considerations' (ref. 1082), what did the title mean? He was informed that it was a survey carried out by the Safer Communities Team to determine crime and disorder priorities in the district.

Councillor Philip asked about the 'Transport and Access needs Travel Survey' (ref. 2081). He was told that it was with county officers to follow up action on the survey results.

Councillor Philip also asked about the 'Homeless interviews exit survey' (ref.3082). He was advised by the Assistant Director of Housing that both 3082 and 3083 had been completed and that the register needed updating. The Panel noted that 6083 (Loughton Broadway Regeneration Consultation) also need updating.

The Panel also noted that the Older People's Summit (ref. 6082) had only been attended by the service providers and not by any of the public so it was judged not fit for purpose.

Councillor Watts commented that the Audit Commission would be looking at this register and it would not hold up well. The Deputy Chief Executive said that it showed that there was a lot of detailed consultation taking place across the council and he expected the Audit Commission to be satisfied with the scope of the consultation activity. However, officers did accept the points of detail made by the councillors.

Councillor Philip said it would be useful if they had some results to go with the 'Leaseholders Satisfaction with Information Survey' (ref. 9081). The Assistant Director of Housing accepted this and reported that the results were reported back to the Leaseholders Association, there were no major issues that were raised by the survey, although some individual leaseholder queries were responded to in writing.

Councillor Philips queried the Call for Sites (ref. 10081); he thought they had already dealt with this. The Director of Planning and Economic Development said it had got complicated by the gypsy and travellers plan. As such, the results were not fully known. They had lots of comments from the private sector and a few from public bodies. A lot of the results had been put on the website.

The Panel asked that the 'Safer Communities Survey' (ref. 2092) be deleted from the register as it was part of a management trainee exercise and the outcome was inconclusive.

Councillor Jon Whitehouse commented that the register was generally missing the parking reviews that were now underway. It would be helpful to learn good practice

from these surveys and provide more information on the results. Tom Carne the Public Relations and Marketing Officer said they were looking at this and were asking people to further analyse their results for the next review.

**RESOLVED:**

That the Consultation Plan for 2009/10 and Register 2008/09 be noted and the points raised with respect to the inclusion of additional data be included in future years.

**6. PROVISIONAL REVENUE OUTTURN 2008/09**

The Assistant Director Accountancy, Peter Maddock introduced the report on the provisional Revenue Outturn for 2008/09. The Panel noted that the final closing balance on 31 March 2009 was £8.19million.

The Continuing Services Budget (CSB) expenditure was £509,000 below the original estimate and £187,000 below the revised. In common with recent years salary savings made up a large proportion of this saving. The District Development Fund (DDF) showed an under spend of £169,000 net, even taking into account a £280,000 carry forward. The Housing Revenue Account (HRA) balance was still in excess of £6 million and fairly healthy.

**RESOLVED:**

(1) That the overall 2008/09 revenue out-turn for the General Fund and Housing Revenue Account be noted; and

(2) That as detailed, the carry forward of £280,000 District Development Fund expenditure be noted.

**7. PROVISIONAL CAPITAL OUTTURN 2008/09**

The Assistant Director Accountancy, Peter Maddock introduced the report on the Provisional Capital Outturn 2008/09. This report set out the Council's capital programme for 2008/09, in terms of expenditure and financing and compared the actual outturn figures with the revised estimates. The revised estimates were those agreed at Cabinet on 5 February 2009.

The overall position in 2008/09 was that a total of £10,474,000 was spent on capital schemes, compared to a revised estimate of £12,900,000. This represented an underspend of £2,426,000 or 19% on the Council's revised capital budget. The underspend was evenly balanced between General Fund and the Housing Revenue Account (HRA) schemes. Expenditure on General Fund projects totalled £3,801,000, which was £892,000 or 19% less than anticipated, whilst expenditure on the HRA totalled £6,673,000, which was £1,534,000 and again 19% less than anticipated.

The majority of the underspends on the General Fund and HRA schemes relate to slippage of expenditure and it is proposed that this is re-phased into 2009/10. The three General Fund projects which incurred the greatest slippage were Bobbingworth Tip, the Civic Office Works and the Children's Play Programme.

In addition to the above, the General Capital Contingency was not fully utilised in 2008/09 and it was suggested that the full unallocated sum of £177,000 be carried



forward to cover unforeseen capital expenditure requirements in 2009/10.

**RESOLVED:**

That the provisional outturn report for 2008/09 be noted.

**8. KEY PERFORMANCE INDICATORS 2008/09 - OUTTURN**

The Performance Improvement Manager, Mr S Tautz, introduced the key performance Indicators (KPI) relevant to the Council's core business and its corporate priorities adopted by the Cabinet each year.

He started by drawing the Panel's attention to an error in the report. Paragraph 11(c) should read: "6 (54.5%) of those (11) that did not achieve the performance target for 2008/09 were within 5% of the target for the year."

The Panel were asked to consider the Council's performance for 2008/09 in relation to the Key Performance Indicators adopted for the year. Not all the indicators had finished outcomes so could not be reported as yet. So far they had achieved 57.7% success for the year. The introduction of the new National Indicators set from 1<sup>st</sup> April 2009 had meant that it was difficult to assess overall levels of KPI improvement between 2007/08 and 2008/09.

The Panel noted the KPIs for 2008/09 was as follows:

- (a) 15 (44.1%) achieved the performance target for 2008/09;
- (b) 11 (32.3%) did not achieve the performance target for 2008/09;
- (c) 6 (54.5%%) of those (11) that did not achieve the performance target for 2008/09 were within 5% of the target for the year;
- (d) 6 (17.6%) cannot currently be reported;
- (e) 1 (2.9%) was subject to a revised National Indicator definition that removed the Council's responsibility to report; and
- (f) 1 (2.9%) secured no progress as a result of competing priorities.

Councillor Watts asked when would the 2010/11 KPIs be agreed. He was advised that it was brought forward to March 2010 prior to the beginning of the new municipal year, when they would be looking to identify targets based on third quarter data.

Councillor Whitehouse commented that the Council was some way off the 75% originally proposed. Was there any common factor on the missed targets or were these individual problems. The Deputy Chief Executive, Derek Macnab said it was difficult to identify any particular pattern although the main area of impact had been identified in the Value for Money Review which had also identified that other authorities had taken a more flexible and creative approach to the way data was recorded. We have however, been steady over the year. Councillor Whitehouse asked how we could move on from being just steady. Mr Macnab said the council needed to reinvest in poorly performing services.

Councillor Whitbread added that any money saved would be needed to keep council tax down. Mr Macnab said that the council needed to be more robust in its improvement plans. Councillor Whitehouse said that this committee had expressed doubts whether this was a sensible target to set at the time. Councillor Whitbread believed that the council needed to aim high to achieve the best it could. They had to work for a better performance. Councillor Whitehouse questioned whether the council

should just aim high but ignore resource issues. Councillor Whitbread said that they were not ignoring them; but it must use its resources to its best advantage.

**NI 57a** - "*processing of planning applications – ‘major’ applications types*". Councillor Jacobs noted that there was a problem with senior staff vacancies and the working associated with this. The Director of Planning and Economic Development, John Preston, said that the leaving of a senior officer had caused problems. There were also a small amount of applications because of the depressed economic climate. Councillor Mrs Wagland commented that major applications warranted a longer period for assessment. On minor applications, other councils insist on completely valid and detailed applications to assess them. Things such as this should be looked at; we must have all the information before we start the clock running. Mr Preston agreed and said that they had some draft requirements laid out and he would report back to a future panel meeting. The Panel agreed that the relevant part of the 'Planning Improvement Plan' could be put into the 'corrective action' part of the report next time to inform the panel of any actions taken.

**NI 160** – *Local Authority Tenants' Satisfaction with Landlord services*. The Assistant Director Operations (Housing), Roger Wilson, explained that in real terms there had been an improvement in the figures, although there had been a change in the definition to exclude sheltered housing residents (some of the Council's most satisfied customers). The national average was 77% and EFDC was at 83.5%, and therefore doing very well. Councillor Jacobs asked if the target was set too high since the changes came in. Mr Wilson agreed that in the circumstances they were.

**NI 195(a)** – *Improved Street and Environmental Cleanliness*. The Director of Environment and Street Scene, John Gilbert, said that the indicator had been doing well but had been changed. They were now making some improvement on it.

**NI 195(b)** – *Improved Street and Environmental Cleanliness*. Councillor Philip was worried about the rising trend in quarter four. Mr Gilbert said that detritus was a difficult and challenging target. The trend was not in the right direction and officers would keep an eye on it.

**NI 197** – *Improved Local Biodiversity*. The Panel noted that this was no longer needed as the definition had changed in the middle of the year.

**LPI 02c** – *Average Time (days) to Determine Hackney Carriage & Private Hire Licences Under Delegated Authority*. The Panel noted that these generally got done on the same day. They thought it should be kept for a full year and reviewed at the end.

**LPI 12** – *Affordable Homes built and acquired*. Asked if the current economic situation was affecting this target; Mr Wilson replied that it was partly that and things would improve on the economic upturn. The district had always suffered from lack of sites, although around 57 properties are planned for the current year.

**LPI 14** – *Percentage of Council Tax Collected*. Councillor Hart commented that this seemed to be a very good outcome. The Assistant Head of Finance, Mr R Pavey replied that the majority paid by direct debit. They are also working with the CAB who are encouraging them to talk to us and negotiate long term repayment deals. Councillor Jacobs asked if the target figure should be adjusted down. He was told it was a government target; it would take some time for them to bring the targets down.

**LPI 16** – *Average time (days) for processing new benefits claims.* The Chairman asked if the meeting could have an update on this. The Assistant Director Accountancy, Mr Maddock said that contractors were still working on updating the IT system. There was a backlog and a big increase in caseloads, but performance has improved in the first two months of this financial year. Efficiency had gone up but so had the claims. Councillor Whitbread added that the hit squad had worked well, although the workload had doubled and the section had to weather four resignations.

**LPI 17** – *Average time (days) for processing notification of change of circumstances for benefit claims.* Asked why the fourth quarter figure had halved, Mr Maddock said it was due to a change in the definition of this indicator.

**LPI 28** – *Number of working days lost due to sickness absence.* The Assistant Director of Human Resources, Paula Maginnis said it was a disappointing year as they lost their dedicated officer dealing with sickness. They had appointed a temporary member of staff and are holding training sessions for managers. There had been a drop in short term absences so far this year and were hoping it would improve. Councillor Mrs Wagland said that three sets of statistics tended to come together, sickness, recruitment and retention. There was a need to look at the place of work and the organisation to see if they needed to be improved. There was a need to look at this in a broader way. Ms Maginnis said they were going to do another staff survey to see where they could improve. Mr Macnab commented that 47% of the workforce did not have a single day off sick last year and that 80% of absences were attributable to 20% of the workforce. Councillor Mrs Wagland replied that the Council needed to do some joined up thinking. The council can't recruit to vacancies and this causes problems. The Council should look at how it tackles the recruitment shortfall. Comparisons with other local authorities would be useful. She would like to know why we were putting people off coming to us. Councillor Whitbread said that a few people were responsible for the sickness figures and they were improving on recruitment. Ms Maginnis replied that they were working a recruitment agency, although Local Authority recruitment was a very specialised labour market.

**RESOLVED:**

That the Council's performance for 2008/09 in relation to the Key Performance Indicators adopted by the Cabinet for the year, be noted.

**9. COUNCIL PLAN 2006-2010 - ANNUAL PERFORMANCE MONITORING 2008/09**

The Performance Improvement Manager, Mr S Tautz, introduced the report on the Council Plan for 2006 to 2010 for the period to 31 March 2009. This is the authority's key strategic planning document, setting out service delivery priorities over a four year period, with strategic themes matching those set out in the Community Strategy for the district. This was the monitoring report for the third year of a four year monitoring plan. The Panel noted that the figures were in draft and that the figures in the progress report for 31 March 2009, on IP5 (page 123 of the agenda) were out of date. Up to date figures were to be found in paragraph 11 of page 49 of the agenda.

The Panel noted that:

- the progress report for HN5, for 31 March 2009 should say 28 weeks and not 17 weeks.
- HN6, progress report for March 2009 said that a review on street cleansing was currently underway, looking for better Value for Money and better performance.

- there was an article in the Members Bulletin associated with HN7 (problems associated with vehicle parking) saying the Epping review was starting, with a view to implementation towards the end of the year. Councillor Mrs Wagland asked if this meant that people would get the consultation papers while on holiday. She was told that this may be but it had to be done as it had been delayed. It was agreed that the consultation period would be extended from 21 days to 28 days.
- under SC2 'overall level of recorded crime in the district', the Neighbourhood Action Panels in the district were of varying effectiveness.
- on FL1 'leisure management contract', that SLM continued to be pressed for information. Noted it was a national problem with SLM who were overextended with contracts.
- the local plan was getting further out of date, but officers were working on this.

**RESOLVED:**

- (1) That performance against the objectives, targets and actions contained in the Council Plan for 2006 to 2010, for the period to 31 March 2009 be noted; and
- (2) that the consultation period for HN7 be extended from 21 days to 28 days.

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

To report back to the Overview and Scrutiny Committee with a general update on the reports considered at this meeting.

**11. FUTURE MEETINGS**

The schedule for future meetings were noted.

## TERMS OF REFERENCE - STANDING PANEL

<b>Title: Finance and Performance Management</b>
<b>Status:</b> Standing Panel
<b>Terms of Reference:</b>  <b>Performance Management</b> 1. To review statutory and local performance indicator outturns for the previous year at the commencement of each municipal year, and to determine the following on an annual basis:  (a) A basket of 'Key' Performance Indicators (KPIs) important to the Council's core business and corporate priorities; and  (b) The monitoring frequency of the KPIs identified by the Panel for the year;  2. To monitor performance against the adopted KPIs throughout the year; and to make recommendations for corrective action in relation to poorly performing indicators;  <b>Council Plan</b> 3. To undertake an annual review of performance against objectives, targets and actions contained in the Council Plan for 2006 to 2010;  <b>Public Consultation</b>  4. To develop arrangements to directly engage the community in commenting on and shaping the future direction of services to make them more responsive to local needs, including the development of proposals for effective consultation through an annual community conference;  5. To annually review the consultation exercises undertaken by the council over the previous year.  <b>Finance</b>  6. To consider the draft budgets for each portfolio and in so doing to evaluate and rank proposals for either enhancing or reducing services. Members will need to ensure consistency between wider policy objectives and financial demands.  7. To consider financial monitoring reports on key areas of income and expenditure for each portfolio.  <b>ICT</b> 8. To monitor and review progress on the implementation of all major ICT systems: <ul style="list-style-type: none"><li>• Review of the Web-Casting System.</li></ul>

**Value For Money**

9. To consider the annual Value for Money Analysis, and to identify any areas where further detailed analysis may be required to be undertaken by a Task and Finish Panel during the year.

**Essex Local Area Agreement**

10. To monitor performance against the performance indicators contained within the second Essex Local Area Agreement, that the Council 'has regard to'; and to make recommendations for corrective action in relation to poorly performing indicators.

**Equality and Diversity**

11. To undertake an annual review of progress towards the implementation of the Council's Race Equality, Gender Equality, and Disability Equality Schemes, and performance in relation to other equality and diversity issues.

**Chairman:** Cllr Derek Jacobs

Finance and Performance Management Standing Panel – Work Programme 2009-2010			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Key Performance Indicators – Performance Outturn 2008/09	Performance report to be considered at year end.	Outturn KPI performance report for 2008/09 to be considered at the meeting to be held on 16 June 2009. Performance report to be produced for inclusion in E- Annual Report in place of former Best Value Performance Plan.	<del>16 June 2009</del> 25 August 17 November
(2) Key Performance Indicators – Performance Monitoring 2009/10	Performance report to be considered on a quarterly basis.	Quarterly KPI performance report for 2009/10 to be considered at the meetings to be held on 25 August 2009, 17 November 2009 and 23 February 2010.	<b>12 January 2010</b> 23 February 22 April
(3) Quarterly Financial Monitoring	Reports to be considered on a quarterly basis.	First quarter Information to be considered August 09, 2 <sup>nd</sup> quarter in November 09 and 3 <sup>rd</sup> quarter figures at the February '10 meeting.	
(4) Performance (Services to be scrutinised in Rotation)	Ongoing	The Panel looked at the Council's land and accommodation strategy at its meeting in November 2007. Further issues for consideration may be identified during the year.	
(5) Essex Local Area Agreement (LAA) 2008-2011	Relevant performance reports to be considered on a quarterly basis.	Performance reports in respect of the indicators within the LAA that the Council 'has regard to' to be considered as part of regular quarterly KPI monitoring arrangements.	
(6) Council Plan 2006-2010 Performance Monitoring	Performance report considered on an annual basis.	Performance report for third year of the Council Plan (2008/09) - <b>considered at the June 2009 meeting.</b>	

(7) Value for Money Cost and Performance Analysis	Analysis updated on an annual basis to reflect latest available cost and performance information.	Revised arrangements for consideration of the Value for Monday Analysis agreed in March 2009. The Audit Commission's VFM Profile tool is updated during late February early March each year, and in order for the VFM analysis to be developed from this tool, the analysis will be considered during the April-June cycle each year.	
(8) Annual Consultation Plan	Report considered on an annual basis.	Last completed August 08. Consultation Plan considered at first meeting of each municipal year. <b>Report considered June 2009.</b>	
(9) Detailed Portfolio Budgets	To go to the January 2010 meeting.	To be considered January '10 - Annual review of the Portfolio Holders Budgets.	
(10) Medium Term Financial Strategy	To go to the February 2010 meeting.	Financial Issues Paper to 17 November 2009. Review the Council's medium term financial strategy 12 January 2010.	
(11) Equality and Diversity - Monitoring and Progress	Report considered on an annual basis.	Monitoring report in respect of the Council's Equality Schemes and progress with equality issues to be considered at the meeting to be held on 22 April 2010.	
(12) Capital Outturn 2008/09 and use of transitional relief in 2008/09	Went to the June 2009 meeting	<b>Considered at the June 2009 meeting.</b>	
(13) Provisional revenue Outturn 2008/09	Went to the June 2009 meeting	<b>Considered at the June 2009 meeting</b>	
(14) Fee and Charges	To go to the November 2009 meeting	To be considered at the November 2009 meeting.	





**Epping Forest District Council**

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# SCRUTINY

**REPORT OF CUSTOMER TRANSFORMATION  
TASK AND FINISH PANEL**

**NOVEMBER 2008**

Contact for Enquiries:

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## **1. Chairman's Foreword**

The following is the report of the Customer Transformation Task and Finish Panel, which was set up earlier this year by the Overview and Scrutiny committee.

The Panel having met four times as well as visiting 'Contact Harlow'. We are now in a position to make certain recommendations. As these are detailed in the report it is not necessary for me to comment further but for one exception. This concerns the website which is rapidly becoming one of, if not the most important method of communication available to the Council. Therefore, I would ask members to pay particular attention to the Panel's comments concerning the inherent dangers of only having one member of staff responsible for the website and the recommendation to increase this.



Finally I would like to thank all those who have contributed so much to the work of this Panel. I am particularly grateful to the Deputy Chief Executive and all the Council officers who have devoted so much of their time and effort in showing us round their departments. Neither would this report have been possible without the cooperation and assistance provided by all the staff and Councillors at 'Contact Harlow' to whom we all owe a debt of gratitude.

**Cllr. Brian Rolfe**  
**Chairman,**  
**Customer Transformation Task and Finish Panel**

## **2. Panel Composition**

The Customer Transformation Task and Finish Panel 2008/09 comprised of the following Members:

Councillors B Rolfe (Chairman), J M Whitehouse (Vice Chairman), D Bateman, A Boyce, Mrs R Brookes, J Demetriou, Ms J Hedges, Mrs J Lea, R Morgan and J Philip.

The Panel met on four occasions throughout the Review Period and undertook a visit to "Contact Harlow".

## **3. Introduction and Overview**

The Customer Transformation Task and Finish Panel was established by the Council's Overview and Scrutiny Committee at their meeting of 10<sup>th</sup> April 2008.

The improvement of Customer Services has been a long held aspiration, with references dating back to the Council's Implementing Electronic Government Statements, from 2002 onwards. However, as part of the Council's last Comprehensive Performance Assessment, the Audit Commission were critical of the authority's lack of progress in this area.

In response the Council commissioned external expertise in 2005, Steria Ltd, who reviewed customer service performance and identified a number of areas for improvement.

Whilst Steria identified that there were some good examples of customer service, this had not permeated throughout the authority in a consistent fashion. In particular, the consultants concluded that, opening hours are not designed around customer needs in particular with respect to telephone enquiries. In addition they identified that the authority appeared to suffer from a lack of internal communication and adherence to standards, that five reception desks in the Civic Offices is too many and confusing and finally that telephone answering performance is poor, with a propensity to pass the customer on.

In September 2005, the Council endorsed the findings of the consultants and agreed to commission a further external agency (Foresight Consulting Ltd) to develop a plan for the implementation of a Customer Services Transformation Programme (CTP) to address the issues identified above.

The objectives subsequently agreed by Cabinet for the CTP were as follows:

- To transform the organisation to a position where the customer is seen at the heart of the Council's operations;
- To improve the customer experience and ensure the quality of service is consistent whenever, wherever and however customers contact the Council;

- To achieve an improvement in customer satisfaction and customer service within the first twelve months of the programme;
- To establish a front/back office organisational model and set up a Corporate Customer Services front office where a high number of enquiries are resolved first time at the first point of contact.
- To re-organise the Civic Offices to enable customers to access the majority of Council services at a single reception/customer services area on the ground floor and to improve access to Council committees and other public meetings.
- To improve back office efficiency and productivity by answering a high number of enquiries in the new customer services front office.
- To deploy and develop Customer Relationship Management software in association with the website and a new intranet to provide accurate and timely information for Members and officers on service issues, customer trends, access channels and service usage and costs.

The Programme Plan itself was developed and approved by the Council in July 2006. In addition, the Cabinet also requested provision be made in the Capital Programme of some £2.2 million and that a CSB Supplementary estimate of £150,000 and DDF Supplementary for £362,000 be recommended to the Council to resource the changes proposed.

In the event the Capital Bid was agreed and provision still exists within the Council's current Capital Programme, but due to uncertainty at the time around the costs of Waste Management, no provision was made in the 2007/08 Budget or in subsequent years for additional revenue. As such the programme has been held in abeyance.

However with the re-tendering and subsequent appointment of a new Waste Management Contractor in early 2008, our Task and Finish Panel were asked to revisit the Customer Transformation agenda, to consider whether we felt that the objectives of the original CTP are still relevant and to identify any priority areas for improvement.

The Public Interest Justification and Impact on Social, Economic and Environmental well-being considerations, presented as part of the original proposal forms, are attached at Appendix 1.

#### **4. Terms of Reference**

At our initial meeting, the Panel developed and agreed the following Terms of Reference and Aims and Objectives. These were kept under review throughout the period of our work, to ensure their continuing relevance.

### **Terms of Reference:**

- To undertake a review of the Customer Services Programme previously explored by the Council, and to identify and prioritise these initiatives which could have the greatest impact on improving access to services and response to enquiries.
- To review existing quality standards with respect to Customer Services and recommend change as necessary to ensure that they meet the current expectations of the Council's customers.
- To ensure that the Council is complying with its duty under Equalities Legislation to provide access to all sections of the Community to Council Services.
- To assess the most appropriate and cost effective method of enabling the Council to meet the requirements of the New Statutory National Indicator N14, with respect to "avoidable contact".
- To identify areas for improvement in how the Council communicates its "key messages" to our community, ensuring that public information is clearly understood and accessible.

### **Aims and Objectives:**

- To gather evidence and information in relation to the topics through the receipt of data, presentations and by participation in fact finding visits;
- To consult with Partners, Agencies, Stakeholders and Users of the services under review, to establish key issues and future need;
- To evaluate all relevant facts in relation to the topics under review in an objective way and to produce recommendations for future action accordingly;
- To establish whether there are any resource implications arising out of the topics under review and advise Cabinet for inclusion in the Budget Process 2009/10; and
- To report back to Overview and Scrutiny Committee at appropriate intervals and to submit any final reports in the proposed Corporate Format for consideration by O & S, the Cabinet and Council.

## **5. Methodology – How we went about the Task**

From the outset we acknowledged that it was appropriate to approach the review from the perspective of the "customer". As such we received a number of presentations, including a "live demonstration" of the capabilities of the Council's current website.

We also participated in a tour of the Council's five reception areas. At each reception area, we were given an insight into the customer service considerations by staff representatives of the appropriate Directorate.

We reviewed performance data in relation to the Council's telephone system and had the opportunity to view the Telephone Switchboard facilities at the Civic Offices. The review of telephone issues also included a demonstration of the contact system utilised by our Environment and Street Scene Directorate to handle enquiries in relation to Refuse Collection, Highways maintenance etc.

We undertook a very informative visit to Harlow District Council's Civic Offices, hosted by their "Contact Harlow" team. This not only included a presentation on the rationale and improved outcomes for customers delivered by Contact Harlow, but also we saw how their reception and Customer Contact Centre staff (including the Customer Relationship Management System) handle enquiries. The visit took place during their opening hours.

We also welcomed the opportunity to meet with Harlow's Chair of Scrutiny and Deputy Leader of Council, to hear about "Contact Harlow" from an Elected Member's perspective.



## **6. Summary of Recommendations**

### **TOPIC ONE**

#### **THE COUNCIL WEBSITE:**

##### **The Panel Recommends:**

- i) That given the increasing importance of the Website with respect to communication, information and electronic interactions, consideration is given to increasing the level of dedicated resource to the maintenance and development of the Council's Website.
- ii) That a CSB Growth bid is submitted to fund an additional two, Range 5 (subject to job evaluation) Website Support Officers as part of the Budget Process 2009/10, at an estimated cost of £48,860.

### **TOPIC TWO**

#### **PROVISION OF RECEPTION SERVICES AT THE CIVIC OFFICES:**

##### **The Panel Recommends:**

- i) That a re-organisation should take place at the Civic Offices to enable customers to access the majority of Council Services at a single reception/customer services area of the ground floor.
- ii) That further detailed feasibility work is undertaken to establish the costs of the new single customer services/reception area to include innovative use of information technology, for which provision should be made from the existing allocation of funds within the capital programme.

### **TOPIC THREE**

#### **TELEPHONE ENQUIRIES**

##### **The Panel Recommends:**

- iii) That the Council develops and deploys a Customer Relationship Management System to provide accurate and timely information to enquires.
- iv) That any such Customer Relationship Management System be capable of providing accurate management and monitoring information, not only to meet the requirements of NI14, but also to drive customer satisfaction levels higher.

### **TOPIC FOUR**

#### **PUBLIC INFORMATION – THE FORESTER**

##### **The Panel Recommends:**

- i) That the results of the Forester consultation are considered by Overview and Scrutiny Committee prior to any fundamental design changes or content.

## **TOPIC FIVE**

### **NATIONAL PERFORMANCE INDICATOR 14 – AVOIDABLE CONTACT**

#### **The Panel Recommends:**

- i) That in line with our recommendations in respect to Telephone enquiries, that a Customer Relationship Management System is developed capable of efficiently collecting data to improve services and meet the requirements of NI14 – Available Contact.

## **TOPIC SIX**

### **ONE STOP SHOPS/CONTACT CENTRES**

#### **The Panel Recommends:**

- i) That the Council pursue the establishment of a Corporate Customer Services, front office model such as “Contact Harlow” where the maximum number of enquiries and transactions completed at the first point of contact.
- ii) That the Corporate Customer services facility is achieved by the utilisation of existing staffing resources being brought together to become “generalists” as per the ‘Contact Harlow’ model.

## **7. Report and Summary of Main Conclusions**

At our first meeting in July, we received a scoping report providing the background to the Council’s previous consideration of the Customer Transformation Programme, including the previous set of objectives which we had been tasked with reviewing. The report also highlighted new developments in the area, such as the new National Performance Indicator N14, which we are statutorily obliged to address.

From the scoping exercise, we identified a number of priority issues that we wish to explore in more detail, namely the Council’s Website, Reception Services at the Civic Offices, Telephone Enquiry Performance, “One Stop Shop”/Contact Centres, Public Information – Forester and compliance with National Indicator N14 Avoidable Contact.

The results of our investigations and recommendations, with respect to each issue, were as follows.

## Report on Topic One.

### The Council's Website

We received a presentation and “real time” demonstration of the Council's Website from our Public Relations Manager and Website Editor. This was in order to give us an insight into, not only the breadth of information currently held on the Website and the type of interactive transactions that are available, but also resourcing and access issues.

We were informed that the Website has become one of the Council's most important channels of communication, given the massive increase in computer use amongst the general community and the wide range of electronic transactions now available across public and commercial services.

Available 24 hours a day, 365 days a year the Website runs an application called “Punch”, (provided by an external supplier) and at the time of our consideration our website contained some 1,734 pages plus over 7000 pdfs and images. We observed how usage is increasing annually with 664,000 visits received in 2006/07 rising to some 787,000 visits in 2007/08.



Although the Council's Public Relations section provide much of the content, about 750 pages of news items, it was noted that the Website also provides a framework for a whole number of other service based applications such as i-Plan, Choice Based Lettings, Recruitment, Democratic Services Reports and Agendas as well as the Public – i system, for the Webcasting of meetings.

It was interesting to hear how the Council appeared to be at the forefront of webcasting, not just of meetings but also webcasting public information, Civic Events and the Chairman's and Leader's messages.

It was also demonstrated how the Website contains a number of online forms and online consultation software, enabling online payments such as paying car parking fines.

It was explained that under Disability Discrimination Act Legislation (DDA) the Council is required to provide information in an accessible format. To this end the authority had commissioned a specialist organisation the Shaw Trust, to audit the Website. The Trust employ people with a range of physical and sensory disabilities to test the site. Initial feedback was that significant changes will be required to the

design of our Website with respect to layout, colour and the use of graphics.

We concluded that whilst there is currently a considerable amount of information on the Website and a range of other interactions are possible, compared to other authorities our Website is ranked comparatively low on the SOCITM Rankings at "Standard". In addition the Council is currently exposed to considerable risk in that with only one member of staff responsible for the Website, if that key individual was to leave/be absent then the service would be severely challenged. In addition to the risk, the current level of dedicated resource to the Website means that the scope for development is severely constrained, with staff largely engaged in maintaining the current level of service.

### **RECOMMENDATIONS**

- i) That given the increasing importance of the Website with respect to communication, information and electronic interactions, consideration is given to increasing the level of dedicated resource to the maintenance and development of the Council's Website.**
- ii) That a bid is submitted to fund an additional two Range 5 (subject to job evaluation) Website Support Officers, at an estimated cost of £48,860 as part of the Budget Process 2009/10.**

## Report on Topic Two.

### Provision of Reception Services at the Civic Offices



EFDCs Main Reception Desk

A key finding of the previous Customer Services Consultancy was that there was likely to be a degree of confusion amongst visitors to the Civic Offices, given that there are five reception desks at diverse locations throughout the building.

As a Panel we took the opportunity to visit all reception areas, where staff from each Directorate explained the functions provided. In addition this gave an insight into some of the concerns around our current ability to provide a good customer experience.

Starting at the main reception desk in the foyer, we then went on to the Housing Needs and Repairs separate areas, before crossing to Benefits and Cashiers, finally going to the third floor to visit Planning Reception.

We concluded that there were a number of significant issues created by the five reception points. Clearly the need for customers, who on one visit to the Civic Offices, may be required to go to more than one location was irritating, confusing and inefficient, particularly if they had to join the “end of the queue” at each reception area.

It was apparent that there is a general lack of privacy for customers, who may have to discuss matters of a highly personal nature with respect to their financial circumstances in areas, where they could be overheard. The lack of appropriate interview rooms, particularly in the area of Benefits was a particular concern, as was the design limitations of the Cashier and Benefit reception, with respect to wheelchair users.

For customers who may have to bring young children, there is currently inadequate provision in waiting areas and a danger presented by the need to cross the main vehicular access, in the underpass.

The reception areas, particularly the main reception are currently required to receive a large number of deliveries with no proper goods received area. This is resulting in materials having to be stacked in the public areas, with potential Health and Safety issues.

The number and type of display/notice boards distributed across the five service

points, seems to lead to customers being bombarded with uncoordinated messages and presents a lost opportunity with respect to the Council being able to present its key messages.

As currently designed and operated we had concerns about the general security and wellbeing of staff and despite the provision of panic alarms, the inability to ensure that there was a safe working environment. It was felt that the current design of particularly the Housing and Benefits receptions, may lead to customers being antagonistic.

We concluded that the provision of a single reception area for the Civic Offices was a priority in achieving significant improvements to Customer Services for the Council. The Panel felt that this should be pursued.

#### **RECOMMENDATIONS:**

- i) That a re-organisation should take place at the Civic Offices to enable customers to access the majority of Council Services at a single reception/customer services area of the ground floor.**
- ii) That detailed feasibility work is undertaken to establish the costs of the new single customer services/reception area, to include the innovative use of information technology, for which provision should be made from the existing allocation of funds within the capital programme.**

## Report on Topic Three.

### Telephone Enquiries

As a Panel we were advised that although the use of alternative methods of contacting the Council, such as email has increased and the authority now offers a range of interactive services through its website, the Council still receives in excess of one 1.5 million phone calls per annum.

Having reviewed a breakdown of the annual telephone statistics for the year 2007-08 (Attached at Appendix 2), it was observed that the Council's current performance of calls being answered within the Citizens Charter Standards fell short of the 95% target. This was particularly true of the Council's main switchboard, which achieved a 67% rate within the 10 second requirement.



EFDC's switchboard is housed in a small room on the first floor of the Civic Offices

On further analysis, which involved the Panel visiting the switchroom it was apparent that there are a number of factors leading to the current performance level. In effect the switchboard operators, (the Council has 2.5 full-time staff compared to Harlow's 12 staff) have to act as a mini-contact centre, in cramped conditions with ageing telemetry systems. Many callers are not clear around what department they wish to speak to, and often are raising enquiries about services not provided by the District Council. This takes time to establish and transfer the call to the appropriate officer, often whilst other calls are queuing.

In addition the telephonists problems are compounded by the use of voicemail, with the operators having to hang on until the voicemail clicks in, thus extending the time before the next call can be answered. Another inefficient practice noted was the propensity for staff to use the switchboard as a Directory Enquiry service, rather than utilising internal/external directories.



We were concerned that the headline figure for abandoned calls is currently running at 41% although this includes calls diverted from one number to another. Therefore the actual figure is likely to be lower.

As a panel we had a demonstration from the Office Manager in Environment and Street Scene of the call management system that they utilise to handle Waste and Street Scene enquiries. The system allows calls to be handled more efficiently, with the team currently answering around 97% of all calls with an average waiting time of 18 seconds. Although the system captures enquiry information on an ongoing basis, it still falls well short of the Customer Relationship Management System we saw utilised so effectively in Contact Harlow.

The Panel concluded that the current telephone enquiry service provided by the Council is inefficient and does not reflect well on the authority.

**RECOMMENDATION:**

- i) That the Council develops and deploys a Customer Relationship Management System to provide accurate and timely information to enquires.**
- ii) That any such Customer Relationship Management System be capable of providing accurate management and monitoring information, not only to meet the requirements of NI 14, but also to drive customer satisfaction levels higher.**



## Report on Topic Four

### Public Information – The Forester

The Council's Public Relations and Marketing Officers informed the Panel that the Council's main public information publication was the Forester Magazine, distributed to all households 4 times a year. To date distribution had been handled by the Royal Mail, but due to an inconsistent level of service, was due to transfer to another agency.

We were advised that the Forester was being reviewed by way of a general consultation exercise and through focus groups. This was to check whether changes were needed in terms of content and presentation. It was acknowledged that the Forester is increasingly being used for consultation purposes as demonstrated by the recent 'Green Waste' exercise.

We felt that generally the Forester was well received in its current format but should move with the times. We asked that consideration should be given to how to make it a read of choice, given the amount of free post people already receive. We thought it was also important to ensure that it appealed to a wide age range of readers.



#### **RECOMMENDATION:**

- i) **That the results of the Forester consultation are considered by Overview and Scrutiny Committee prior to any fundamental design changes or content.**

## **Report on Topic Five.**

### **National Performance Indicator N14 – Avoidable Contact**

As part of our terms of reference, we looked into the implications of a new Statutory Performance Indicator, in relation to customer contact N14, which is one of the 198 new indicators, against which Local Government will be assessed.

N14 aims to reduce “avoidable contact” between the community and local authorities. Examples of “avoidable contact” are usually of little value to either the public or the Council, but can often represent a significant proportion of contact volumes. The indicator therefore seeks to provide more cost effective service delivery.

Members were made aware that data collection for N14 will be very resource intensive particularly for these authorities such as ourselves who do not have a Customer Relationship Management System (CRM). We have been required to manually collect information on all aspects of enquiry across a four week period, across a number of Directorates. In this way details of the various types of avoidable contact will be recorded and an overall corporate level of avoidable contact will be reported, as 2008/09 outturn in April/May 2009.

As a Panel we were keen to ensure that the data is simply not collected to satisfy the requirements of the statutory indicator, but rather is utilised to identify areas for improvement. We were concerned about the amount of time and effect on services by having to collect the data manually particularly in the absence of a CRM system.

#### **RECOMMENDATION:**

- i) That in line with our recommendations in respect to Telephone enquiries, that a Customer Relationship Management System is developed capable of efficiently collecting data to improve services and meet the requirements of N14 – Avoidable Contact.**

## Report on Topic Six

### One Stop Shops/Contact Centres

The Panel visited “Contact Harlow”, Harlow District Council’s One Stop Shop/Contact Centre which is located within the new Civic Centre in Harlow. (Notes from the visit are attached at Appendix 3).

Harlow Council’s Customer Services Manager gave an initial presentation to us, explaining how a number of neighbourhood information offices had been brought together to provide a one-stop information point. This had involved a range of officers from diverse service areas, housing, finance, community etc, being brought together and becoming “generalists” capable of answering 80% of initial enquiries, without the need to pass to other more specialist back office staff.



Reception Area at Harlow District Council Offices

In addition to bringing the team of customer operatives together to provide general information, on the tour of the Contact Centre facilities we observed how staff were rotated between the general reception area which included the administration of a number of interview rooms and advice booths, the cashiers office and the telephone contact centre, working on the Customer Relationship Management System.

We heard how this added variety to the staff’s work and assisted morale and motivation. We were advised that not only were 80% of enquiries resolved at the initial point of contact but that abandoned calls were down to 4%. It was also impressive that 10% of all enquiries were revisited to seek feedback from the customer, as to how they felt that their enquiry had been handled.

We also had an opportunity to speak with Senior Harlow Councillors who felt that the whole contact centre set up, had not only greatly assisted the public, but also that Members found access to information and response to enquiries far better.

On evaluating our visit, the consensus was that we were very impressed by Contact Harlow and it was a model we would like to aspire to. We particularly liked the generic interchangeable staff model, the CRM system and the facilities to engage with the public by use of interview rooms, enquiry booths etc. We thought the single contact number for all enquiries was worthy of seeking to achieve.

We did however acknowledge that Harlow is a new town with a compact population and only one town centre. In any move to a One Stop Shop/Contact Centre for Epping Forest we should still appreciate the requirement for ‘outstations’ to be retained for those less mobile.

**RECOMMENDATION:**

- i) **That the Council pursue the establishment of a Corporate Customer Services, front office model such as “Contact Harlow” where the maximum number of enquiries and transactions are completed at the first point of contact.**
- ii) **That the Corporate Customer Services facility is achieved by the utilisation of existing staffing resources being brought together to become “generalists” as per the ‘Contact Harlow’ model.**

## **8. Conclusion**

Our Panel has revisited the Customer Services agenda for the Council, testing the conclusions reached by the previous review and identifying a number of recommendations.

Whilst in some respects our recommendations are less ambitious than the original CTP aspirations, if delivered in a pragmatic practical way, within existing resources and the capital funding currently allocated these should lead to significant improvements to the level of customer service that we as a Council provide to our local residents, visitors and businesses.

## **Acknowledgements**

The officers and Members of Harlow District Council who hosted our visit to "Contact Harlow".

**Term of Reference:**

1. In order to improve access to services and improve response to enquiries, the Council has previously embarked on exploring the feasibility of a "Customer Transformation Programme". The initiative was held in abeyance until such times as the affordability of the project could be assessed, given pressure on the Council's revenue Budget and uncertainty around the cost of the new Waste management Contract. Now that the Council's Medium Term Financial Forecast is clearer, there is value in revisiting the Customer Services Agenda, to see where improvements can be practically achieved.
2. The Council has a duty under Equalities Legislation to ensure that all sections of the Community have access to the Council's Services. The provision of high quality and timely information is necessary to this end.
3. Within the new National Indicator Set are measures to assess the effectiveness of the Council's ability to deal with enquiries. The Council does not have a CRM (Customer Relationship Management System) in place to enable the authority to readily assess its current performance.
4. However, the Best Value Surveys undertaken on an annual basis are an indication of the general level of public satisfaction, which is relatively high in most areas.
5. Within the new National Indicator Set are measures to assess the effectiveness of the Council's ability to deal with enquiries. The Council does not have a CRM (Customer Relationship Management System) in place to enable the authority to readily assess its current performance.
6. However, the Best Value Surveys undertaken on an annual basis are an indication of the general level of public satisfaction, which is relatively high in most areas.
7. The Panel will therefore seek to:
  - a) Improve access to services and improve response to enquiries.
  - b) To revisit the Customer Services Agenda, to see where improvements can be practically achieved.
  - c) Improve services to customers of the Council.
  - d) The Council has a duty under Equalities Legislation to ensure that all sections of the Community have access to the Council's Services. The provision of high quality and timely information is necessary to this end.
  - e) Within the new National Indicator Set are measures to assess the effectiveness of the Council's ability to deal with enquiries. The Council does not have a CRM (Customer Relationship Management System) in place to enable the authority to readily assess its current performance.
8. To gather evidence and information in relation to the three topics through the receipt of data, presentations and by participation in fact finding visits.
9. To consult with Partners, Agencies, Stakeholders and Users of the services under review, to establish key issues and future need.
10. To evaluate all relevant facts in relation to the topics under review in an objective way and to produce recommendations for future action accordingly.
11. To establish whether there are any resource implications arising out of the topics under review and advise Cabinet for inclusion in the Budget Process 2007/08

12. To report back to Overview and Scrutiny Committee at appropriate intervals and to submit any final reports in the proposed Corporate Format for consideration by O & S, the Cabinet and Council.

**Aims and Objectives:**

To gather evidence and information in relation to the topics through the receipt of data, presentations and by participation in fact finding visits;

To consult with Partners, Agencies, Stakeholders and Users of the services under review, to establish key issues and future need;

To evaluate all relevant facts in relation to the topics under review in an objective way and to produce recommendations for future action accordingly;

To establish whether there are any resource implications arising out of the topics under review and advise Cabinet for inclusion in the Budget Process 2008/09; and

To report back to Overview and Scrutiny Committee at appropriate intervals and to submit any final reports in the proposed Corporate Format for consideration by O & S, the Cabinet and Council.

<b>TIMESCALE</b>	<b>ESTIMATED</b>	<b>ACTUAL</b>
Commencement	June 2008	
<u>Finish</u> 1. Interim report to include any budgetary items for the next budget round.	By October 2008	
Reports.		

## Epping Forest District Council

### Annual Telephone Stats

<b>Citizen Charter Limit (CCL)</b>	Switchboard 95% calls answered in 15 Sec. All others 10 Sec
<b>Filter Name</b>	All calls all switches
<b>Interval Name</b>	Year 2007 - 2008
<b>Report Parameter</b>	Answer Time Limit : 10 secs for all desk phones - 15 secs for Switch
<b>Direction</b>	Incoming, Internal, Tandem calls
<b>Switch</b>	Civic Offices, Hemnall St, Langston Road, Loughton Leisure
<b>Date</b>	<b>Time</b>
01/04/2007 - 31/03/2008	00:00 - 23:59

### 2007-08 ANNUAL TELEPHONE ANSWERING PERFORMANCE - COUNCIL SERVICES (Pre restructuring into Directorates)

SERVICE	No of calls	Answered calls
		CCL*
<b>CORPORATE SERVICES Summary</b>	<b>33396</b>	<b>95%</b>
1 CORPORATE SERVICES	66	100%
11 CORPORATE MANAGEMENT	9759	82%
12 INTERNAL AUDIT	2723	97%
13 DISTRICT AUDIT	308	96%
14 HUMAN RESOURCES & PERFOR	20540	98%
<b>RESEARCH &amp; DEMOCRATIC Summ</b>	<b>47744</b>	<b>91%</b>
21 RESEARCH & DEMOCRATIC HEA	1664	88%
22 DEMOCRATIC & MEMBER SVCE	9647	96%
23 ELECTORAL REGISTRATION	6825	97%
24 PROJECTS & PARTNERS	9026	95%
25 PUBLIC RELATIONS & INFORM.	20582	78%
<b>LEGAL, ADMIN &amp; ESTATES Summa</b>	<b>68168</b>	<b>90%</b>
31 LEGAL, ADMIN & ESTATES HEA	2176	92%
32 LEGAL SERVICES MANAGER	1376	92%
321 LEGAL SERVICES	9316	94%
33 ADMIN SERVICES MANAGER	1740	89%
331 EMERGENCY PLANNING	722	94%
332 ADMIN SERVICES	5716	93%
334 OFFICE SUPERINTENDANTS	4239	81%
335 OUT OF HOURS SUPPORT	17738	84%
336 REPROGRAPHICS	3491	74%
337 SECRETARIAL BUREAU	349	88%
341 ESTATES & VALUATIONS	8866	92%
342 ADMIN (EST MGT & BLD CNTL	2322	96%
35 LAND CHARGES	10117	99%
<b>FINANCE SERVICES Summary</b>	<b>279124</b>	<b>91%</b>
41 FINANCE HEAD OF SERVICE	1091	99%
411 FINANCE GENERAL OFFICE	5296	94%
42 ACCOUNTANCY & EXCHEQUER	516	83%
421 DIRECT SERVICES	1782	74%
422 PUBLIC HEALTH TRANSPORTA	1763	90%
423 LEISURE/HOUSING/DEVELOP	1192	88%



424 SUPPORT SERVICES / DSO	561	92%
425 DSOS	1222	92%
426 POLICY & CO-ORDINATING RI	462	95%
427 CORPORATE FINANCE	405	92%
431 INSURANCE & FINANCIAL ADI	20604	89%
432 PAY SECTION	4464	97%
433 INVOICE SECTION	6013	94%
44 REVENUES SECTION	849	96%
441 LOCAL TAXATION	8594	97%
442 COUNCIL TAX GROUP 1	40081	87%
443 COUNCIL TAX GROUP 2	45774	87%
444 NNDR & CONTROL SECTION	11583	97%
445 RECOVERY SECTION	11959	97%
446 CASHIERS	37758	97%
45 BENEFITS SECTION	1899	88%
451 BENEFITS CUSTOMER SERVIC	37304	75%
452 BENEFITS GROUP 1	24316	96%
453 BENEFITS GROUP 2	932	82%
454 BENEFITS GROUP 3	820	83%
455 FRAUD INVESTIGATION/OVEI	11884	98%

<b>HOUSING SERVICES Summary</b>	<b>241702</b>	<b>89%</b>
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51 HOUSING HEAD OF SERVICE	4615	96%
52 HOUSING PROPERTY & RESOU	1797	88%
521 HOUSING INFO/STRATEGY	1763	96%
522 HOUSING RESOURCES	13668	97%
523 HOUSING SALES/LEASE	6843	88%
524 HOUSING NEEDS/HOMELESS	24886	94%
525 HOUSING REGISTER	25953	75%
53 HOUSING SERVICE OPERATION	1653	82%
531 HOUSING MANAGE NORTH	39179	97%
532 HOUSING MANAGE SOUTH	30092	91%
533 HOUSING ASSETS	21394	93%
534 HOUSING REPAIRS	65472	87%
535 HOUSING ADMIN	4387	91%

<b>ENVIRONMENTAL SERVICES Sumi</b>	<b>189450</b>	<b>88%</b>
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61 ENVIRON HEAD OF SERVICE	826	97%
621 ENVIRON HIGHWAYS MAINTA	9261	82%
622 ENVIRON HIGHWAYS DEVELO	718	95%
624 ENVIRON HIGHWAYS CAR PAI	10006	96%
63 ASSIST HEAD ENGINEERING SE	1304	92%
631 ENVIRON BUILDING SVCES	31843	93%
641 ENVIRON CONTROL	2956	92%
642 ENVIRON WASTE	14558	89%
65 ASSIST HEAD ENVIRON HEALT	990	83%
651 ENVIRON CONSUMER PROTEC	43009	96%
652 ENVIRON PROTECTION TEAM	8321	94%
653 ENVIRON ADMIN	60589	82%
654 ENVIRON CARE&REPAIR	5069	92%

<b>PLANNING SERVICES Summary</b>	<b>177275</b>	<b>91%</b>
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71 PLANNING & ECONOMIC DEV -	2977	95%
72 DEVELOPMENT CONTROL	2393	83%
721 DEVELOP CONTROL SOUTH	12431	86%

<b>722 DEVELOP CONTROL NORTH</b>	22932	90%
<b>723 PLANNING ENFORCEMENT</b>	7222	96%
<b>724 ADMIN (DEVELOP CNTL)</b>	68426	88%
<b>731 BUILDING CONTROL - INSPEC</b>	26863	90%
<b>732 DATA TEAM</b>	6672	92%
<b>741 FORWARD PLNG &amp; COUNTRYS</b>	4037	96%
<b>742 CONSERVATION &amp; ENVIRONM</b>	11819	95%
<b>743 ADMIN GENERAL &amp; RECEPTIO</b>	11503	91%

<b>LEISURE SERVICES Summary</b>	<b>54300</b>	<b>91%</b>
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<b>81 LEISURE SERVICES HEAD OF SI</b>	2035	93%
<b>82 MANGMT FACILITIES/ADMIN/I</b>	19214	90%
<b>821 LEISURE ADMIN</b>	11682	89%
<b>822 LEISURE FINANCE &amp; CONTRAI</b>	210	98%
<b>823 PARKS</b>	6031	82%
<b>824 NORTH WEALD AIRFIELD</b>	8764	91%
<b>83 COMMUNITY &amp; CULTURE</b>	4083	91%
<b>831 EPPING FOREST ARTS</b>	2281	92%

<b>ICT SERVICES Summary</b>	<b>356220</b>	<b>85%</b>
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<b>9 ICT</b>	146	86%
<b>91 ICT MANAGER</b>	1399	96%
<b>911 ICT APPLICATION SUPPORT</b>	11397	89%
<b>912 ICT SYSTEM SUPPORT</b>	12670	89%
<b>9131 NETWORK SUPPORT (VOICE)</b>	12077	91%
<b>9132 SWITCHBOARD OPERATORS</b>	293972	67% *CCL 15 secs
<b>9133 VOIP TESTS</b>	451	76%
<b>914 CUSTOMER SUPPORT</b>	24108	86%

<b>WORKS &amp; DIRECT LABOUR Summ</b>	<b>26340</b>	<b>76%</b>
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<b>10 WORKS UNIT</b>	2030	81%
<b>101 DLO HOUSING</b>	22473	77%
<b>102 DLO FLEET OPERATIONS</b>	1837	68%

**Report** 16-Jun-08 14:33:12

\*CCL - Citizens' Charter Limit: Percentage of calls answered within 10 secs. for all desk phones

\*\*CCL - Citizens' Charter Limit: Percentage of calls answered within 15 secs. for Switchboard Operators

**Visit to Harlow's One-Stop-Shop "Contact Harlow" –  
14 October 2008**

Councillors present: B Rolfe, J Philip, Mrs Lea, Mrs Hedges, Mrs R Brookes, Mrs Whitehouse, Jon Whitehouse, R Morgan, M Cohen and Mrs P Brooks.

1. The Customer Transformation Panel and some appropriate officers went to Harlow Civic Centre to view their one-stop-shop.
2. Simon Pipe, their Customer Contact manager gave the Panel a talk on the background of the facility.
3. Before the one-stop-shop (Contact Harlow) was opened they had numerous neighbourhood officers that handled the various enquiries from the public.
4. They opened a one-stop-shop in September 2001, which had cashiers and a call centre. Initially it was housed in a small outbuilding.
5. They had to buy a bespoke CRM system, as at that time there were no commercially available ones, and they are still using and developing it.
6. They moved into the Civic Centre in January 2004. Contact Harlow occupies all of the ground floor. They deliberately designed it to be high and spacious. There are 7 interviewing booths that can be pre-booked, each with CCTV and a Panic Button. People can come in and carry out land and electoral searches on the PCs provided. There also have cashier stations there and operate a ticketing system. They have an LCD information screen and a video user guide.
7. Contact Harlow consists of a reception area, a call centre, a switchboard, cashiers, face to face advisors on benefits, Council Tax and Homelessness. The main Switchboard is separate from the Contact Centre. Their aim is to resolve 80% of queries at this first point of contact. They deal in about 11,000 transactions a week and seek feedback from about 10% of the clients. They average about 478 calls a day, and have a 4.83% abandon call rate. The average waiting time to speak to an advisor on the phone is 28 seconds, with an average call processing time of 2 minutes 24 seconds. They handle about 94 face to face visits a day, with an average waiting time of 7 minutes 24 seconds, and an average transaction time of 10 minutes 16 seconds.
8. Reception has about 250 visitors a day; the Cashiers handle about 676 transactions a day and receive about 90 emails a day.
9. Staff are vigorously assessed over a day of tests before they are offered a job in Contact Harlow and they organised by various Duty Managers and each service had a 'champion' as a contact point. Staff operate a two shift system. All staff are generic and are interchangeable and take turns at manning all the desks.
10. Their CRM system was now coming to the end of its life, and they are now looking for a new, more flexible system. They are also trying to develop their website to make it more interactive, they would like to replicate the contact centre on line.

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## **Report to: Finance and Performance Management Scrutiny Panel**

**Date of Meeting: 25 August 2009**

# SCRUTINY



**Portfolio:** Performance Management (Councillor R. Bassett)

**Subject:** Key Performance Indicators 2009/10 – Quarter 1 Performance Monitoring

**Officer contact for further information:** S. Tautz (01992 56 4180)

**Democratic Services Officer:** A. Hendry (01992 56 4246)

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

**That the Scrutiny Panel consider the Council's performance for the first quarter of 2009/10, in relation to the Key Performance Indicators adopted for the year.**

1. (Deputy Chief Executive) As the Scrutiny Panel will be aware, a range of Key Performance Indicators (KPIs) has been adopted for 2009/10. Details of the KPIs are attached as Appendix 1 to this report.
2. The KPIs are crucial to the Council's core business and its corporate priorities, and comprise a mixture of statutory National Indicators (NIs) and Local Performance Indicators (LPIs) (a number of which are former statutory Best Value Performance Indicators). The aim of the KPIs is to focus improvement on key objectives and achieve comparable performance with that of the top performing local authorities (where appropriate), and to then maintain or improve further on that level of performance. In adopting the KPIs for 2009/10, a corporate target was set for the achievement of year-on-year improvement against four out of every five of the adopted indicators for 2009/10 and future years.
3. Improvement plans are produced for all of the KPIs each year, setting out actions to be implemented in order to achieve or maintain target performance, and to reflect year on year changes in service delivery. In view of the corporate importance attached to the KPIs, the improvement plans for 2009/10 have recently been considered and agreed by the Corporate Executive Forum. As part of this process, the targets for each KPI for have been reviewed with reference to outturn data for 2008/09, and in some cases have been revised from the provisional targets identified by the Scrutiny Panel on the basis of the third quarter position, at the meeting in March 2009.
4. Progress in achieving target performance in respect of the KPIs is reported to the Scrutiny Panel and the relevant Portfolio Holder at the conclusion of each quarter. Performance reports for each of the KPIs for the period from 1 April to 30 June 2009 are therefore attached as Appendix 2 to this report.
5. A number of the NIs introduced from April 2008 are designed to be reported annually at year-end only, or are subject to annual performance reporting by external agencies. In addition, performance in relation to some of the LPIs is also subject to detailed scrutiny at year-end only, as little change is likely over each three month quarterly period. These

indicators are identified in the attached performance reports. Extensive guidance has been issued by the Department for Communities and Local Government in relation to individual NIs, and a copy of the full guidance document has previously been placed on deposit in the Members' Room.

6. The Scrutiny Panel is requested to consider the Council's performance for the first three months of 2000/10 in relation to the KPIs for the year. Service Directors will be in attendance at the meeting to respond to any issues in respect of current performance against specific indicators.

**Resource Implications:**

The respective Service Director will identify the resource requirements for any proposals for corrective action in respect of KPI areas of current under-performance set out in this report.

**Legal and Governance Implications:**

There are no legal implications or Human Rights Act issues arising from the recommendations in this report, which ensure that the Council monitors progress against its aim of achieving target performance and improvement against four out of every five of its KPIs for 2009/10, and that proposals for corrective action are considered in respect of areas of current under-performance.

**Safer, Cleaner and Greener Implications:**

The respective Service Director will have identified any implications arising from proposals for corrective action in respect of KPI areas of current under-performance set out in this report, in respect of the Council's commitment to the Nottingham Declaration for climate change, the corporate Safer, Cleaner and Greener initiative, or any Crime and Disorder issues within the district.

**Consultation Undertaken:**

The targets and performance information set out in this report have been submitted by each appropriate Service Director, and have been reviewed and considered by the Corporate Executive Forum.

**Background Papers:**

Quarter 1 KPI submissions held by the Performance Improvement Unit. Calculations and supporting documentation held by respective service directorates

**Impact Assessments:**

The respective Service Director will have identified any risk management issues or equality implications arising from any proposals for corrective action in respect of KPI areas of current under-performance set out in this report.

## KEY PERFORMANCE INDICATORS 2009/10

<b>NATIONAL INDICATORS</b>	
1.	NI 14 Reducing avoidable contact*
2.	NI 154 Net additional homes provided*
3.	NI 155 Affordable homes delivered (gross)
4.	NI 156 Households living in temporary accommodation
5.	NI 157(a) Processing of planning applications - 'Major' applications
6.	NI 157(b) Processing of planning applications - 'Minor' applications
7.	NI 157(c) Processing of planning applications - 'Other' applications
8.	NI 158 Percentage of decent council homes*
9.	NI 159 Supply of ready to develop housing sites
10.	NI 160 Local authority tenants' satisfaction with landlord services**
11.	NI 170 Previously developed vacant land
12.	NI 179 Value for money
13.	NI 180 Housing/Council Tax Benefit – Changes of circumstance
14.	NI 181 Housing/Council Tax Benefit – Claims processing
15.	NI 182 Satisfaction with local authority regulation services
16.	NI 184 Food establishments broadly compliant with food hygiene law
17.	NI 185 CO <sub>2</sub> reductions from local authority operations
18.	NI 186 Per capita reduction in CO <sub>2</sub> emissions*
19.	NI 187 Tackling fuel poverty*
20.	NI 188 Planning to adapt to climate change*
21.	NI 191 Residual household waste per head
22.	NI 192 Household waste recycled and composted
23.	NI 194 Air quality (local authority estate and operations)
24.	NI 195(a) Improved street and environmental cleanliness (Graffiti)***
25.	NI 195(b) Improved street and environmental cleanliness (Litter)***
26.	NI 195(c) Improved street and environmental cleanliness (Detritus)***
27.	NI 195(d) Improved street and environmental cleanliness (Fly-posting)***
28.	NI 196 Improved street and environmental cleanliness (Fly-tipping)*
<b>LOCAL PERFORMANCE INDICATORS</b>	
29.	LPI 1 Equality Framework for Local Government
30.	LPI 2(a) Licence applications processed within targets (Premises)
31.	LPI 2(b) Licence applications processed within targets (Temporary Event)
32.	LPI 2(c) Licence applications processed within targets (Hackney Carriage)
33.	LPI 4 Rent collection (Housing Revenue Account dwellings)
34.	LPI 5 Re-letting of Council dwellings
35.	LPI 7 Emergency repairs (Housing Revenue Account dwellings)

36.	LPI 8 Urgent repairs (Housing Revenue Account dwellings)
37.	LPI 9 Urgent repairs (Housing Revenue Account dwellings)
38.	LPI 10 Satisfaction with repairs (Housing Revenue Account dwellings)
39.	LPI 13 Invoices paid within 30 days of receipt
40.	LPI 14 Council Tax collection
41.	LPI 15 National non-domestic rates collection
42.	LPI 16 Housing/Council Tax Benefit – Claims processing (Time)
43.	LPI 17 Housing/Council Tax Benefit – Changes of circumstance
44.	LPI 23(a) Capital projects (Cost)*
45.	LPI 24(a) Visits to the Council's website
46.	LPI 24(b) Quality of the Council's website
47.	LPI 28 Working days lost due to sickness absence
48.	LPI 39 Rent arrears (Commercial and industrial property)*
49.	LPI 40 Occupation rate (Commercial and industrial property)*
50.	LPI 41 Rental yield (Commercial and industrial property)
51.	LPI 44 Milestones within Local Development Scheme
52.	LPI 45 Planning appeals
53.	LPI 49 Pupils visiting museums and galleries in organised school groups
54.	LPI 50 Participation in physical activity programmes
55.	LPI 51 Complaints response (Enviro-Crime and Rapid Response)
56.	LPI 52 Introduction of recycling facilities (Flats and communal buildings)
57.	LPI 53 Housing/Council Tax Benefit – Fraud investigation

\*Performance against these Key Performance Indicators is monitored annually at year-end only;

\*\*Performance against this Key Performance Indicator is informed by a bi-annual survey;

\*Performance against these Key Performance Indicators is monitored annually at year-end only.

\*\*\*Performance against these Key Performance Indicators is monitored on a four-monthly basis;

Performance against all other indicators is monitored on a quarterly basis.





2009 / 10 Key Performance Indicators

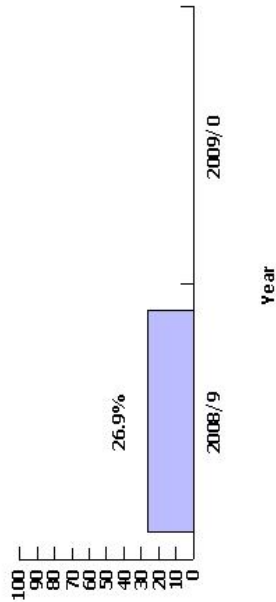
1. Office of the Deputy Chief Executive

**NI014 Reducing avoidable contact: Minimising the proportion of customer contact that is of low or no value to the customer**

**Responsible officer:** Derek Macnab

**Additional information:** This indicator seeks to identify customer contact that is 'avoidable', in order to redesign services and the provision of information so that customers do not have to make valueless contacts. Performance is reported as a percentage across specific functions, at year-end only.

**Current and previous years**



**Current and previous years**

Year	Target	Actual	Target Met?
2009/0			
2008/9		26.9%	

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

**Annual Target: 09/10: No target**



**Direction of improving performance:**

**08/09: No target**

**Comment on current performance:**

This indicator measures the proportion of customer contact that is of low or no value to the customer, and is required to be reported on an annual basis only. Outturn performance for the indicator is assessed by way of a manual survey measure across a range of specific service areas. No target is set for NI14, as the purpose of the indicator is to drive priority-led improvements and not to simply arrive at a reducing year on year result. No direct comparisons are available for the indicator, in view of the varying data collection approaches utilised by local authorities.

**Corrective action proposed (if required):**

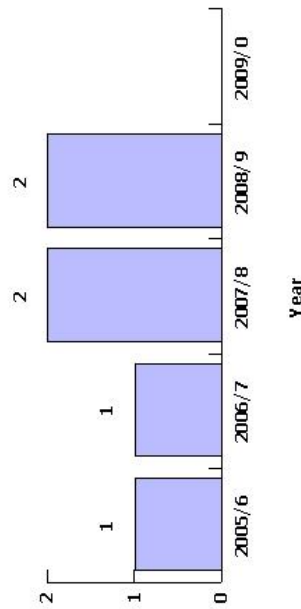
Each of the specific service areas required to be assessed as part of the NI14 requirements is currently producing an improvement plan to take forward actions arising from the survey results for 2008/09. These improvement plans will be considered by the Corporate Executive Forum, and data collection for 2009/10 will commence in October 2009.

**LPI01 The level of the Equality Framework for Local Government to which the Council conforms**

**Responsible officer:** Derek Macnab

**Additional Information:** The Equality Framework for Local Government provides a framework for delivering continuous improvement in relation to fair employment outcomes and equal access to services. Performance is measured on a three-point scale (1-3) where Level 3 represents best performance

**Current and previous years**



**Current and previous years**

Year	Target	Actual	Target Met?
2009/0	2		
2008/9	2	2	✓
2007/8	2	2	✓
2006/7	2	1	✗
2005/6	2	1	✗

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



Yes

**Annual Target: 09/10: Level 2**

**08/09: Level 2**



**Direction of improving performance:**

**Comment on current performance:**

The Equality Framework for Local Government was introduced from 1 April 2009, replacing the previous Equality Standard for Local Government, and provides an improved framework for delivering continuous improvement in relation to fair employment outcomes and equal access to services. The former Standard assessed local authority performance at five levels, where Level 5 represented best performance. The new Framework uses a wider definition of equality, based on the idea of equal life chances, and assesses local authority performance at three levels, where Level 3 represents best performance. The Council's performance against the previous Equality Standard contributes towards the achievement of specific levels of the new Equality Framework, and currently places the authority at Level 1, which supports the Level 2 target for 2009/10. Performance against the Equality Framework is a self-assessment measure required to be assessed at year- end only. Quarterly performance reporting is not therefore appropriate for this indicator.

**Corrective action proposed (if required):**

The Corporate Equalities Action Plan (CEAP) supports the Council's existing key equality documents, including the Equality Impact Assessment (EqIA) process, and sets out key corporate equality responsibilities, objectives and actions. The CEAP was reviewed by the Finance and Performance Management Scrutiny Panel in March 2008, and contains a number of actions that are being taken forward. The Council's EqIA toolkit has been revised to ensure that it can provide maximum value, and is currently being piloted in several service areas, prior to being rolled out across the authority. An Engagement Group comprising local people with disabilities was formed in respect of the Council's Disability Equality Scheme and has met regularly in order to progress the development of an action plan for the Scheme. A corporate Equality Working Group has also been established to facilitate the similar development of an action plan for the Council's Gender Equality Scheme, and to progress a range of equality issues.

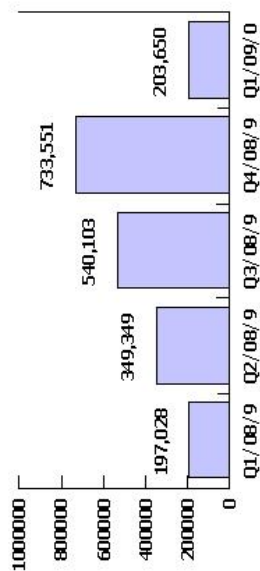
**LPI24 (a) The number of visits to the Council's website**

**Responsible officer:** Derek Macnab

**Additional Information:**

This indicator measures the number of visits to the Council's website. Targets and performance are cumulative

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	189,000	203,650	✓
Q4/08/9	815,000	733,551	✗
Q3/08/9	611,250	540,103	✗
Q2/08/9	407,500	349,349	✗
Q1/08/9	203,750	197,028	✗

**Annual Target:09/10 - 756,000  
08/09 - 815,000**

**Direction of improving performance:**



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

**Comment on current performance:**

(Quarter 1 09/10) Based on the first quarter total of 203,650, the approximate number of visits to the Council's website is anticipated to be 815,000 at year-end.

**Corrective action proposed (if required):**

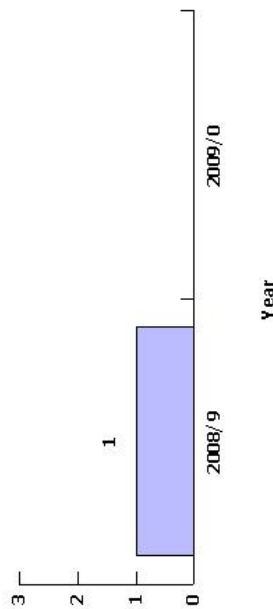
(Quarter 1 09/10) No corrective action currently proposed.

**LPI24 (b) The quality of the Council's website**

**Responsible officer:** Derek Macnab

**Additional Information:** This indicator assesses the quality of the Council's website, using a national standard developed by the Society of Information Technology Management.

**Current and previous years**



**Current and previous years**

Year	Target	Actual	Target Met?
2009/0	2		
2008/9		1	

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



**Annual Target: 09/10:**

08/09: N/A

**Direction of improving performance:**



**Comment on current performance:**

The indicator was adopted from April 2009, and is reported at year-end only. The indicator assesses the quality of the Council's website across three grades, using a national standard developed by SOCITM (Grade 1 - Standard, Grade 2 - Transactional, Grade - Excellent). Based on the SOCITM report 'Better Connected 2009', the Council obtained a 'Standard' grade for its website for 2008/09. Assessment of the website for 2009/10 will take place in November and December 2009.

**Corrective action proposed (if required):**

(Quarter 1 09/10) No corrective action currently proposed.

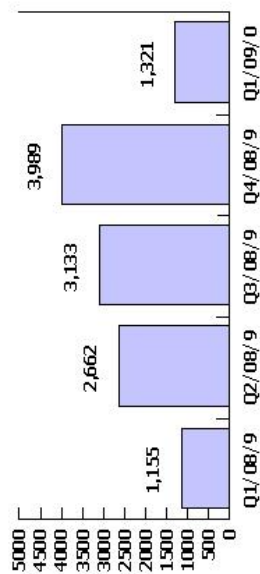
**LPI 49 Number of pupils visiting museums and galleries in organised school groups**

**Responsible officer:** Derek Macnab

**Additional information:**

This indicator encourages local authorities to make museums more attractive to local communities and to maximise their educational value. This is a cumulative target & performance.

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	1,025	1,321	✓
Q4/08/9	4,100	3,989	✗
Q3/08/9	3,075	3,133	✓
Q2/08/9	2,050	2,662	✓
Q1/08/9	1,025	1,155	✓

**Annual Target:09/10 - 4100**  
**08/09 - 4100**

**Direction of improving performance:**



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

**Comment on current performance:**

(Quarter 1 09/10) Target met in quarter

**Corrective action proposed (if required):**

(Quarter 1 09/10) None required at this stage

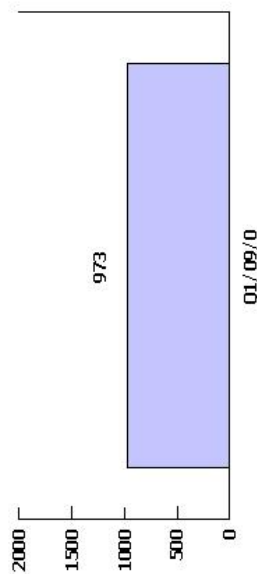
**LPI 50 Number of elderly people participating in physical activity as part of the Active Health and New Horizons programmes**

**Responsible officer:**

**Additional information:**

This indicator monitors the Council's contribution towards meeting the health and well-being needs of the ageing population

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	225	973	✓

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



Yes

**Annual Target:09/10 - 900  
08/09 - N/A**

**Direction of improving performance:**



**Comment on current performance:**

(Quarter 1 09/10) This indicator was adopted with effect from April 2009, and no historical performance information is therefore available. Current performance includes participation in the Active Health Project, the New Horizons and Lirewalks programmes.

**Corrective action proposed (if required):**

(Quarter 1 09/10) Performance currently on target. No corrective action proposed at this stage.



2009 / 10 Key Performance Indicators

2. Corporate Support Services Directorate



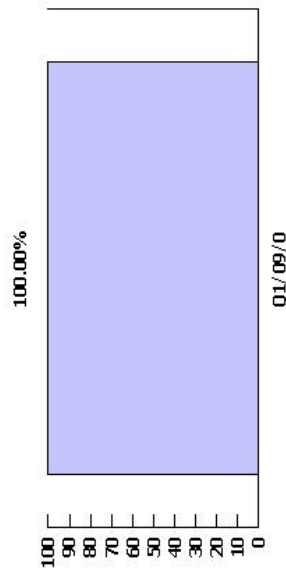
**LPI02 (a) The percentage of Premises Licence applications determined within 30 days**

**Responsible officer:** Colleen O'Boyle

**Additional Information:**

This indicator monitors the Council's effectiveness in the determination of statutory licences

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	100.00%	100.00%	✓

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



Uncertain

**Annual Target:09/10 - 100%  
08/09 - N/A**

**Direction of improving performance:**



**Comment on current performance:**

The format of this indicator has changed for 2009/10. For 2008/09 the indicator reported the average number of days taken to process a premises licence. For 2009/10 the indicator reports the percentage of the total number of premises licence applications that were determined within the set guideline period of 30 days, as this is considered to be a more meaningful performance measure.

**Corrective action proposed (if required):**  
(Quarter 1 09/10) No corrective action currently required.

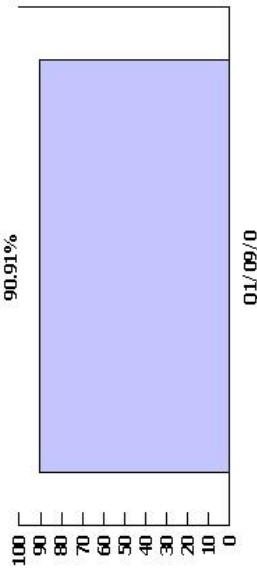
**LPI02 (b) The percentage of Temporary Event Licence applications determined within 5 days**

**Responsible officer:** Colleen O'Boyle

**Additional Information:**

This indicator monitors the Council's effectiveness in the determination of statutory licences

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	100.00%	90.91%	<b>X</b>

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



**Comment on current performance:**

The format of this indicator has changed for 2009/10. For 2008/09 the indicator reported the average number of days taken to process a temporary event licence. For 2009/10 the indicator now reports the percentage of the total temporary event licence applications that were determined within the set guideline period of 5 days, as this is considered to be a more meaningful performance measure.

**Annual Target:09/10 - 100.00%  
08/09 - N/A**



**Direction of improving performance:**

(Quarter 1 09/10) Applications that failed to meet the target were due to the submission of incomplete application documents. Another issue affecting performance is that when an application is received, the application fee must be paid into the Council's finance system. To do this, the application must be entered into the M3 system even if the application is incomplete, which then generates the start date for the purposes of the indicator.

**Corrective action proposed (if required):**

Quarter 1 09/10) The Director of Corporate Support Services will investigate options for the revision of the M3 system, in order avoid future instances of the generation of a start date for incomplete applications, which might jeopardise performance against this indicator.

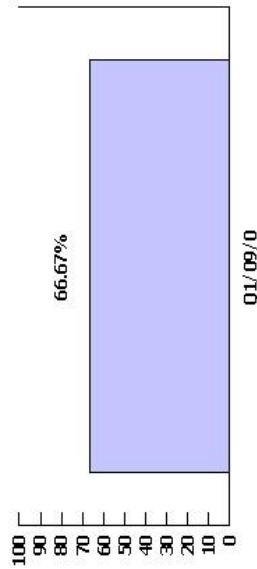
**LPI02 (c) The percentage of Hackney Carriage/Private Hire licence applications determined within 5 days**

**Responsible officer:** Colleen O'Boyle

**Additional Information:**

This indicator monitors the Council's effectiveness in the determination of statutory licences

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	100.00%	66.67%	<b>X</b>

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



No

**Annual Target:09/10 - 100.00%  
08/09 - N/A**

**Direction of improving performance:**



**Comment on current performance:**

The format of this indicator has changed for 2009/10. For 2008/09 the indicator reported the average number of days taken to process a hackney carriage/private hire licence. For 2009/10 the indicator now reports the percentage of the total number of hackney carriage/private hire licence applications that were determined within the set guideline period of 5 days, as this is considered to be a more meaningful performance measure.

(Quarter 1 09/10) Applications that failed to meet the target were due to the submission of incomplete application documents. Another issue affecting performance is that when an application is received, the application fee must be paid into the Council's finance system. To do this, the application must be entered into the M3 system even if the application is incomplete, which then generates the start date for the purposes of the indicator.

**Corrective action proposed (if required):**

(Quarter 1 09/10) The Director of Corporate Support Services will investigate options for the revision of the M3 system, in order avoid future instances of the generation of a start date for incomplete applications, which might jeopardise performance against this indicator.

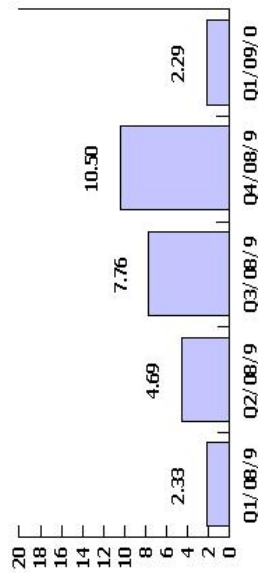
**LPI28 Number of working days lost due to sickness absence**

**Responsible officer:** Colleen O'Boyle

**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. This is a cumulative performance & target.

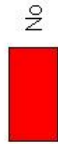
**Current and previous quarters**




**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	2.00	2.29	<b>X</b>
Q4/08/9	8.00	10.50	<b>X</b>
Q3/08/9	6.00	7.76	<b>X</b>
Q2/08/9	4.00	4.69	<b>X</b>
Q1/08/9	2.00	2.33	<b>X</b>

Is it likely that the target will be met at the end of the year? **No**



Annual Target:09/10 - 8.00 days  
08/09 - 8.00 days  
Direction of improving performance: 

**Comment on current performance:**

(Quarter 1 09/10) There has been a slight improvement in the absence figures compared with each of the quarters in 2008/09. However, overall absence is still above the trigger level.

**Corrective action proposed (if required):**

(Quarter 1 09/10) A detailed report was submitted to the Cabinet in March 2009 outlining a number of actions to manage current absence levels, including 'Myth Busting' sessions for managers and a requirement for Assistant Directors to attend the Corporate Executive Forum to report on sickness levels. Monitoring information continues to be provided by Human Resources, and a number of review hearings have recently taken place in accordance with the Council's Managing Absence Policy, which have resulted in dismissals. These dismissals took place during June/July 2009, and should have a positive impact on the second quarter position.



2009 / 10 Key Performance Indicators

3. Environment & Street Scene Directorate

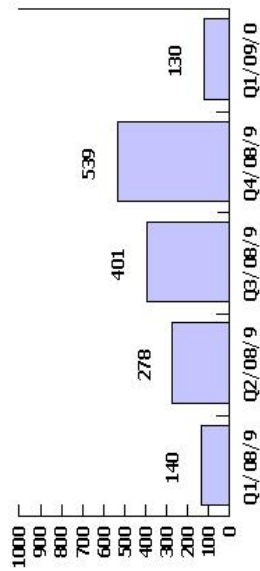
**NI191 Residual household waste per household**

**Responsible officer:** John Gilbert

**Additional information:**

This indicator supports Government aspirations to achieve year on year reductions in the amount of residual waste collected, through a combination of less overall waste and more reuse, recycling and composting

**Current and previous quarters**



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

**Comment on current performance:**

(Quarter 1 09/10) Performance on target for the first quarter of the year

**Corrective action proposed (if required):**  
(Quarter 1 09/10) None required at this stage of the year

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	137	130	✓
Q4/08/9	554	539	✓
Q3/08/9	416	401	✓
Q2/08/9	277	278	✗
Q1/08/9	139	140	✗

**Annual Target:09/10 - 548  
08/09 - 554**

**Direction of improving performance:**



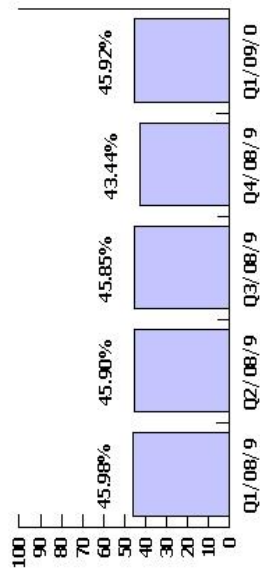
**NI192 Percentage of household waste sent for reuse, recycling and composting**

**Responsible officer:** John Gilbert

**Additional Information:**

This indicator supports year on year reductions in the amount of residual waste collected, and measures the percentage of household waste arisings sent for reuse, recycling, composting or anaerobic digestion

**Current and previous quarters**



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

**Comment on current performance:**

(Quarter 1 09/10) Performance on target in quarter


**Corrective action proposed (if required):**

(Quarter 1 09/10) None required at this stage

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	42.00%	45.92%	✓
Q4/08/9	40.00%	43.44%	✓
Q3/08/9	40.00%	45.85%	✓
Q2/08/9	40.00%	45.90%	✓
Q1/08/9	40.00%	45.98%	✓

Annual Target:09/10 - 42.00%  
08/09 - 40.00%

Direction of improving performance: 

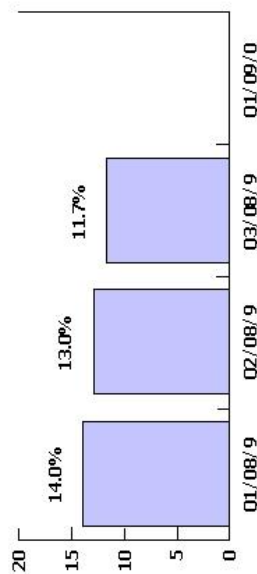
**NI195 (a) Improved street and environmental cleanliness (Litter)**

**Responsible officer:** John Gilbert

**Additional information:**

This indicator seeks to reduce unacceptable levels of litter. Performance is based on surveys carried out over three four-month periods (April-July, August-November, December-March) each year

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	10.0%		
Q3/08/9	10.5%	11.7%	X
Q2/08/9	10.5%	13.0%	X
Q1/08/9	10.5%	14.0%	X

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

Uncertain

**Annual Target:09/10 - 10.0%  
08/09 - 10.5%**

**Direction of improving performance:**



**Comment on current performance:**

The calculation for this indicator is required to be completed on a four-monthly basis (April to July, August to November, and December to March), and does not therefore reflect quarterly monitoring arrangements. The three four-month periods are reflected as Quarters 1, 2 and 3 in this report, although performance for the April to July 2009 period was not available at the time of the production of this report.

**Corrective action proposed (if required):**

Monitoring of the street cleansing service is being increased, which may result in the target being achieved in 2009/10



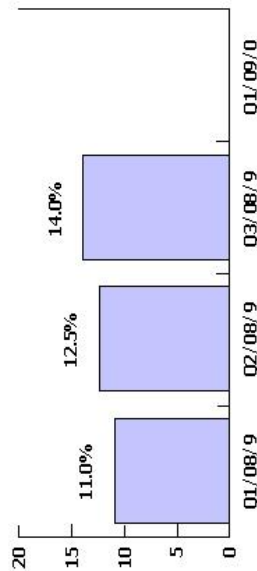
**NI195 (b) Improved street and environmental cleanliness (Detritus)**

**Responsible officer:** John Gilbert

**Additional information:**

This indicator seeks to reduce unacceptable levels of detritus. Performance is based on surveys carried out over three four-month periods (April-July, August-November, December-March) each year

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	13.0%		
Q3/08/9	15.0%	14.0%	✓
Q2/08/9	15.0%	12.5%	✓
Q1/08/9	15.0%	11.0%	✓

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

Uncertain

**Annual Target:09/10 - 13.0%  
08/09 - 15.0%**

**Direction of improving performance:**



**Comment on current performance:**

The calculation for this indicator is required to be completed on a four-monthly basis (April to July, August to November, and December to March), and does not therefore reflect quarterly monitoring arrangements. The three four-month periods are reflected as Quarters 1, 2 and 3 in this report, although performance for the April to July 2009 period was not available at the time of the production of this report.

**Corrective action proposed (if required):**

Director of Environment and Street Scene to report.

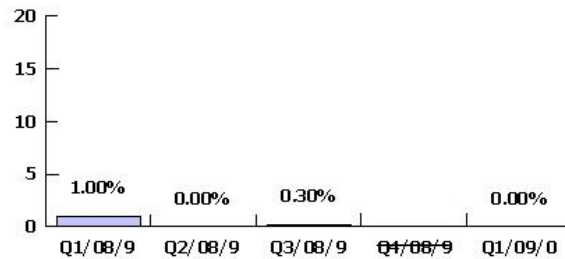
**NI195 (c) Improved street and environmental cleanliness (levels of graffiti)**

**Responsible officer:** John Gilbert

**Additional Information:**

This indicator seeks to reduce unacceptable levels of graffiti. Performance is based on surveys carried out over three four-month periods (April-July, August-November, December-March) each year

Current and previous quarters



Current and previous quarters

Quarter	Target	Actual	Target Met?
Q1/09/0	0.25%	0.00%	✓
Q3/08/9	5.00%	0.30%	✓
Q2/08/9	5.00%	0.00%	✓
Q1/08/9	5.00%	1.00%	✓

**Annual Target:** 09/10 - 0.25%  
08/09 - 5.00%

**Direction of improving performance:**



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



Yes

**Comment on current performance:**

The calculation for this indicator is required to be completed on a four-monthly basis (April to July, August to November, and December to March), and does not therefore reflect quarterly monitoring arrangements. The three four-month periods are reflected as Quarters 1, 2 and 3 in this report.

Performance for the April to July 2009 period was not available at the time of the production of this report

**Corrective action proposed (if required):**

Director of Environment and Street Scene to report.

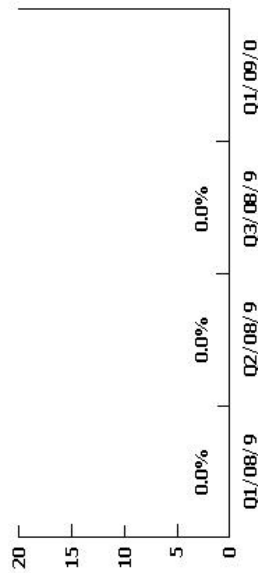
**NI195 (d) Improved street and environmental cleanliness (Fly-Posting)**

**Responsible officer:** John Gilbert

**Additional Information:**

This indicator seeks to reduce unacceptable levels of fly-posting. Performance is based on surveys carried out over three four-month periods (April-July, August-November, December-March) each year

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	0.0%		
Q3/08/9	5.0%	0.0%	✓
Q2/08/9	5.0%	0.0%	✓
Q1/08/9	5.0%	0.0%	✓

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



Yes

**Comment on current performance:**

The calculation for this indicator is required to be completed on a four-monthly basis (April to July, August to November, and December to March), and does not therefore reflect quarterly monitoring arrangements. The three four-month periods are reflected as Quarters 1, 2 and 3 in this report, although performance for the April to July 2009 period was not available at the time of the production of this report.

**Annual Target:09/10 - 0.0%  
08/09 - 5.0%**

**Direction of improving performance:**



**Corrective action proposed (if required):**

Director of Environment and Street Scene to report.

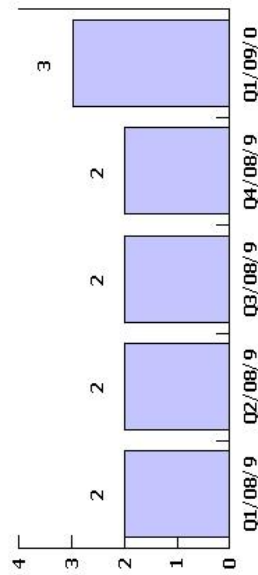
**NI196 Improved street and environmental cleanliness - fly tipping**

**Responsible officer:** John Gilbert

**Additional Information:**

This indicator seeks to achieve reductions in the total number of incidents and an increase in enforcement action taken to deal with the illegal disposal of waste. Performance is represented by four grades. Grade 1 = Very effective, Grade 2 = Effective, Grade 3 = Not Effective, Grade 4 = Poor

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	2	3	✗
Q4/08/9	2	2	✓
Q3/08/9	2	2	✓
Q2/08/9	2	2	✓
Q1/08/9	2	2	✓

**Annual Target:09/10 - 2  
08/09 - 2**

**Direction of improving performance:**



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

**Comment on current performance:**

(Quarter 1 09/10) The current grading of 3 reflects the fact that whilst there has been reduced enforcement action, in comparison with last year, there has been no increase in fly-tipping (the figure is identical vs last year).

**Corrective action proposed (if required):**

(Quarter 1 09/10) Director of Environment & Street Scene to report.

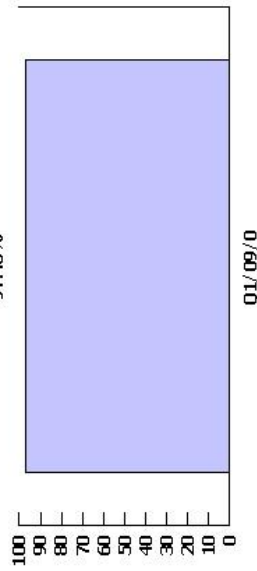
**LPI 51 Issues raised and complaints received by the Environment & Neighbourhoods Team that are responded to within three working days**

**Responsible officer:** John Gilbert

**Additional information:**

Dealing with 'enviro-crime' is a key element of the 'Safer, Cleaner, Greener' initiative, and the time taken to respond to and deal with complaints and issues is of fundamental importance

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	90.00%	97.40%	✓

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



Yes

**Annual Target:09/10 - 90.00%  
08/09 - N/A**

**Direction of improving performance:**



**Comment on current performance:**

(Quarter 1 09/10) This indicator was adopted with effect from April 2009, and no historical performance information is therefore available.

**Corrective action proposed (if required):**

(Quarter 1 09/10) Performance currently on target. No corrective action proposed at this stage.

**LPI 52 Implementation of formal containerised recycling facilities in flats and communal buildings.**

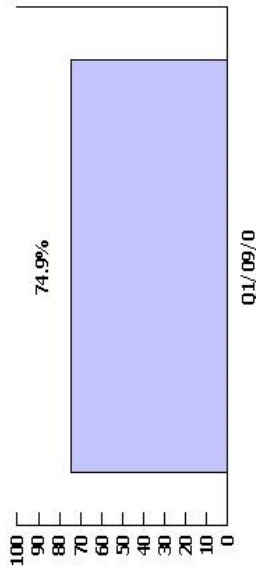
**Responsible officer:** John Gilbert

**Additional Information:**

The Council has met the former Best Value Performance Indicator (currently retained as LPI 42) through the provision of sack-based facilities for any resident who wishes to participate in recycling. This indicator takes this process further through the provision of formalised containerised solutions on a site basis

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	95.0%	74.9%	<b>X</b>



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



Yes

Annual Target: 09/10 - 95.00%  
08/09 - N/A

Direction of improving performance:



**Comment on current performance:**

(Quarter 1 09/10) This indicator was adopted with effect from April 2009, and no historical performance information is therefore available.

**Corrective action proposed (if required):**

(Quarter 1 09/10) Performance currently on target. No corrective action proposed at this stage.



2009 / 10 Key Performance Indicators

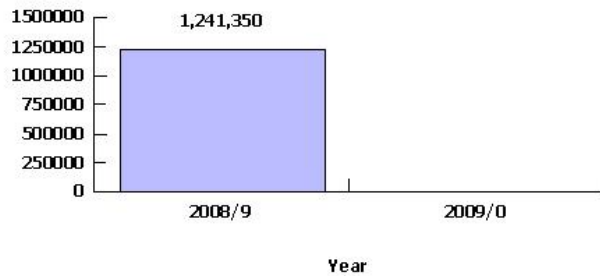
4. Finance & ICT Directorate

**NI179 Value for Money - Total net value of ongoing cash-releasing value for money gains that have impacted since the start of the**

**Responsible officer:** Bob Palmer

**Additional Information:** This indicator measures the total net value of on-going cash-releasing value for money gains that have impacted since the start of the financial year.

Current and previous years



Current and previous years

Year	Target	Actual	Target Met?
2009/0	300,000		
2008/9		1,241,350	

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

Annual Target: 09/10: £300,000

Direction of

08/09: N/A

improving performance:



**Comment on Current Performance**

Performance against this indicator is reported at year-end only. No target set for 2008/09

**Corrective Action Proposed**

Director of Finance and ICT to report.



**NI180 The number of changes of circumstances which affect customers' HB/CTB entitlement within the year (per 1,000 caseload)**

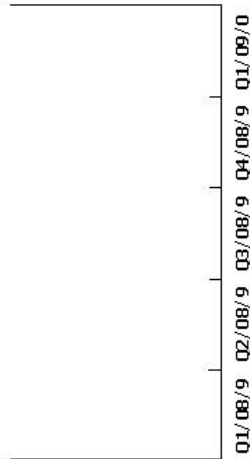
**Responsible officer:** Bob Palmer

**Additional Information:**


This indicator ensures that customers receive the correct amount of Housing and Council Tax Benefit and contributes to reducing poverty and fraud and error

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	250.0		
Q4/08/9	975.0		
Q3/08/9	732.0		
Q2/08/9	488.0		
Q1/08/9	244.0		



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

Direction of improving performance: 

**Comment on current performance:**

Unable to determine current performance as necessary software is not available. This is not an indicator that the Council is in control of, as it cannot limit changes in people's circumstances.

**Annual Target:09/10 - 1000  
08/09 - 975**

**Corrective action proposed (if required):**

Director of Finance and ICT to report.

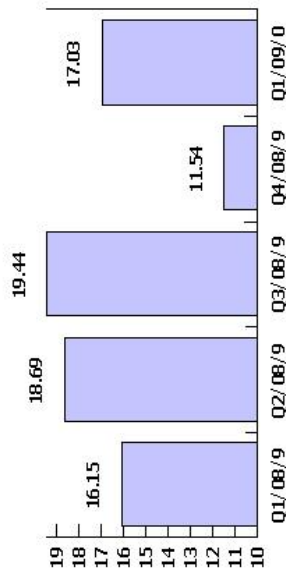
**NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events**

**Responsible officer:** Bob Palmer

**Additional Information:**

This indicator measures benefit performance, as delays in the administration of benefits can impact on some of the most vulnerable people

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	15.00	17.03	X
Q4/08/9	15.00	11.54	✓
Q3/08/9	15.00	19.44	X
Q2/08/9	15.00	18.69	X
Q1/08/9	15.00	16.15	X

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

**Comment on current performance:**

(Quarter 1 09/10) Performance has been affected by the conversion of the Revenues & Benefits IT system in January 2009 which resulted in a significant backlog of work. However, performance has been improving each month since the IT conversion and should continue to improve throughout the year.

**Annual Target:09/10 - 15.00 days**  
**08/09 - 15.00 days**  
**Direction of improving performance:**



**Corrective action proposed (if required):**

(Quarter 1 09/10) The Benefits Section is currently being restructured and, subject to the agreement of the Cabinet, the establishment should be increased to cope with the increased workload caused by the economic recession.

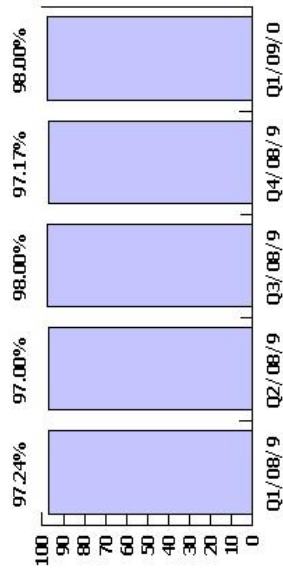
**LPI 13 Percentage of invoices paid within 30 days of receipt**

**Responsible officer:** Bob Palmer

**Additional Information:**

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

**Current and previous quarters**




**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	97.00%	98.00%	✓
Q4/08/9	97.00%	97.17%	✓
Q3/08/9	97.00%	98.00%	✓
Q2/08/9	97.00%	97.00%	✓
Q1/08/9	97.00%	97.24%	✓

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

Annual Target: 09/10 - 97.00%  
08/09 - 97.00%

Direction of improving performance: 

**Comment on current performance:**

(Quarter 1 09/10) Current performance against this indicator remains high and the target should be achieved at year-end.

**Corrective action proposed (if required):**

(Quarter 1 09/10) Director of Finance and ICT to report.

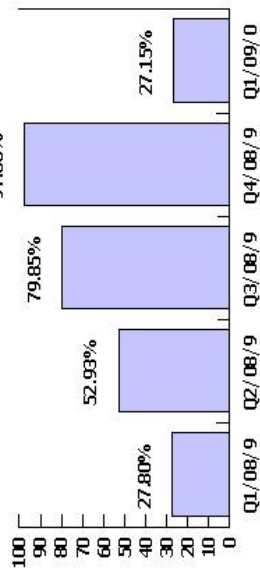
**LPI 14 Percentage of Council Tax collected**

**Responsible officer:** Bob Palmer

**Additional information:**

This indicator monitors the rate of collection of Council Tax. Targets and performance are cumulative

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	24.50%	27.15%	✓
Q4/08/9	98.50%	97.60%	✗
Q3/08/9	73.89%	79.85%	✓
Q2/08/9	49.26%	52.93%	✓
Q1/08/9	24.63%	27.80%	✓

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



Uncertain

**Annual Target:09/10 - 98.00%**  
**08/09 - 98.50%**

**Direction of improving performance:**



**Comment on current performance:**

(Quarter 1 09/10) Performance is 0.65% down on the same stage last year. The current economic climate is affecting collection levels and outstanding debts are being pursued with the necessary recovery action.

**Corrective action proposed (if required):**

(Quarter 1 09/10) Recovery procedures are underway to collect the outstanding debt.

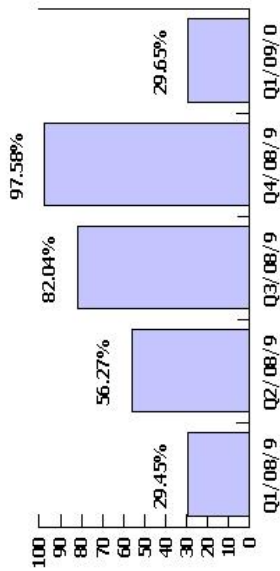
**LPI 15 Percentage of non-domestic rates collected**

**Responsible officer:** Bob Palmer

**Additional Information:**

This indicator monitors the rate of collection of National Non-Domestic rates. Targets and performance are cumulative

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	24.55%	29.65%	✓
Q4/08/9	99.30%	97.58%	✗
Q3/08/9	74.46%	82.04%	✓
Q2/08/9	49.64%	56.27%	✓
Q1/08/9	24.82%	29.45%	✓

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



Uncertain

Annual Target:09/10 - 98.20%  
08/09 - 99.30%

Direction of improving performance:



**Comment on current performance:**

(Quarter 1 09/10) Current performance is 0.2% up on the same stage last year. The Government has relaxed some of the changes to empty property charges introduced in 2008/09 which has assisted this year's performance relative to last year. However, to provide some context, although performance is up on 2008/09, this year's collection levels are showing a 1.5% reduction on 2007/08, prior to the recession, which reflects on-going difficulties with collection in the current economic climate.

**Corrective action proposed (if required):**

(Quarter 1 09/10) The Revenues Section is continuing with recovery action to collect the outstanding debt.

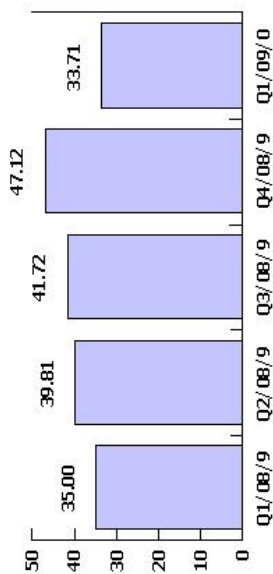
**LPI 16 Average time (days) for processing new benefit claims**

**Responsible officer:** Bob Palmer

**Additional Information:**

This indicator monitors the administration of Housing and Council Tax Benefit

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	25.00	33.71	<b>X</b>
Q4/08/9	30.00	47.12	<b>X</b>
Q3/08/9	30.00	41.72	<b>X</b>
Q2/08/9	30.00	39.81	<b>X</b>
Q1/08/9	30.00	35.00	<b>X</b>

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



Yes

**Annual Target:09/10 - 25.00 days**  
**08/09 - 30.00 days**  
**Direction of improving performance:**



**Comment on current performance:**

(Quarter 1 09/10) Current performance has been affected by the conversion of the Revenues and Benefits ICT system during January 2009, which resulted in a significant backlog of work. However, performance has been improving each month since the ICT conversion and should continue to improve throughout the year.

**Corrective action proposed (if required):**

(Quarter 1 09/10) The Benefits Section is currently being restructured and, subject to the agreement of the Cabinet, it is intended that the establishment of the Section will be increased to cope with the increased workload generated by the current economic recession.

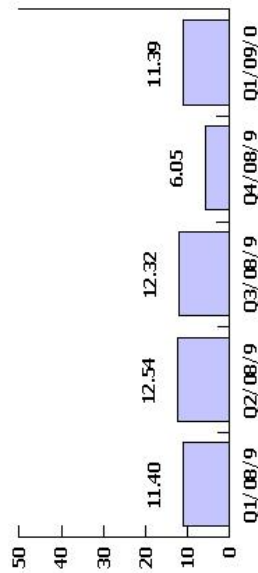
**LPI 17 Average time (days) for processing notification of changes of circumstance for benefit claims**

**Responsible officer:** Bob Palmer

**Additional Information:**

This indicator monitors the administration of Housing and Council Tax Benefit

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	10.00	11.39	X
Q4/08/9	11.00	6.05	✓
Q3/08/9	11.00	12.32	X
Q2/08/9	11.00	12.54	X
Q1/08/9	11.00	11.40	X

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

**Comment on current performance:**

(Quarter 1 09/10) Current performance has been affected by the conversion of the Revenues and Benefits ICT system during January 2009, which resulted in a significant backlog of work. However, performance has been improving each month since the ICT conversion and should continue to improve throughout the year.

Annual Target:09/10 - 10.00 days  
08/09 - 11.00 days  
Direction of improving performance:

**Corrective action proposed (if required):**

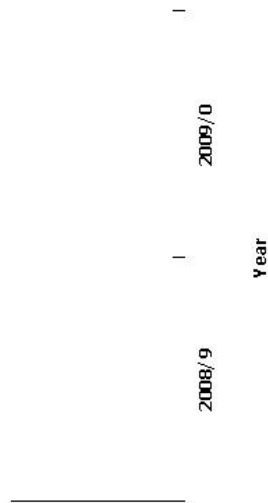
(Quarter 1 09/10) The Revenues and Benefits Section is currently being restructured and, subject to the agreement of the Cabinet, it is intended that the establishment of the Section will be increased to cope with the increased workload generated by the current economic recession.

**LPI23 (a) Capital Projects 'Cost'**

**Responsible officer:** Bob Palmer

**Additional Information:** This indicator measures the delivery of capital projects. Performance against this indicator is reported at year-end only.

**Current and previous years**



**Current and previous years**

Year	Target	Actual	Target Met?
2009/0			
2008/9			

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

**Comment on current performance:**

This indicator is intended to be reported at year-end only, upon completion and sign-off of the annual accounts.



**Annual Target: 09/10:**  
08/09: 75.00%  
**Direction of improving performance:**

**Corrective action proposed (if required):**

A suitable definition of this indicator is currently being developed, in order to generate an appropriate performance measure.



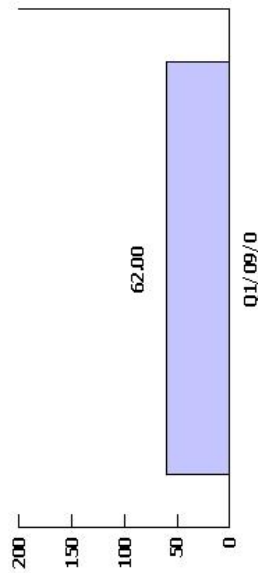
**LPI53 Number of completed investigations carried out by the Benefits Investigation Team**

**Responsible officer:** Bob Palmer

**Additional Information:**

This indicator monitors the effectiveness of the Benefit Fraud Team

**Current and previous quarters**



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



Uncertain

**Comment on current performance:**

(Quarter 1 09/10) This indicator was adopted with effect from April 2009, and no historical performance information is therefore available. The number of completed investigations this quarter was low due to the long term sickness of an experienced Investigation Officer who was absent for the majority of the quarter.

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	125.00	62.00	<b>X</b>

**Annual Target:09/10 - 500  
08/09 - N/A**

**Direction of improving performance:**



**Corrective action proposed (if required):**

(Quarter 1 09/10) The target being met relies upon all 3 Investigation Officers being productive throughout the year. Quarter 2 performance should show an improvement.



2009 / 10 Key Performance Indicators

5. Housing Directorate

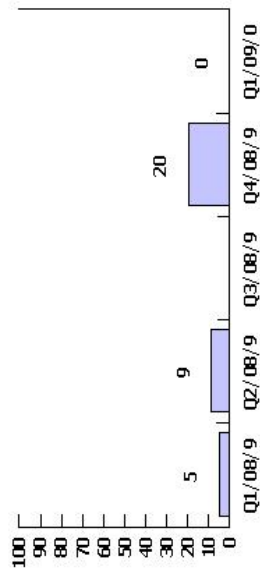
**NI155 Number of affordable homes delivered (gross)**

**Responsible officer:** Alan Hall

**Additional Information:**

This indicator promotes an increase in the supply of affordable housing through new-build completions, changes of use and conversions

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	14	0	<b>X</b>
Q4/08/9	66	20	<b>X</b>
Q3/08/9	49		
Q2/08/9	32	9	<b>X</b>
Q1/08/9	16	5	<b>X</b>

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

Annual Target:09/10 - 57  
08/09 - 66



**Comment on current performance:**

(Quarter 1 09/10) Development at the Epping Forest College and Pyries Lane sites are both progressing well, with some handovers due in the second quarter

**Corrective action proposed (if required):**

(Quarter 1 09/10) Handover of 9 units at Pyries Lane due in Q2, others will be completed later in the year.

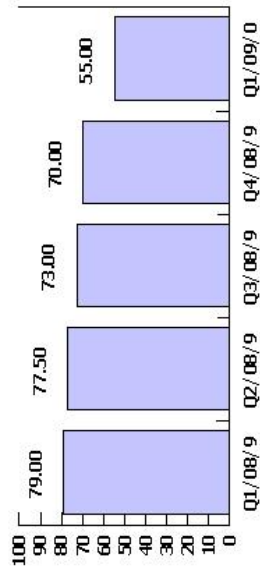
**NI156 Number of households living in temporary accommodation**

**Responsible officer:** Alan Hall

**Additional Information:**

This indicator monitors progress towards reducing the number of households in temporary accommodation provided under homelessness legislation

**Current and previous quarters**



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

**Comment on current performance:**

(Quarter 1 09/10) Target met in quarter

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	100.00	55.00	✓
Q4/08/9	104.00	70.00	✓
Q3/08/9	104.00	73.00	✓
Q2/08/9	104.00	77.50	✓
Q1/08/9	104.00	79.00	✓

**Annual Target:09/10 - 100  
08/09 - 104**

**Direction of improving performance:**



**Corrective action proposed (if required):**

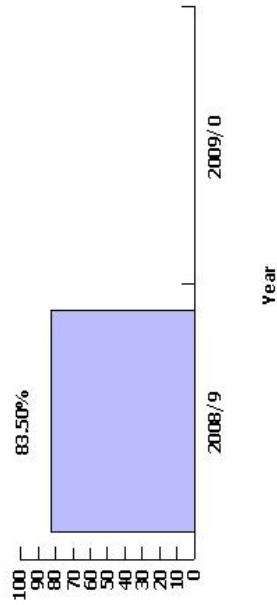
(Quarter 1 09/10) None required at this stage

**NI160 Local authority tenants' satisfaction with landlord services**

**Responsible officer:** Alan Hall

**Additional information:** This indicator encourages the delivery of good housing management services by local authorities where they retain ownership of council housing. The indicator is collected and reported every two years using a standard Tenant Satisfaction Survey


**Current and previous years**



**Current and previous years**

Year	Target	Actual	Target Met?
2009/0	-	-	-
2008/9	85.00%	83.50%	<b>X</b>

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

Annual Target: 09/10: N/A  
08/09: 85.00%  
Direction of improving performance: 

**Comment on current performance:**

Tenant satisfaction survey not required to be undertaken in 2009/10.

**Corrective action proposed (if required):**

Director of Housing to report.

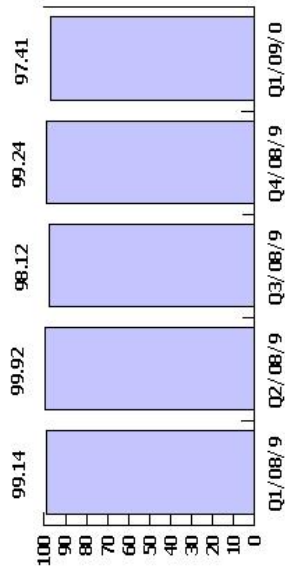
**LPI04 Rent collected as a proportion of rents owed on Housing Revenue Account dwellings**

**Responsible officer:** Alan Hall

**Additional information:**

This indicator is a measure of a local authority's rent collection and arrears recovery service

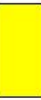
**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	98.80	97.41	X
Q4/08/9	98.81	99.24	✓
Q3/08/9	98.81	98.12	X
Q2/08/9	98.81	99.92	✓
Q1/08/9	98.81	99.14	✓

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



Uncertain

**Annual Target:09/10 - 98.80%  
08/09 - 98.81%**

**Direction of improving performance:**



**Comment on current performance:**

(Quarter 1 09/10) Due to the re-statement of tolerated trespasser arrears and the current economic climate, there is some uncertainty in achieving the target, although every effort will be made to do so.

**Corrective action proposed (if required):**

(Quarter 1 09/10) Increase due to tolerated trespasser arrears being added to the figures and the leniency of the courts in the current financial climate.

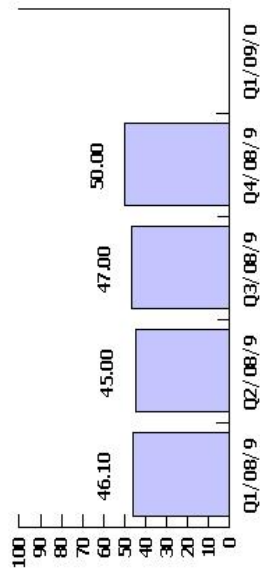
**LPI05 Average number of days to re-let Council dwellings**

**Responsible officer:** Alan Hall

**Additional Information:**

This indicator measures the Council's housing management performance, as it is important that property re-let times are kept to a minimum in view of current pressures on social housing

**Current and previous quarters**



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

Uncertain

**Comment on current performance:**

(Quarter 1 09/10) The void period has improved considerably during the first quarter of the year and it is hoped that the target for the year will be achieved. The Director of Housing will report with regard to first quarter performance against this Indicator.

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	40.00		
Q4/08/9	49.00	50.00	X
Q3/08/9	49.00	47.00	✓
Q2/08/9	49.00	45.00	✓
Q1/08/9	49.00	46.10	✓

Annual Target:09/10 - 40 days  
08/09 - 49 days

Direction of improving performance:



**Corrective action proposed (if required):**

(Quarter 1 09/10) Those properties which have been designated as suitable for the over 60's are among the most difficult to let. Despite all other measures currently in place, these properties continue to distort the void period, and consideration is being given to the possibility of 'de-designating' some of these properties. The Director of Housing is also reviewing the current definition for this indicator and will report in this respect.

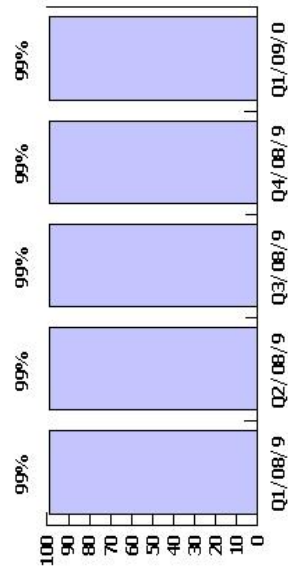
**LPI07 Emergency repairs undertaken within target time (24 hours)**

**Responsible officer:** Alan Hall

**Additional Information:**

This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	99%	99%	✓
Q4/08/9	99%	99%	✓
Q3/08/9	99%	99%	✓
Q2/08/9	99%	99%	✓
Q1/08/9	99%	99%	✓

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



Yes

Annual Target:09/10 - 99%  
08/09 - 99%

Direction of improving performance:



**Comment on current performance:**

(Quarter 1 09/10) Current performance against this indicator remains high and the target should be achieved at year-end.

**Corrective action proposed (if required):**

(Quarter 1 09/10) Director of Housing to report.



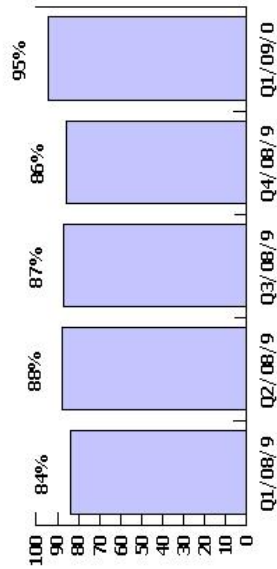
**LPI08 Urgent repairs undertaken within target time (5 days)**

**Responsible officer:** Alan Hall

**Additional information:**

This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	95%	95%	✓
Q4/08/9	95%	86%	✗
Q3/08/9	95%	87%	✗
Q2/08/9	95%	88%	✗
Q1/08/9	95%	84%	✗

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

**Comment on current performance:**

(Quarter 1 09/10) A significant improvement has been achieved against this indicator in the first quarter of the year and, if this level of performance is maintained, the target should be achieved at year-end.

Annual Target:09/10 - 95%  
08/09 - 95%

Direction of improving performance:

**Corrective action proposed (if required):**

(Quarter 1 09/10) Director of Housing to report.

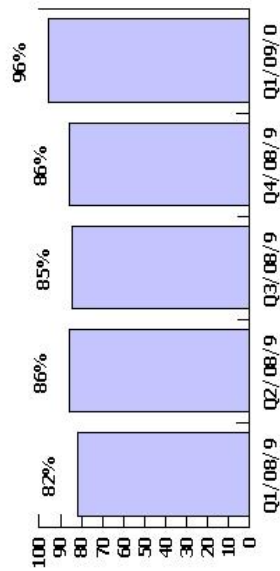
**LPI09 Routine repairs undertaken within target time (6 weeks)**

**Responsible officer:** Alan Hall

**Additional information:**

This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	90%	96%	✓
Q4/08/9	95%	86%	✗
Q3/08/9	95%	85%	✗
Q2/08/9	95%	86%	✗
Q1/08/9	95%	82%	✗

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

**Comment on current performance:**

(Quarter 1 09/10) A significant improvement has been achieved against this indicator in the first quarter of the year and, if this level of performance is maintained, the target should be achieved at year-end.

Annual Target:09/10 - 90%  
08/09 - 95%

Direction of improving performance:

**Corrective action proposed (if required):**

(Quarter 1 09/10) Director of Housing to report.

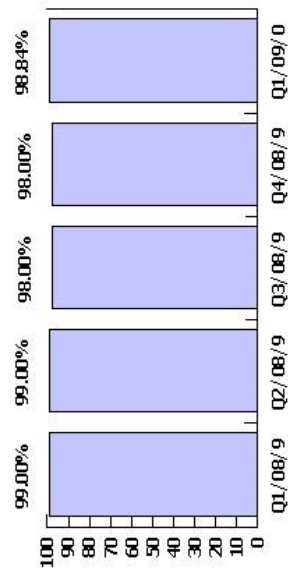
**LPI 10 Satisfaction with repairs**

**Responsible officer:** Alan Hall

**Additional Information:**

This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time and to the satisfaction of tenants

**Current and previous quarters**



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

**Comment on current performance:**

(Quarter 1 09/10) Current performance against this indicator remains high and the target should be achieved at year-end.

**Corrective action proposed (if required):**

(Quarter 1 09/10) Director of Housing to report.

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	98.00%	98.84%	✓
Q4/08/9	98.00%	98.00%	✓
Q3/08/9	98.00%	98.00%	✓
Q2/08/9	98.00%	99.00%	✓
Q1/08/9	98.00%	99.00%	✓

**Annual Target:09/10 - 98%  
08/09 - 98%**

**Direction of improving performance:**





2009 / 10 Key Performance Indicators

6. Planning & Economic Development

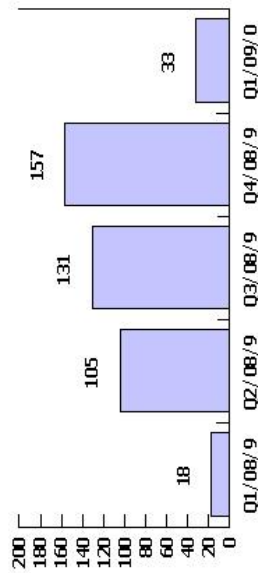
**NI154 Net additional homes provided**

**Responsible officer:** John Preston

**Additional Information:**

This indicator encourages a greater supply of new homes to address long-term housing affordability issues, and measures the net increase in dwelling stock over one year. The figure reported each quarter is the cumulative total for the year to date.

**Current and previous quarters**




**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	36	33	X
Q4/08/9	144	157	✓
Q3/08/9	108	131	✓
Q2/08/9	72	105	✓
Q1/08/9	36	18	X

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

Annual Target:09/10 - 144  
08/09 - 144

Direction of improving performance: 

**Comment on current performance:**

(Quarter 1 09/10) The nominal target for each quarter is 36, which equates to the actual annual target of 144. This quarter the target has been missed as only 33 units were completed - however, the past two financial years have also shown the lowest quarter is always the first one, so it seems that this pattern is being repeated. This may be because housebuilders rush to use up the last of their yearly budgets in the last quarter of every financial year, and are more frugal in the first quarter of every year. This figure was originally reported as 28, but updated information was received from the National House-Building Council on 12 August 2009 advised that an extra 5 units had been completed during June.

**Corrective action proposed (if required):**

(Quarter 1 09/10) No corrective action is proposed, as the figures are repeating the previous pattern, and it is still likely that the annual target will be achieved.

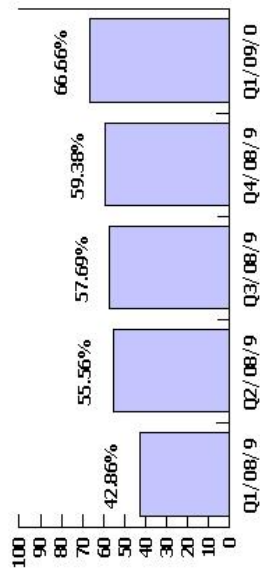
**NI157 (a) Processing of planning applications - 'Major' application types**

**Responsible officer:** John Preston

**Additional Information:**

This indicator ensures that local planning authorities determine major planning applications in a timely manner (within 13 weeks)

**Current and previous quarters**



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

Uncertain

**Comment on current performance:**

(Quarter 1 09/10) Performance against this indicator is always going to be volatile given the low number of major applications received, and the percentage figure can swing quite noticeably either way. For this quarter, 6 of 9 applications were dealt with within the target time. The remaining 3 applications were subject of renegotiation following consultation responses, resulting in the submission of revised plans, which delays the application being presented to a committee meeting where these applications are predominantly considered.

**Corrective action proposed (if required):**

(Quarter 1 09/10) Director of Planning & Economic Development to report.

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	81.00%	66.66%	X
Q4/08/9	80.71%	59.38%	X
Q3/08/9	80.71%	57.69%	X
Q2/08/9	80.71%	55.56%	X
Q1/08/9	80.71%	42.86%	X

Annual Target:09/10 - 81.00%  
08/09 - 80.71%



Direction of improving performance:

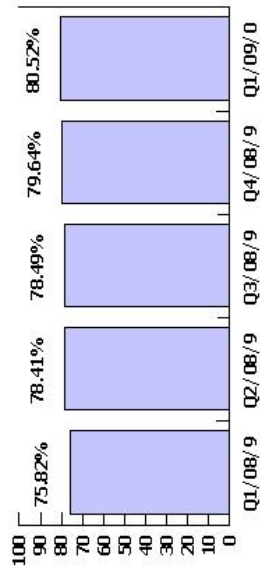
**NI157 (b) Processing of planning applications - 'Minor' application types**

**Responsible officer:** John Preston

**Additional Information:**

This indicator ensures that local planning authorities determine 'minor' planning applications in a timely manner (within 8 weeks)

**Current and previous quarters**



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



Uncertain

**Comment on current performance:**

(Quarter 1 09/10) The first quarter shows a slight improvement compared with last year, but the target is proving hard to achieve when half of the 'Minor' type of planning applications involve redevelopment of sites for new houses and it only takes more than one third-party objection to trigger an application being recommended for referral to a Committee for determination.

**Corrective action proposed (if required):**

(Quarter 1 09/10) Director of Planning & Economic Development to report.

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	84.00%	80.52%	<b>X</b>
Q4/08/9	83.66%	79.64%	<b>X</b>
Q3/08/9	83.66%	78.49%	<b>X</b>
Q2/08/9	83.66%	78.41%	<b>X</b>
Q1/08/9	83.66%	75.82%	<b>X</b>

Annual Target:09/10 - 84.00%  
08/09 - 83.66%

Direction of improving performance:



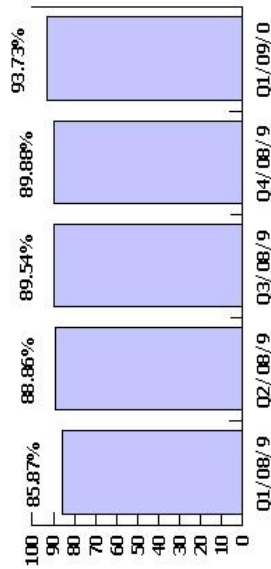
**NI157 (c) Processing of planning applications - 'Other' application types**

**Responsible officer:** John Preston

**Additional Information:**

This indicator ensures that local planning authorities determine 'other' planning applications in a timely manner (within 8 weeks)

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	93.00%	93.73%	✓
Q4/08/9	92.57%	89.88%	✗
Q3/08/9	92.57%	89.54%	✗
Q2/08/9	92.57%	88.86%	✗
Q1/08/9	92.57%	85.87%	✗

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

**Comment on current performance:**

(Quarter 1 09/10). The target for the first quarter has been surpassed. Hopefully, this can be maintained, despite the Development Control team being an officer post down and an agency planner less since the end of May 2009, reflecting the reduction in planning applications since this time last year.

Annual Target:09/10 - 93.00%  
08/09 - 92.57%



Direction of improving performance:

**Corrective action proposed (if required):**

(Quarter 1 09/10) Director of Planning & Economic Development to report.



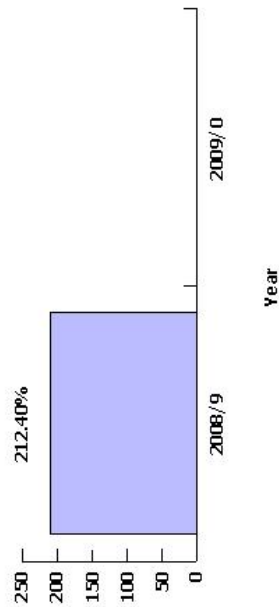
**NI159 Supply of ready to develop housing sites**

**Responsible officer:** John Preston

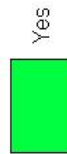
**Additional Information:** This indicator measures the ability of local planning authorities to maintain a five-year supply of deliverable sites for housing through the Local Development Framework, and is the total number of net additional dwellings that are deliverable as a percentage of the planned housing provision (in net additional dwellings) for the five year period

**Current and previous years**

Year	Target	Actual	Target Met?
2009/0	100.00%		
2008/9	100.00%	212.40%	✓



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



**Comment on current performance:**

This is a yearly figure calculated from the 5 year assessment of land supply in December each year. The figure for 2009/10 cannot be calculated until December 2009. However, it is extremely likely that the target will be met, and exceeded. A good performance is 100.00% or higher.

**Annual Target: 09/10: 100.00%**



**Direction of improving performance:**

**08/09: 100.00%**

**Corrective action proposed (if required):**

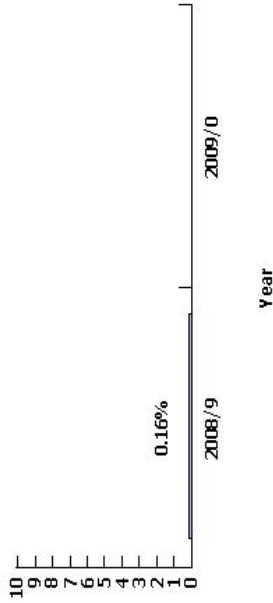
Director of Planning & Economic Development to report.

**NI170 Previously developed land that has been vacant or derelict for more than 5 years**

**Responsible officer:** John Preston

**Additional information:** This indicator measures the success of local authorities in facilitating the re-use of brown field land as a contribution to regeneration and economic growth, and is expressed (in percentage terms) as the area of developed land that is vacant or derelict for more than five years

**Current and previous years**



**Current and previous years**

Year	Target	Actual	Target Met?
2009/0	1.00%		
2008/9	10.00%	0.16%	✓

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



Yes

**Annual Target: 09/10:**

**08/09: 10.00%**

**Direction of improving performance:**



**Comment on current performance:**

This is a yearly figure calculated from the NLUD return each October. The 2008/09 outturn was 0.16%. The 2008/09 target was 10.00% or lower. The lower the percentage, the better the performance is. The 2008/09 target was met.

**Corrective action proposed (if required):**

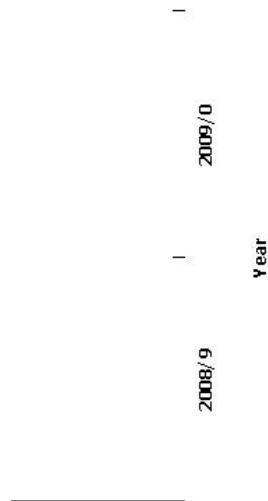
Director of Planning & Economic Development to report.

**NI185 CO2 reduction from local authority operations**

**Responsible officer:** John Preston

**Additional information:** This indicator supports the achievement of the Government's climate change objectives, as the public sector is in a key position to lead on carbon emissions by setting a behavioural and strategic example.

**Current and previous years**



**Current and previous years**

Year	Target	Actual	Target Met?
2009/0			
2008/9			

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



**Annual Target: 09/10:**  
08/09: N/A  
**Direction of improving performance:**

**Comment on current performance:**

Performance against this indicator is reported annually by the Department for the Environment and Climate Change, although outturn details for 2008/09 have not yet been published. No target was set for 2008/09, although the outturn for the year will provide a baseline against which performance in 2009/10 can be targeted.

**Corrective action proposed (if required):**

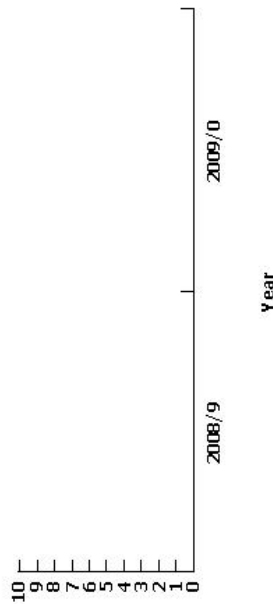
Director of Planning & Economic Development to report.

**NI186 Per capita reduction in CO2 emissions in the LA area**

**Responsible officer:** John Preston

**Additional information:** This indicator supports the achievement of the Government's climate change objectives, as the public sector is in a key position to lead on carbon emissions by setting a behavioural and strategic example. Performance against this indicator is reported at year-end only.

**Current and previous years**



**Current and previous years**

Year	Target	Actual	Target Met?
2009/0	3.0%		
2008/9			

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



**Annual Target: 09/10: 3.00%**  
**08/09: N/A**  
**Direction of improving performance:**

**Comment on current performance:**

Performance against this indicator is reported annually by DECC, although details for 2008/09 have not yet been published.

**Corrective action proposed (if required):**

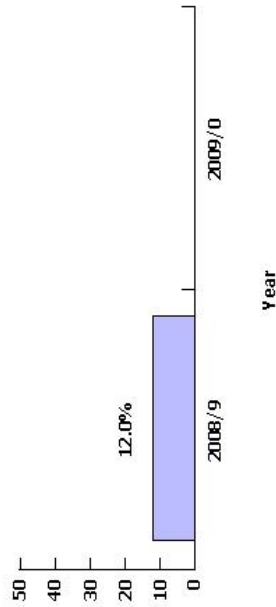
Director of Planning & Economic Development to report.

**NI187 Tackling fuel poverty - Percentage of people receiving income based benefits living in homes with a low energy efficiency**

**Responsible officer:** John Preston

**Additional Information:** This indicator assesses levels of fuel poverty through an annual survey of people receiving income based benefits living in homes with low energy efficiency ratings.

**Current and previous years**



**Current and previous years**

Year	Target	Actual	Target Met?
2009/0	11.5%		
2008/9		12.0%	

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

**Annual Target: 09/10: 11.5%**

**08/09: N/A**

**Direction of improving performance:**



**Comment on current performance:**

Performance against this indicator is reported at year-end only. No target set for 2008/09.

**Corrective action proposed (if required):**

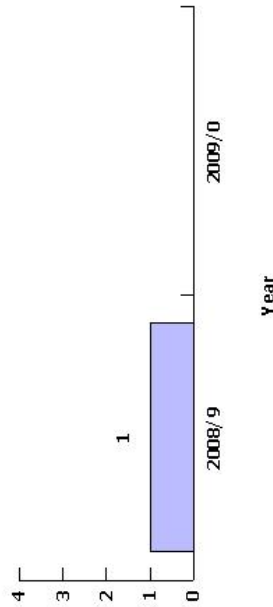
Director of Planning & Economic Development to report.

**NI188 Planning to Adapt to Climate Change**

**Responsible officer:** John Preston

**Additional information:** This indicator ensures that local authorities are prepared to manage risks to service delivery, the public, local communities, local infrastructure, businesses and the natural environment, from a changing climate.

**Current and previous years**



**Current and previous years**

Year	Target	Actual	Target Met?
2009/0	2		
2008/9	1	1	✓

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

**Annual Target: 09/10: 2**

**Direction of improving performance:**



**08/09: 1**

**Comment on current performance:**

Performance against this indicator is reflected as a level of preparedness ranging from 0 (Baseline) to 4 (Highest), and is reported at year-end only. Although a Level 3 target was originally set for the indicator for 2008/09, it was intended that only Level 1 would be achieved by the end of the year. The achievement of Level 1 against the indicator for 2008/09 was in accordance with the target in the Council's Climate Change Strategy and that of the Essex Local Agreement.

**Corrective action proposed (if required):**

Director of Planning & Economic Development to report.

**NI194 Air quality - % reduction in NOx and primary PM10 emissions through local authority's estate and operations**

**Responsible officer:** John Preston

**Additional information:** This indicator measures the percentage reduction in NOx and primary PM10 emissions through the Council's estate and operations, to identify local authorities that are proactive in minimising air pollution emissions

**Current and previous years**



**Annual Target: 09/10:**  
**08/09:**      **Direction of improving performance:**

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

**Comment on current performance:**

Performance against this indicator is reported annually by the Department for the Environment and Climate Change, although outturn details for 2008/09 have not yet been published. No target was set for 2008/09, although the outturn for the year will provide a baseline against which performance in 2009/10 can be targeted.

**Corrective action proposed (if required):**

Director of Planning & Economic Development to report.

**LPI 44 Achievement of milestones within Local Development Scheme**

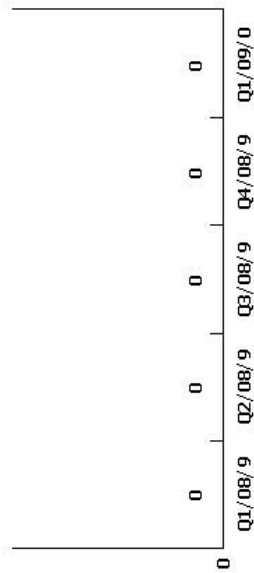
**Responsible officer:** John Preston

**Additional Information:**

This indicator ensures that local planning authorities plan effectively for their areas. Performance is represented by a 'Yes' (1) or 'No' (0) response to whether milestones within the Local Development Scheme have been achieved.

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	1	0	X
Q4/08/9	1	0	X
Q3/08/9	1	0	X
Q2/08/9	1	0	X
Q1/08/9	1	0	X



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

No

**Annual Target:09/10 - Yes = 1  
08/09 - Yes = 1**



**Direction of improving performance:**

**Comment on current performance:**

(Quarter 1 09/10) No progress has been made on the development of an updated Local Development Scheme due to competing priorities. However, it is intended that a report will be made to Members in November 2009 in relation to a new Local Development Scheme, tied in with the preparation of the Harlow Options Appraisal as required by the East of England Plan. The Local Development Scheme will then have to be submitted to GO-East for final acceptance, at which point relevant milestones will be identified and monitoring as required by this indicator.

**Corrective action proposed (if required):**

(Quarter 1 09/10) Director of Planning and Economic Development to report.



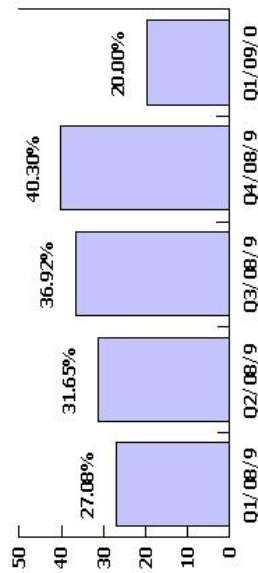
**LPI 45 Number of appeals allowed against refusal of planning applications, as percentage of the total number of appeals against refusals**

**Responsible officer:** John Preston

**Additional Information:**

This indicator seeks to assess the levels of applications that may be refused in order to meet development control performance targets

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q1/09/0	25.00%	20.00%	✓
Q4/08/9	25.00%	40.30%	✗
Q3/08/9	25.00%	36.92%	✗
Q2/08/9	25.00%	31.65%	✗
Q1/08/9	25.00%	27.08%	✗

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



Uncertain

Annual Target:09/10 - 25.00%  
08/09 - 25.00%

Direction of improving performance:



**Comment on current performance:**

(Quarter 1 09/10) A total of 25 appeals were decided in the first quarter, lower than this stage last year. It would take only 7 appeals, as opposed to the 5 in this quarter, to be allowed for the actual percentage figure to exceed the target. 86% of delegated decisions (19 of 22) were supported on appeal, indicating support for delegated agreement, but a greater number of recommendations reversed at Area Plans Committees and District Development Control Committee and then not supported on appeal (2 of the 3 in this case) would see a failure to achieve the target. Therefore, despite this encouraging first quarter, it remains uncertain whether the target will be achieved at year-end.

**Corrective action proposed (if required):**

Director of Planning & Economic Development to report.

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**Report to: Finance & Performance**

**Management Scrutiny Panel**

**Date of meeting: 25 August 2009**

**Subject: Quarterly Financial Monitoring**

**Officer contact for further information: Peter Maddock (01992 56 4602).**

**Committee Secretary: Adrian Hendry (01992 56 4246)**

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### **Recommendation:**

**That the Panel note the Revenue and Capital Financial Monitoring Report for the First Quarter of 2009/10**

### **Executive Summary**

The report provides a comparison between the profiled budgets for the period ended 30 June 2009 and the actual expenditure or income as applicable.

### **Reasons for Proposed Decision**

To note the first quarter financial monitoring report for 2009/10.

### **Other Options for Action**

No other options available.

### **Report:**

1. The Panel has within its terms of reference to consider financial monitoring reports on key areas of income and expenditure. This is the first quarterly report for 2009/10 and covers the period from 1 April 2009 to 30 June 2009. The reports are presented based on which directorate is responsible for delivering the services to which the budgets relate.
2. Salaries monitoring data is presented as well as it represents a large proportion of the authorities expenditure and is an area where historically large under spends have been seen.

### **Revenue Budgets (Annex 1 – 9)**

3. Comments are provided on the monitoring schedules but a few points are highlighted here as they are of particular significance. The salaries schedule (Annex 1) shows an under spend of £255,000 or 5.1%. The largest under spend is still on the Planning Services Directorate of £55,000 (9.5%) however appointments have recently been made to two posts that have been vacant for a while. The budget allowed for a pay award of 2.5% so roughly half of the 5.1% equates to under spend from vacancies. Having said that given the current economic climate and level of inflation it is unlikely any award will reach this level. Indeed an offer of 1.0% has now been made regarding the 2009/10 pay award. The revised estimates for 2009/10 will need to be adjusted to take this into account.

4. Building Control Income shows an under achievement of £29,000. The 2009/10 budget was set on the basis of recovering the costs incurred in 2009/10 plus the £15,000 deficit that existed at 31 March 2008. To this end fees were increased by 8% from 1 April 2009. Taking into account the 2008/09 outturn the deficit is now £25,000. Whilst it may still be possible to breakeven on this years expenditure it will be difficult to recover the additional £25,000 without increasing fees further or ceasing the use of consultants altogether. Clearly some action needs to be taken to bring the situation back into line and this is currently being considered.
5. Investment Interest levels in 2009/10 will now be lower than that in the Estimate unless rates rise fairly quickly, which looks unlikely. Toward the end of the quarter interest rates of around 1.2% were being achieved on 3 month lending. Now rates are nearer 0.9%. At the end of June interest of £452,000 had been earned, £83,000 down on expectations and the outturn could be as much as £400,000 down in a full year. Investigations are underway to see whether other types of investment could help make up some of the shortfall but options appear to be somewhat limited without taking on additional risk which in the current climate could not be recommended. The loss of interest will be shared between the General Fund and HRA. It is possible that the loss of HRA interest will be mitigated if Central Government agree to take in to account the fall in interest rates since the issue of the 2009/10 Subsidy Determination. Local authorities including this Council have raised concerns regarding the assumed interest rate, (6.23%), used in the subsidy formula, the DCLG undertook to review this and indeed the mid-year claim quotes a figure of 2.00%, which is clearly far more reasonable. However no official notification has as yet been received to confirm that this rate will be used. On a brighter note the Council has received the first tranche of money back in relation to the Heritable Bank loans. A 15% return was due in July equating to £376,000 in the event £404,000 was received.
6. Development Control income at Month 3 is £19,000 above expectations. This is due to the fee of £49,000 relating to St Johns School. Even with this though Income is below the level at Quarter 1 in 2008/09. There has been a reduction in application levels compared to the first quarter of 2008/09, which suggests that fee levels might struggle to reach those estimated but income levels are also dependant on the size of applications rather than just the quantity. A few quite large applications could easily keep the income levels on track as the receipt of the St Johns School fee demonstrates.
7. Hackney Carriage licensing income continues to be buoyant and if anything has increased slightly on the same period last year.
8. Income from industrial estates is higher than expectations due to a number of rent reviews being backdated to April 2008.
9. The Housing Repairs Fund shows an under spend of £214,000 most of this is because there tends to be a higher proportion of repairs necessary during the second half of the financial year.
10. Payments to the Waste Management contractor are lagging behind expectations in that no payments relating to 2009/10 had been made by 30 June 2009. The April and May invoices have now been received and are expected to be paid shortly. Whilst this obviously shows as an under spend on Refuse Collection, Street Cleansing and Recycling it is also the main reason for the under spend on Special Services within the HRA.
11. The payments to Sports and Leisure Management Ltd are up to date as of 30 June 2009.
12. Where income budgets are not likely to be met, or under and overspends are expected this is noted on the schedules. Where no comment exists the actual outturn,

at this point in time, is expected to be broadly in line with budgets.

### **Capital Budgets (Annex 10-16)**

13. Tables for capital expenditure monitoring purposes (annex 10 -16) are included for the three months to 30 June. The tables show the major schemes separately with other more minor items being summarised. There is a brief commentary on each item highlighting the scheme progress.
14. The full year budget for comparison purposes is the original budget updated for amounts brought forward from 2008/09 and any additional items agreed up to the last Cabinet. A full review of the Capital Programme is due to go to Cabinet on 12 October 2009.

### **Major Capital Schemes (Annex 17)**

15. Annex 17 looks at progress on those schemes with total budget provision in excess of £1m. The schedule monitors the schemes in total rather than by financial year. The total cost figures shown in columns six and seven therefore relate to two or more financial years. The original anticipated start dates where applicable are also included and where this was not achieved a revised or actual start date is given. There is also some commentary on the schemes for information.

### **Conclusion**

16. There is particular concern over the anticipated level of income from Building Control fees and Investment Interest. With regard to Building Control a decision needs to be made on how best to bring the account back into line. With regard to Investment Interest consideration needs to be given to how it might be possible to mitigate the effects, though it now looks as if the HRA element will be adjusted for within the subsidy system.
17. Income from Development Control and Land Charges will also need to be closely monitored as despite being in line with the estimates at Month 3, it will not take much to push income levels off track.
18. The panel is asked to note the position on both revenue and capital budgets as at Month 3 and the Major Capital Schemes monitoring schedule.

### **Consultations Undertaken**

This report has been circulated to Portfolio-holders. An oral update will be provided to cover any additional comments or information received from Portfolio-holders.

### **Resource Implications**

Additional resource requirements may arise due to shortfalls in income. These issues will be kept under review and necessary adjustments to income levels will be included within the revised estimates.

### **Legal and Governance Implications**

Reporting on variances between budgets and actual spend is recognised as good practice and is a key element of the Council's Governance Framework.

### **Safer, Cleaner, Greener Implications**

The Council's budgets contain spending in relation to this initiative.

**Background Papers**

Various budget variance working papers held in Accountancy.

**Impact Assessments**

These reports are a key part in managing the financial risks faced by the Council. In the current climate the level of risk is increasing. Prompt reporting and the subsequent preparation of action plans in Cabinet reports should help mitigate these risks.

JUNE 2009 - SALARIES

<u>SERVICE</u>	<u>2009/10</u>			<u>2008/09</u>		
	<u>EXPENDITURE</u>	<u>BUDGET</u>	<u>VARIATION</u>	<u>EXPENDITURE</u>	<u>BUDGET</u>	<u>VARIATION</u>
	<u>TO 30/06/09</u>	<u>PROVISION</u>	<u>FROM BUDGET</u>	<u>TO 30/06/08</u>	<u>PROVISION</u>	<u>FROM BUDGET</u>
	<u>£000</u>	<u>(ORIGINAL)</u>	<u>(ORIGINAL)</u>		<u>(ORIGINAL)</u>	<u>(ORIGINAL)</u>
		<u>£000</u>	<u>%</u>	<u>£000</u>	<u>£000</u>	<u>%</u>
OFFICE OF THE CHIEF EXECUTIVE	207	219	-5.3	207	213	-2.8
DEPUTY CHIEF EXECUTIVE	343	364	-5.8	319	336	-5.1
CORPORATE SUPPORT SERVICE DIRECTORATE *	597	617	-3.2	573	580	-1.2
FINANCE & ICT DIRECTORATE *	952	960	-0.8	908	965	-5.9
HOUSING DIRECTORATE *	1,238	1,318	-6.1	1,237	1,273	-2.8
ENVIRONMENT & STREET SCENE DIRECTORATE *	901	961	-6.2	840	902	-6.9
PLANNING & ECONOMIC DEVELOPMENT DIRECTORATE *	523	578	-9.5	525	579	-9.3
<b>TOTAL</b>	<b>4,761</b>	<b>5,016</b>	<b>-5.1</b>	<b>4,609</b>	<b>4,848</b>	<b>-4.9</b>

\* Agency costs are included in the salaries expenditure.

Please note a vacancy allowance has been deducted in all service budget provisions.

The Budget Provision figures for 2009/10 include 3.36% inflation (2.6% Pay award & 0.76 Ers superannuation)

	09/10 Full Year Budget £'000	First Quarter			09/10 Variance Budget v Actual		<u>Comments</u>
		09/10 Budget £'000	09/10 Actual £'000	08/09 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Grants to Voluntary Groups	195	57	57	30	0	0.00	As the result of a change in the method of accounting, grants committed in 2008/09 but not paid out are no longer carried forward as credits to expenditure but as an increase to the budget. Grants carried forward amounted to £64,412, of which £41,887 were outstanding at the end of Quarter 1. Grants approved in the current quarter amount to £52,000 of which £35,000 has been paid out.
Voluntary Sector Support	165	80	79	78	-1	-0.75	The figures include grants to the CAB and VAEF which are paid twice yearly in 50% instalments in April and October 2009
	360	137	136	108			



	09/10 Full Year Budget £'000	First Quarter			09/10 Variance Budget v Actual		Comments		
		09/10 Budget £'000	09/10 Actual £'000	08/09 Actual £'000	£'000	%			
		Major expenditure items:							
		Building Maintenance	348	34	29	35		-5	-14.71

	09/10 Full Year Budget £'000	First Quarter			09/10 Variance Budget v Actual		Comments
		09/10 Budget £'000	09/10 Actual £'000	08/09 Actual £'000	£'000	%	
Major income items:							
Hackney Carriages	148	37	49	47	12	32.02	There has been a continuing increase in the number of applications for private hire driver and vehicle licenses possibly due to rising levels of unemployment, and the switch to this occupation.
Licensing & Registrations	101	14	11	14	-3	-23.01	The first quarter of 2009/10 has seen a decrease in the number of premises license, temporary event and gambling applications received, possibly due to the current economic climate.
Local Land Charges	150	46	44	55	-2	-4.79	Despite reports of an improvement in the housing market, and a significant increase on the previous quarter, land charges income has not yet recovered to the levels achieved in the first quarter of 2008/09. The number of official searches for the first quarter stands at 363 which is 66% of the figures for the previous year. Personal searches are 490 which is 76% of the figures for the previous year. As a result of changes in Government legislation controlling local authority charges for property searches the official search fee was reduced from £120 to £100 on 6 April 2009. The new charging regime for personal searches has assisted in achieving a higher level of income from this source.
Industrial Estates	877	403	415	390	12	2.96	Included in this item is additional income from rent arrears for properties at Oakwood Hill Industrial Estate where leases have been reviewed and backdated to April 2008. There have been reductions in income at Brooker Road Industrial Estate resulting from reduced rent from advertising hoardings, and voids at Oakwood Hill Workshop units.
Land & Property	221	48	46	55	-2	-4.17	Commission from the David Lloyd Centre turnover is yet to be received for 2008/09, and will be included in Quarter 2.
	1,497	548	565	561			

	09/10 Full Year Budget £'000	First Quarter			09/10 Variance Budget v Actual		<u>Comments</u>
		09/10 Budget £'000	09/10 Actual £'000	08/09 Actual £'000	£'000	%	
<u>Major expenditure items</u>							
Forward Planning	735	83	82	25	-1	-1.20	The majority of this budget relates to the Local Development Framework, work for which is ongoing but has been delayed due to the extension of the public consultation exercise and uncertainties around the East of England plan. The major expenditure items are currently scheduled for the third and fourth quarters of the year but are under review.
	735	83	82	25			
<u>Major income items</u>							
Development Control	605	140	159	175	19	13.56	Development Control income for the first quarter includes application fee for St Johns School amounting to £48,530, despite this the level is still below that achieved in the first quarter of 2008/09. There has been a decrease in the number of applications received of approximately 20% compared to the same period last year.
Building Control Fee Earning	642	166	137	148	-29	-17.69	Following the trend in the decrease in Development applications, there has been a corresponding fall in building work undertaken, and subsequently a fall in control fees. It already looks unlikely that the budget will be met.
	1,247	306	296	323			

	09/10 Full Year Budget £'000	First Quarter			09/10 Variance Budget v Actual		Comments
		09/10 Budget £'000	09/10 Actual £'000	08/09 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Information Technology	821	505	549	417	44	8.6	The majority of maintenance contracts payments are now made to suppliers annually in advance, as a result the expenditure in the first quarter is higher than in previous years and the budget has been reprofiled accordingly. There have been some increases in maintenance costs but these can be contained within the overall ICT budgets.
Telephones	192	56	58	29	2	3.6	Maintenance costs for the switchboard are now paid annually in advance, instead of on a quarterly basis, which accounts for the variance between 2008/09 and the current year.
Bank & Audit Charges	247	5	5	2	0	0.00	No significant expenditure occurs in either audit or bank charges until quarter 2
	1,260	566	612	448			
<u>Major income items:</u>							
Investment Income	2,142	535	452	872	-83	13.70	Investment interest has been lower than expected, due to the worsening market rates since the estimates were produced and the early return of a long term investment by the borrower. The estimated level of investment interest will not now be achieved.
	2,142	535	452	872			

	09/10 Full Year Budget £'000	First Quarter			09/10 Variance Budget v Actual		<u>Comments</u>
		09/10 Budget £'000	09/10 Actual £'000	08/09 Actual £'000	£'000	%	
		<u>Major expenditure items:</u>					
Museum	90	30	35	40	5	16.67	The museum have been occupying space at the Royal Gunpowder Mills free of charge, however a charge for this is now made which has led to an overspend. This will be covered by underspends on other budgets within the Museum cost centre.

2009/10 DIRECTORATE FINANCIAL MONITORING - HOUSING GENERAL FUND

ANNEX 7

	09/10 Full Year Budget £'000	First Quarter			09/10 Variance Budget v Actual		<u>Comments</u>
		09/10 Budget £'000	09/10 Actual £'000	08/09 Actual £'000	£'000	%	
<u>Major expenditure items</u>							
Bed & Breakfast Accommodation	137	34	23	35	-11	-32.35	The underspend and the reduction in income is due to a drop in placements in Bed & Breakfast Accommodation. The work of the Homelessness prevention team has been instrumental in achieving this.
<u>Major income items</u>							
Bed & Breakfast Accommodation	158	39	20	29	-19	-48.72	

## DIRECTORATE FINANCIAL MONITORING - ENVIRONMENTAL AND STREET SCENE

	09/10 Full Year Budget £'000	First Quarter			09/10 Variance Budget v Actual		Comments
		09/10 Budget £'000	09/10 Actual £'000	08/09 Actual £'000	£'000	%	
Major expenditure items:							
Refuse Collection	1,818	322	-67	-243	-389	-120.81	} There have been no payments made relating to 2009/10 as yet. The payments relating to January to March were not paid until well into 2009/10 and the charges made to the 2008/09 were higher than actually materialised. There are also still some unpaid 2008/09 commitments. Recycling shows a positive expenditure figure due to the purchase of sacks.
Street Cleansing	1,436	239	-41	-339	-280	-117.15	
Recycling	2,182	468	107	-74	-361	-77.14	
Highways General Fund	371	66	65	74	-1	-1.5	
Off Street Parking	553	202	195	158	-7	-3.47	} Payments to the Parking Contractor are up to date in 2009/10. In 2008/09 payments at this stage were a month behind.
On Street Parking	380	61	58	29	-3	-4.92	
Playgrounds & Open Spaces	230	58	57	47	-1	-1.72	
North Weald Centre	316	89	57	121	-32	-35.96	} The underspend relates to the maintenance of North Weald Airfield. The budgets has been profiled in line with previous years expenditure pattern however there has been less expenditure in the first quarter in 2009/10 than during the first quarter of 2008/09.
	7,286	1,505	431	-227			

## DIRECTORATE FINANCIAL MONITORING - ENVIRONMENTAL AND STREET SCENE

	09/10 Full Year Budget £'000	First Quarter			09/10 Variance Budget v Actual		Comments
		09/10 Budget £'000	09/10 Actual £'000	08/09 Actual £'000	£'000	%	
<u>Contract cost Monitoring</u>							
Leisure Facilities:-							
Loughton Leisure Centre	27	2	2	5	0	0.00	}
Epping Sports Centre	292	24	24	14	0	0.00	}
Waltham Abbey Swimming Pool	460	38	38	36	0	0.00	}
Ongar Sports Centre	297	25	24	24	-1	-4.00	}
	1,076	89	88	79			
<u>Major income items:</u>							
Refuse Collection	151	11	-8	-28	-19	-172.73	Tipping away contributions relating to the final quarter of 2008/09 are still awaited. This was also the case last year.
Recycling	910	152	152	1	0	0.00	Recycling Credits are now received monthly rather than quarterly. The budget is profiled on the basis of receiving the income the month following that to which it relates.
Off Street Parking	1,088	265	288	271	23	8.68	Penalty charge notice income overall has increased when compared to the same period last year. However Off Street notices have gone up and on street has seen a reduction.
On Street Parking	519	130	114	122	-16	-12.31	
North Weald Centre	1,361	478	479	407	1	0.21	
	4,029	1,036	1,025	773			



	09/10 Full Year Budget £'000	First Quarter			09/10 Variance Budget v Actual		Comments
		09/10 Budget £'000	09/10 Actual £'000	08/09 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Managing Tenancies	277	239	235	224	-4	-1.67	
Housing Repairs	5,947	1,464	1,250	1,132	-214	-14.62	The underspend mainly relates to the responsive repairs area of the repairs fund. The budget is profiled evenly across the year, as it is unknown when responsive repairs will be required.
Special Services	1,720	385	195	258	-190	-49.35	There are a number of areas showing an underspend the most significant relating to the Housing Land Cleansing which is carried out by the Waste Management Contractor.
	7,944	2,088	1,680	1,614			
<u>Major income items:</u>							
Non-Dwelling Rents	2,552	638	661	528	23	3.61	Actual income is higher due to a number of rent reviews however there are also fewer empty shops than assumed within the budget.
Gross Dwelling Rent	25,386	6,346	6,351	5,642	5	0.08	There was only one Council House sale in the first quarter.
	27,938	6,984	7,012	6,170			

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2009/10 CAPITAL MONITORING -  
CORPORATE SUPPORT SERVICE

ANNEX 10

	09/10 Full Year Budget	First Quarter		09/10 Variance Budget v Actual		<u>Comments</u>
		09/10 Budget	09/10 Actual	£'000	%	
	£'000	£'000	£'000			
Civic Office Works	552	60	6	-54	-90	The Planned Maintenance Programme for the Civic Offices has recently been re-assessed and 11 of the projects are currently underway and expected to be completed this financial year. However, it is anticipated that 6 projects will slip into 2010/11. A carry forward in the region of £314,000 is likely to be recommended as part of the Capital Review.
Other Planned Maintenance	73	0	0	0	0	This includes budgets of £50,000 for the Upgrade of the Industrial Units; £15,000 for the flat roof at Waltham Abbey Swimming Pool; and £8,000 for the Museum Roof. These projects are planned for later in the year.
<b>Total</b>	<b>625</b>	<b>60</b>	<b>6</b>			

2009/10 CAPITAL MONITORING -  
FINANCE & ICT.

ANNEX 11

	09/10 Full Year Budget	First Quarter		09/10 Variance Budget v Actual		<u>Comments</u>
		09/10 Budget	09/10 Actual	£'000	%	
	£'000	£'000	£'000			
General Capital Contingency	177	0	0	0	0	This unallocated budget is automatically profiled into month 12 unless authority is granted to use it on a specific scheme. It is then moved to the relevant General Fund Capital heading.
Customer Services Transformation Programme	500	0	0	0	0	See comments on major schemes schedule.
ICT Projects	602	59	52	-7	-12	A programme of ICT capital projects for 2009/10 has been drawn up; several schemes have already commenced and some large schemes are due to be undertaken later in the year.
<b>Total</b>	<b>1,279</b>	<b>59</b>	<b>52</b>			

	09/10 Full Year Budget £'000	First Quarter		09/10 Variance Budget v Actual		Comments
		09/10 Budget £'000	09/10 Actual £'000	£'000	%	
Leisure Centre Works	1,676	163	126	-37	-23	Feasibility studies are being undertaken in respect of works to the playing fields at Ongar and sports facilities in Waltham Abbey. A report will be presented to members regarding funding the Ongar scheme once the information is available. The fitness equipment at Loughton Leisure Centre has been purchased and the outstanding works on the sports centre are due to be finalised this year.
Waste Management Equipment & Vehicles	1,875	0	0	0	0	All bins and kitchen caddies have been ordered and distribution to residents has now commenced; this is expected to take four to five weeks. Five vehicles have also been ordered and we are on target to start the new collection service in September.
Bovingworth Tip	254	64	-50	-114	-179	See comments on major schemes schedule.
Car Parking & Traffic Schemes	857	214	-86	-300	-140	The negative actual spend relates to expenditure due to Essex County Council charged to 2008/09 but not paid to date. Officers have been pursuing and finalising the outstanding invoices, which are expected to be paid shortly. Estimates in respect of current and future commitments are also being re-assessed and carry forwards are likely.
North Weald Airfield	288	72	1	-71	-99	The £10,000 budget for the fire cover vehicle was brought forward from 2008/09 and it is expected to be spent this financial year. The contribution for capital improvement works in respect of the market at North Weald Airfield will be revised downwards significantly as part of the Capital Review.
Other Environmental works	282	0	0	0	0	The Safer Cleaner Greener equipment, remaining refuse bins for flats and grounds maintenance vehicles are all expected to be purchased before the end of the year. Capital works relating to flood alleviation schemes are being assessed and it is likely that some of this budget will be carried forward.
<b>Total</b>	<b>5,232</b>	<b>513</b>	<b>-9</b>			

	09/10 Full Year Budget	First Quarter		09/10 Variance Budget v Actual		<u>Comments</u>
		09/10 Budget	09/10 Actual	£'000	%	
	£'000	£'000	£'000			
Youth Sports Facilities	9	0	0	0	0	Only a small sum remains unspent of the original £300,000 allocation. Requests for the final grant approvals are being considered.
Children's Play Facilities	162	0	0	0	0	The play park at Limes Farm was completed last year and the youth facilities are due to be completed by the end of August. The playground equipment at Hoe Lane, Nazeing is now fully installed and the payment is being processed in August. The final two projects at Elizabeth Close, Nazeing and Pancroft Ring, Lambourne are planned for September/October 2009 and February/March 2010 respectively.
<b>Total</b>	<b>171</b>	<b>0</b>	<b>0</b>			

CAPITAL MONITORING - PLANNING & ECONOMIC DEVELOPMENT

	09/10 Full Year Budget	First Quarter		09/10 Variance Budget v Actual		<u>Comments</u>
		09/10 Budget	09/10 Actual	£'000	%	
	£'000	£'000	£'000			
Loughton Broadway Works TCE	1,508	377	159	-218	-58	See comments on major schemes schedule.
Planning Capital Works	27	7	-9	-16	-233	The majority of this relates to works funded by Housing and Planning Delivery Grant brought forward from 2008/09. The negative actual spend relates to expenditure charged to last year which has not been paid yet.
<b>Total</b>	<b>1,535</b>	<b>384</b>	<b>150</b>			

	09/10 Full Year Budget £'000	First Quarter		09/10 Variance Budget v Actual		<u>Comments</u>
		09/10 Budget £'000	09/10 Actual £'000	£'000	%	
Contributions to Affordable Housing	155	0	0	0	0	This initiative is progressing well and all but one payment has been made to Estuary Housing Association. Completion on the final scheme at Pyrles Lane, Loughton, is expected this year.
Disabled Facilities Grants	435	100	71	-29	-29	Despite expenditure being relatively low in quarter 1, there are no indications to suggest that demand has fallen. A report is currently being prepared for Cabinet which forecasts anticipated expenditure to be £400,000 per year.
Other Private Sector Grants	592	88	87	-1	-1	This budget includes the £310,000 contingency sum set aside specifically for private sector grants. The Cabinet report being prepared reassesses anticipated expenditure at £350,000 per year and rephases the contingency into future years.
Home Ownership Schemes	554	34	34	0	0	All the original 5 Home Ownership Grants have been paid and approval was given for 5 more grants in March 2009 with a corresponding additional budget of £170,000. It is likely that some of this may need to be carried forward. The budget of £350,000 for Open Market Shared Ownership Grants was brought forward from last year; this may need to be carried forward again.
Alfred Road Drainage Works	9	0	0	0	0	This scheme has now been closed and will be removed from the capital programme when revised.
Cpo 8/8a Sun Street W Abbey	378	0	0	0	0	Planning permission has been granted to the owner of the property to re-develop the site. If the owner goes ahead with the works, the CPO will not be necessary but this is not certain at present and the situation is being monitored.
<b>Total</b>	<b>2,123</b>	<b>222</b>	<b>192</b>			



	09/10 Full Year Budget £'000	First Quarter		09/10 Variance Budget v Actual		<u>Comments</u>
		09/10 Budget £'000	09/10 Actual £'000	£'000	%	
Springfields, Waltham Abbey	1,548	387	395	8	2	See comments on major schemes schedule.
Heating/Rewiring	1,037	379	410	31	8	New heating upgrades and boiler replacements are progressing on target. However, rewiring work has increased as a result of a comprehensive programme of testing, which identified a large volume of work. The rewiring budget is therefore likely to require additional funds of up to £250,000; a virement may therefore be sought as part of the Capital Review in October.
Windows/Roofing / Asbestos / Water Tanks	916	177	170	-7	-4	Both roofing contracts are underway and on programme, the domestic water tank replacement contract is underway with the communal water tank replacement tender due out in October, work is expected to start on communal water tanks early in 2010. The 2009/10 PVCu budget is being spent on front entrance door replacements as the contract for PVCu windows is currently out to tender and it is anticipated that the works will start next financial year.
Other Planned Maintenance	752	115	78	-37	-33	Overall this budget is underspent due to delays in letting the door entry contract and installation delays in the communal TV upgrade programme. No major drainage schemes have been scheduled for works this financial year and works are due commence 2011/12. With regard to energy efficiency works, most properties in the district now benefit from loft and cavity wall insulation and identifying additional properties for inclusion in this programme is difficult; other energy efficiency measures are now being considered. There are likely to be significant carry forwards on these budgets and there may be some savings; it is possible that a virement may be requested from the 'other planned maintenance' budgets to provide additional funds for the rewiring budget. Any changes recommended will be presented to Members as part of the Capital Review.
Other Capital Works	4,721	1,018	606	-412	-40	The three year bathroom and kitchen replacement programme commenced in August 2008 and works are on programme. A one-off additional sum of £200,000 was approved in April for disabled adaptations to help clear the backlog and an increase in the installation programme is underway. Works have commenced on miscellaneous structural repairs with an increased works programme planned for quarter 2. It is anticipated that savings from other capital works in this section will be required for the funding of the Parsonage Court Conversion once assessed; any virements will be requested as part of the Capital Review in October.
<b>Total</b>	<b>8,974</b>	<b>2,076</b>	<b>1,659</b>			

Capital Project	Original Start Date	Latest Est/ Actual Start Date	Original Finish Date	Latest Est/ Actual Finish Date	Original Total Project Cost £'000	Latest Total Project Cost £'000	Variance %	Actual Exp To Date £'000
<b>Bobbingworth Tip</b>	May-05	Mar-07	Nov-05	Dec-09	1,107	2,492	125%	2,208
The scheme is essentially complete with grass seeding and planting on the surface having been achieved. However, there are some fencing and security works still to be finished subject to planning consent and Viola have been tasked to complete all works by December 2009. It is anticipated that the final account and report will be presented to Cabinet by the end of the financial year. At present, the the total scheme budget stands at £2,492,000. excluding the £20,000 contribution from Essex County Council for tree planting.								
<b>Loughton Broadway Town Centre Enhancement</b>	Jul-06	Oct-06	Oct-06	Aug-09	3,003	3,631	21%	2,282
Phase 1 and phase 2 of the scheme are now complete. Subject to finalising the accounts, it is anticipated that actual costs will be below budget and the Director of Environment and Street Scene will be submitting a report to Cabinet in the near future.								
<b>Customer Services Transformation Programme</b>	n/a	n/a	n/a	n/a	2,500	2,500	n/a	0
At its meeting on 30 April, the Customer Transformation Task and Finish Panel, agreed to undertake a detailed feasibility study to establish the costs of a new customer services/reception area to include innovative use of new technology. This will be financed from the capital allocation on the basis that the works will proceed in the future.								
<b>Springfields Improvement Scheme Works (HRA)</b>	Jul-04	Nov-07	Nov-07	Aug-09	4,033	4,524	12%	3,573
Work commenced on the contract on 5 November 2007 and the contractors are expecting to complete on 14 August 2009.; this represents a 27 week delay primarily due to the unexpected need to replace french doors and windows to top floor balconies. The progress report presented to Cabinet in June estimated potential additional costs, including staff time, and the contingency sum agreed at the meeting has been added to the total project cost to give a revised sum of £4,524,000; this excludes the cost of the repurchases.								