

## Scrutiny Standing Panel Agenda



### **Finance and Performance Management Scrutiny Panel Tuesday, 23rd February, 2010**

**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, J M Whitehouse and D Wixley

**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. 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.

**4. PRESENTATION ON THE EQUALITY FRAMEWORK FOR LOCAL GOVERNMENT  
(Pages 3 - 8)**

To receive a presentation on the Equality Framework for Local Government.

**5. MINUTES FROM THE LAST MEETING (Pages 9 - 36)**

To consider and agree the notes from the Panel held on 12 January 2010.

**6. TERMS OF REFERENCE / WORK PROGRAMME (Pages 37 - 42)**

(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.

**7. CORPORATE PLAN AND MEDIUM TERM AIMS 2010/11 - 2013/14 AND KEY OBJECTIVES (Pages 43 - 86)**

(Deputy Chief Executive) To consider the attached report.

**8. QUARTERLY FINANCIAL MONITORING (Pages 87 - 112)**

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

**9. KEY PERFORMANCE INDICATORS - QUARTER 3 (Pages 113 - 192)**

(Deputy Chief Executive) To consider the attached report.

**10. 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.

**11. FUTURE MEETINGS**

The final programmed meeting of the Panel for this year will be held on 22<sup>nd</sup> April 2010.

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



**Date of meeting: 23 February 2010**

**Portfolio:** Leisure and Wellbeing (Councillor B. Rolfe)

**Subject:** Equality Framework for Local Government

**Responsible Officer:** S. Tautz (01992 564180)

**Democratic Services Officer:** A. Hendry (01992 564246)

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

- (1) To receive a presentation on the Equality Framework For Local Government; and**
- (2) To note arrangements for an informal peer challenge to be undertaken of the Council's current performance against the Equality Framework.**

### **Executive Summary:**

1. (Deputy Chief Executive) The Council's progress in delivering equality of opportunity is assessed against the Equality Framework for Local Government (EFLG). The EFLG was introduced from 1 April 2009, and replaced the previous Equality Standard for Local Government, which provided a framework for delivering continuous improvement in relation to fair employment outcomes and equal access to services.

2. The former Equality Standard assessed local authority performance at five levels, where Level 5 was the highest. The Council's self-assessed performance against the Equality Standard at the end of 2008/09 was Level 2, representing its engagement in impact and needs assessment and consultation processes, and in equality action planning for employment and service delivery. The EFLG uses a wider definition of equality than the former standard, based on the principle of equal life chances, and focuses on the achievement of equality outcomes for all sections of the community.

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

3. To raise member awareness of the Equality Framework for Local Government, and to enable the identification of the Council's successes and future challenges, as it progresses against the levels of the Equality Framework.

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

4. None. Failure to monitor and review performance against the Equality Framework for Local Government, and to take corrective action where necessary, could have negative implications for the Council's reputation and for judgements made about the authority in the Comprehensive Area Assessment and similar corporate assessment processes.

## Report:

### Equality Framework For Local Government

5. Since 2001 the former Equality Standard has helped local authorities to make progress in mainstreaming equalities. However, over time the strengths and weaknesses of the standard have become clearer, and the new Equality Framework aims to respond to real equality outcomes and the new challenges that face local authorities. The EFLG builds on and recognises work already undertaken under the former Equality Standard, whilst containing many new features, and is based on three levels of achievement:

- Level 1 – ‘Developing’ (equivalent to Levels 1 and 2 of the former Equality Standard);
- Level 2 – ‘Achieving’ (equivalent to Levels 3 of the former Equality Standard); and
- Level 3 – ‘Excellent’ (equivalent to Levels 4 and 5 of the former Equality Standard);

6. These levels replace the previous five levels of the old Equality Standard. There are five performance areas within the EFLG, all of which need to be achieved within each of the three levels:

- (a) Knowledge of communities and equality mapping;
- (b) Place shaping, leadership, partnership and organisational commitment;
- (c) Community engagement and satisfaction;
- (d) Responsive service and customer care; and
- (e) A modern and diverse workforce.

7. The Council has set a target to achieve Level 2 (‘Achieving’) of the EFLG by the end of 2009/10, performance against which is measured by a Local Performance Indicator (LPI 01). However, given the extent of the performance characteristics likely to be demonstrated by an ‘Achieving’ authority, it is considered unlikely that this Level 2 target will be achieved this year, and the target is therefore intended to be carried forward into 2010/11. Details of the Level 2 (‘Achieving’) performance characteristics are attached as Appendix 1 to this report.

### External Assessment and Peer Challenge

8. In January 2009, the East of England Regional Assembly (EERA) and Improvement East launched the ‘Meeting The Equality Challenge’ regional support programme, aimed at all local authorities across the region. The aim of the programme is to provide support to local authorities in moving to the new Equality Framework, and to make progress on achieving improvement across the levels of the EFLG. The support programme includes provision for peer support for local authorities, and is fully funded by EERA until the end of 2009/10.

9. The Council is participating in the regional support programme. Stuart Elrick, a former equality lead for the Improvement and Development Agency who is accredited by EERA in terms of its support programme, will be attending the meeting to make a presentation to members explaining the Equality Framework, its context in respect of Comprehensive Area Assessment, and how members they can get involved to fully consider the various equality strands.

10. Within the Equality Framework, there is a requirement that local authorities reporting their performance at the ‘Achieving’ or ‘Excellent’ levels, have undertaken an agreed external assessment to validate their achievements. As part of the regional support programme, the Council will be participating in an informal equality and diversity peer challenge during March 2010. It is considered that the peer challenge process is essential to the establishment of the authority’s base-line position, and that the results would enable the development and prioritisation of appropriate action to take the Council forward against the Equality

Framework. The peer challenge will also be undertaken by Mr. Elrick, and will be carried out over the course of one full day during March 2010.

11. The informal peer challenge process is not an inspection, but an opportunity for the identification of the Council's successes and future challenges as it progresses against the Equality Framework. The process will consider what has been achieved, what the authority's challenges are, and the barriers that may hinder progress to embed equality and diversity throughout the organisation. As with similar assessment/challenge processes, it is considered that the prior completion of a self-assessment would be helpful in order for the Council to understand its current equality and diversity position. The informal peer challenge will also involve a range of interview sessions with relevant officers and members, including the Leader of the Council and the Leisure and Wellbeing Portfolio Holder.

12. A report on the outcomes of the informal peer challenge will be made to a future meeting of the Scrutiny Panel.

### **Resource Implications:**

The East of England Regional Assembly's regional support programme includes provision for peer support for local authorities, and is fully funded by EERA until the end of 2009/10.

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

There are no legal implications or Human Rights Act issues arising from the recommendations in this report. The Council is subject to a range of legal duties requiring it to identify and tackle discrimination, and to ensure that its work promotes equality and that equality is mainstreamed into its core business.

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

There are no implications arising from the recommendations in this report for 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 Council's participation in the EERA regional support programme has been considered and agreed by Management Board and the Corporate Equality Working Group. The contents of this report have also been agreed by the Leisure and Wellbeing Portfolio Holder.

### **Background Papers:**

None

### **Impact Assessments:**

#### ***Risk Management***

The failure of the Council to comply with legal duties requiring it to identify and tackle discrimination, and to ensure that its work promotes equality and that equality is mainstreamed into its core business, could have negative implications for the authority's reputation and for judgements made in the Comprehensive Area Assessment and similar corporate assessment processes.

#### ***Equality and Diversity:***

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications?

No. The content of this report has no specific equality implications.

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? N/A

What equality implications were identified through the Equality Impact Assessment process?  
N/A

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group? N/A

## An achieving authority has the following characteristics:

- Councilors and officers take direct and personal responsibility for promoting greater equality and test themselves on progress by the outcomes they achieve.
- It has undertaken equality mapping and has a good understanding of its communities, including the extent of inequality and disadvantage, and used the information to inform corporate and service priorities.
- It has set stretching equality priorities in consultation with partners in the public and voluntary and community sectors and these are reflected in its sustainable community and other relevant strategies, local and multi-area agreements, and local targets.
- It works with partners in the public and voluntary and community sectors to develop joint equality strategies.
- It uses equality impact assessments (EqIAs) to review all major corporate and service changes in policy and regularly conducts service and employment EqIAs.
- It has set appropriate corporate and service/unit objectives to address persistent inequalities and to narrow the gap related to race, gender, disability, sexual orientation, age, religion and/or belief, or other areas of inequality for service delivery. This is based on impact assessments and consultation with internal and external stakeholders and partners.
- It has set appropriate corporate and service/unit employment and pay related objectives for race, gender, disability and age, religion and/or belief and sexual orientation.
- Equality objectives are integrated into the local authority's business and service planning processes.
- All relevant data on service access is monitored against the equality strands.
- There are good practices of delivery in all the sections of the council with few adverse impacts found in impact assessments. Where adverse impacts have been found these have been mitigated.
- Key stakeholders and community members, including those who are vulnerable and marginalised, are able to scrutinise and challenge performance on equalities issues.
- It has developed information and monitoring systems that allow it to disaggregate data where appropriate and to assess progress in achieving objectives and targets. It reviews them in the light of changing needs, when necessary.

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**EPPING FOREST DISTRICT COUNCIL**  
**NOTES OF A MEETING OF FINANCE AND PERFORMANCE MANAGEMENT SCRUTINY**  
**PANEL**  
**HELD ON TUESDAY, 12 JANUARY 2010**  
**IN COUNCIL CHAMBER, CIVIC OFFICES, HIGH STREET, EPPING**  
**AT 7.00 - 10.44 PM**

<b>Members Present:</b>	D Jacobs (Chairman), , K Angold-Stephens, J Philip, A Watts, Mrs L Wagland and J M Whitehouse
<b>Other members present:</b>	R Bassett, Mrs D Collins, Mrs M Sartin, D Stallan and C Whitbread
<b>Apologies for Absence:</b>	J Collier, J Hart and W Pryor
<b>Officers Present</b>	D Macnab (Deputy Chief Executive), C O'Boyle (Director of Corporate Support Services), R Palmer (Director of Finance and ICT), J Preston (Director of Planning and Economic Development), A Hall (Director of Housing), J Gilbert (Director of Environment and Street Scene), I Willett (Assistant to the Chief Executive), P Maddock (Assistant Director (Accountancy)), B Moldon (Principal Accountant), D Newton (Assistant Director (ICT)), B Bassington (Chief Internal Auditor), S Amin (Senior Accountant) and A Hendry (Democratic Services Officer)

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

The Panel noted that there were no substitute members.

**33. DECLARATION OF INTERESTS**

Pursuant to the Council Code for Members Conduct, Councillor Richard Bassett declared a personal interest in agenda item 10, update on information and communications technology section, by virtue of working for Hewlett Packard. He declared that his interests were not prejudicial and that he would remain for the discussion and consideration of the item

**34. PRESENTATION ON THE EQUALITY FRAMEWORK FOR LOCAL GOVERNMENT**

The Panel noted that this presentation had been postponed to the February 2010 meeting.

**35. MINUTES FROM THE LAST MEETING**

The minutes from the previous meeting held on 17 November 2009 were agreed.

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

The Panel noted that item 15 on the work programme, Customer Transformation Programme had been discussed at the last Cabinet meeting and that an updating report would be coming to this Panel at a future date.

**37. COMPREHENSIVE AREA ASSESSMENT 2009/10 - ORGANISATIONAL ASSESSMENT**

The meeting welcomed Ian Davidson, the Comprehensive Area Assessment Lead at the Audit Commission. He gave a short presentation on the Organisational Assessment carried out on this Council at the end of last year. It looked at how the Council worked in partnership with other organisations, how public services were delivered and how they worked together to achieve improvement and progress towards long-term goals. There was also an Area Assessment that looked at the wider picture, covering three areas - Essex, Southend and Thurrock. A copy of his presentation is attached for information.

The Audit Commission had given EFDC an Overall Organisational Assessment mark of 2. There were some good quality services such as housing, waste recycling and crime reduction; with strong local partnership working. However they thought our track record for improvement was weak, the benefits performance slow and there were some tensions between some senior officers and some members which affected relationships. They identified the following as future challenges for the council such as: improvement of trust and relationships, being clear around priorities and to allocate funding accordingly, improvement speed of service (such as benefits services), address outcome of gypsy and travellers consultation and to consider services for deprived areas. Also the council needed to identify its role in the safeguarding of children. In Essex as a whole the services for safeguarding children were weak. As for area assessments, how well did local council's priorities express the wider communities' needs?

Questions and comments from Councillors to Ian Davidson:

Q: What would have to be done to improve children services?

A: There was a need to highlight policies and clear guidance on what an officer would do if they saw a child at risk. A short guidance note could be produced, so that the officer could carry it about in their daily duties and refer to. They would need to know where to take their concerns. There was also a need to talk to the County Council as different areas would have different needs.

The Deputy Chief Executive commented that EFDC officers did make referrals and that the Council had an active children's partnership which had recently converted into a Children's Trust Board. However, this was seen to be too large and unwieldy. They needed convincing that this change was for the better. Mr Davidson said they were also hearing this from other sources. Councillor Mrs Collins remarked that the County Council were not that well organised on this matter.

Comment: The assessment was giving out good news but a low score. A lot of things commented upon were outside this council's control such as the gypsies and travellers, which was a long drawn out process. Things have moved on since this report was written. Although we should focus on the "could do better" comment, a lot of the things mentioned are being addressed.

Comment: We are working hard on partnerships and are now working closely with the LSP. Gypsies and Travellers have been extremely difficult. There are about 100 recognised pitches in the district. The council had received about ten and a half thousand replies from residents, and this had taken up a lot of officer's time. The Council is now asking to see a Minister to discuss this. Mr Davidson endorsed the partnership working comments.

Q: What do the authorities, who had got it right, do what we don't.

A: They had identified not just a strategy about also priorities. Officers and Members need to come together and focus on their priorities. They need to know the issues they were facing.

Comment: Your report was useful but confusing. It blows hot and cold. We are a low tax authority which is a clear priority. When you were compiling your report we were in the midst of improving our services. We have reinvested in and improved our services; we have gone into partnership with SLM for good leisure centres, improving our partnership working. This was not reflected by the score we had.

Mr Davidson agreed that they had only reflected on what was happening when the report was written. The plans may be in place but the public needs to see them in operation. He looked forward to coming back next year and seeing how much progress the council had made. The Council was at a tipping point just now.

Q: Were there any concrete examples on what we needed to improve on.

A: The Benefits Service needs to improve in speed and accuracy; there needs to be improved working between senior officers and councillors. The rate of improvement has been slow compared to other organisations. An example of excellence would be Southend's Children's Services. They had problems some years ago, but they put in money and staff into it and achieved a rating of 3.

The Chairman thanked Mr Davidson for his presentation and for answering the questions put to him.

#### **RESOLVED:**

That the Council's Organisational Assessment for 2009/10 be noted.

### **38. KEY PRIORITY OBJECTIVES 2009/10 AND 2010/11**

The Portfolio Holder for Performance Management, Councillor Bassett, introduced the report on the key priority objectives 2009/10 and the proposed ones for 2010/11. He noted the performance improvement plans were always being reviewed. The key priorities for 2010/11 were just headlines and are to be reviewed and improved on during the year.

Questions and comments:

Q: Why had specific objectives had been replaced with five general objectives and why were they vague.

A: Portfolio Holders and Senior Officers would look at each objective and review them.

Q: How would the Council as a whole know when they had achieved a key priority or even what they needed to achieve.

A: As soon as a priority had been achieved then they would publish it. The priorities were more fully explained in the Council (now Corporate) Plan.

Q: Appendix 1 (key priorities for 2009/10) makes sense and have objectives, but Appendix 2, key priorities for 2010/11 bear no relationship to Appendix 1. Appendix 2 is not quantifiable or achievable.

A: Maybe they should be classed as goals and not objectives to link up with priorities.

Comment: There was a need for priorities, we need to sort out benefits system; there was a need for measurable results and to provide clarity of purpose. Priority 2 on Gypsies and Travellers is not our priority. We need to develop our own strategy with the LDF and work out our relationship with Gypsies and Travellers.

Comment: Key objectives need to be in place before the start of the next municipal year so that we could look at them as a scrutiny panel.

Comment: Where does the budget tie into our development plans? They should refer back to specific priorities in our objectives so that we have "joined up thinking"

Comment: In Appendix 2, the first objective is to safeguard our frontline services. The second emphasises that a low Council Tax was important to us. The third was to make sure that in such services as Benefits we are making the right type of progress. The fourth was to enshrine these ambitions in the Council Plan. And the fifth and last was to remind us not to be consensus politicians, we can only drive through by being bolder.

Q: What is regarded as statutory front line services?

A: That is something we have to do as a District Council and something that residents expect us to do as a council. Things such as the youth council and the museum are non-statutory but important to us. We must protect our core services and the background services.

The Chairman remarked that as the priorities list for 2010/11 was only a broad summary there was a need to define several key objectives for each of the five priorities, identify funding and priorities and define what could be done.

Mr Davidson commented that as a Council you have to base your key priorities on local needs and statutory services. It's about having that balance in delivering appropriate services. He appreciated the debate had on this item. There was a need for clear targets so that he could come back next year and do another report.

The Chairman asked if the Panel had questions or comments for the 2009/10 priorities.

Comment: There was a need for measurable performances over time.

Comment: Some are not progress reports but just status reports such as key priority 18 – the deadline had not been met so there should be a date for publication and a reason for the delay.

Q: Key priority 22 on health inequalities there was a need to understand why the road accident figures were so high.

A: There are two motorways that pass through the District and we have no jurisdiction over them, these are County Council Figures.

Comment: In order to understand this we need it explained in the text.

The Chairman summed up by saying that the Panel needed more clarity and definition for future priorities and much more information under the headings in Appendix 2. This needs to be looked at and brought back with a budget and an improvement plan.

**RESOLVED:**

- (1) That the first eight months of the 2009/10 performance priority objectives were noted by the Panel; and
- (2) The Council's key objectives for 2010/11 be reconsidered and more detailed improvement plans with budget implications be brought back to the next meeting of this Panel.

**39. DETAILED BUDGETS REPORTS**

The Director of Finance and ICT, Bob Palmer, introduced the budget estimates for 2010/11. Overall, the Panel noted that the CSB target was down to £18million and that the DDF target was up. Reserves would be about £100,000 better than was forecast.

The Panel look at each Directorate in turn, starting with the Office of the Chief Executive (OCE).

**OCE.**

- No CSB growth and limited DDF growth was identified;
- Noted the furniture exchange scheme was suspended and that there were no district elections in May 2009;
- There was a year on year increase of £79k on corporate activities, elections and member activities;
- There was a reduction in the support services for Democratic Services;
- Looking for savings in Internal Audit as they had outsourced part of audit.

**Corporate Support Services**

- There was a year on year increase on income on land and property;
- There was a net income increase for MOTs;
- There was an increase in licensing appeals;
- DDF for accommodation services were increased by £20k;
- Noted that some of the licensing charges were fixed by government causing the council to make an overall loss – the council could only charge enough to cover their costs.

**Deputy Chief Executive**

- Noted there were no substantive CSB growth items;
- Expenditure on Limes Hall Farm for 2009/10 and 2010/11 are DDF expenditure – while members consider the options for the long term development of the hall.

**Environment and Street Scene**

- There was a 4% reduction in overall expenditure;
- Some saving were to be had on the Continuing Services Budget;
- A DDF saving was made due mainly to recycling credits;
- Car parking support charges had increased as well as a new support IT system coming into operation;
- Savings were made in the flood defences and land drainage;
- The Council still pays for extra cuts of the highways verges during the year;

- Extra money had not been factored for extra manning and enforcement for parking in Debden, but payment by mobile phone was to be introduced, which would increase use and revenue.

#### Finance and ICT

- Noted the reduction in investment income;
- That the employers contribution on pension fund increased by 1% each year;
- Resources are to be put into the benefits section to increase performance and for improvements to the reception area;
- There was a year on year increase in Housing Benefits, but the Council would get a lot of the money back from the government;
- Noted that the workload of officers had increased a lot over the last 12 months.

#### Housing

- Noted that the Housing Revenue Account figures were on the supplementary agenda and amended on the blue sheet;
- Anticipating a small deficit of £7k in the HRA budget this year;
- Government has set a guideline rent increase of 3.1% for next year, therefore based on this assumption the government would increase the amount of negative subsidy we should pay them next year by 3.1%;
- The HRA budget was therefore based on a 3% rent increase, which represents an average increase of £2.32 per week, but other options have also been considered;
- An option of an average rent increase of 2.4% next year would result in the HRA breaking even;
- Officers were unable to tell what the highest percentage increase would be as they would need to do some detailed calculations. There was a need to ensure that the highest percentage increase was not too high.

#### Planning

- Noted the transfer of expenditure and overheads for the Roding Valley Reserve from the Deputy Chief Executive Directorate;
- £93,000 of the Planning Appeals contingency fund was carried forward into 2009/10, of which £7,800 was vired to Enforcement to carry out action at Blunts Farm Golf Course;
- £3,000 was estimated to be required to compensate residents living in the vicinity of the O2 mast at Waltham Abbey;
- £82,000 is to be carried forward to 2010/11;
- Although this seemed a lot, the recent rule changes in the appeals procedures would mean that it would become much tougher for the council soon;
- Development Control had savings of £8,000 on consultant's fees relating to pre-application advice.

#### RESOLVED:

That the draft detailed budget for the general fund and the HRA had been considered and noted by the Panel.

#### 40. UPDATE ON INFORMATION AND COMMUNICATIONS TECHNOLOGY SECTION.

The Assistant Director ICT, David Newton, introduced the report updating the Panel on the Information and Communications Technology (ICT) section.

The Panel noted that:

- An ICT review had been carried out by an external contractor in 2008 and this had produced a number of recommendations;
- The ICT restructure had been completed with all post currently filled;
- The new helpdesk system (QSM) was now fully implemented and aligned with the ITIL framework;
- The telephony element of the ICT helpdesk is being redeveloped and was re-launched in December 2009, addressing the large number of cold calls being received;
- Internal ICT user group meeting now take place regularly;
- The Electronic Records and Documentation Management System (ERDMS) has been successfully implemented within ICT and will be implemented within Land Charges during early 2010;
- This system was first implemented in Planning and Benefits and will ultimately be rolled out across the whole council;
- Server virtualisation had been the major project this last year, it would result in:
  - a reduction in the number of servers from 104 to 14 – resulting on an expected energy saving of approximately £8,000 PA;
  - reduction in backup software licensing saving approximately £6,000 PA; and
  - a hardware maintenance savings of approximately £11,000 PA.
- Server virtualisation was due to be completed next year;
- EFDC was the first authority in Essex to achieve connectivity to the Government Connect system;
- The emergency SMS messaging system had now been implemented.

Asked if the Councillors VPN token system could be updated or replaced with a more up to date system Mr Newton said that the Government required that a VPN system be used and they could not circumvent this requirement.

The draft two year action plan for 2010/2012 was also considered, this would have to be revisited once the Council's budget had been approved.

The draft action plan consisted of the following projects:

- ERDMS implementation within Housing;
- Creation of a common property database as a prerequisite to any Customer Contact Centre implementation;
- Disaster Recovery – revised procedure to be created;
- Compliance with Government Connect required;
- To investigate mobile working for some officers such as use of Blackberry mobile technology.

**RESOLVED:**

- (1) That the progress on ICT projects and the 2009/2011 action plan be noted.
- (2) That the outline schemes for 2010/2012 action plan be noted.

**41. 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.

**42. FUTURE MEETINGS**

The schedule for future meetings were noted.





# Epping Forest Organisational Assessment & Area Assessment

Ian Davidson  
Comprehensive Area Assessment Lead  
Essex / Southend / Thurrock



# Organisational Assessment

## Overall Organisational Assessment – 2

Managing performance – 2 & Use of Resources – 2

*Organisation meets minimum requirements performs adequately*

- Some good quality services
  - Housing improvement and meeting DHS
  - Increasing recycling
  - Crime reducing
- Some strong local partnership work

However

- Track record of improvement is weak
- Benefits performance is slow
- Tensions between some senior officers and some members which affects relationships



# Organisational Assessment

## Green and unique

- Recycling increased slightly from 42% to 43% in 2008/09
  - Improved to 46% by September 2009
  - Improvements planned – new food and garden waste collection
- Ongoing consultation for gypsy and traveller site provision
  - Significant capacity required
  - No decisions yet made
- Progress on Core strategy and LDF has been slow – this has been due to legal challenges to East of England plan



# Organisational Assessment

## Homes and neighbourhoods

- Innovative approach to housing regeneration
- Increased supply of decent and affordable homes
  - Only 97 out of 6500 not meeting standard
  - Reduced number of homeless families
  - Most tenants satisfied with council as landlord
- However, slow progress on bringing private owned empty properties back into use
- Neighbourhoods improving – good satisfaction keeping the area clean, helped by *Environmental Response Unit*
- Good partnership work – *Stay safe and sanctuary* schemes
- Some progress on access to services but little progress on customer transformation programme



# Organisational Assessment

## A safe community

- Crime reduced – overall rates down 8% for 2008/09
  - Criminal damage down 20% and violent crime down 5%
- Safer Communities Partnership working well to ensure all partners recognise key issues and contribute
- Cross border arrangements with other councils
- Council part funds 6 PCSOs



# Organisational Assessment

## Fit for life

- Initiatives for improving health include:
  - Active Health Programme
  - DVD to help elderly people exercise
  - Allotments for older people created at Parsonage Court, Loughton
  - Joint Health Promotion Officer with other councils
- *But too early to assess outcomes yet*



# Organisational Assessment

## Economic prosperity

- Overriding focus of keeping Council Tax low
  - Some tensions of quality of service compared to costs
- Benefits weak
  - Slow to pay benefits
  - Access mixed – e.g. opening times do not meet expectations with 40% dissatisfied with opening hours
  - Investment in service – but improvements not sustained
- Some good work to support people through the recession
- Developed residential facility in Epping for particular groups such as excluded children / vulnerable adults to develop skills through the arts



## Organisational Assessment

- Improved community leadership – with Councillors proactive
- Proactive work with PCT and police
  - Focus on deprived areas
    - Housing, health and youth work
- Good work around anti social behaviour
- LSP members need to ensure they know the role they play in the issues facing Epping





# Organisational Assessment

## Future challenges

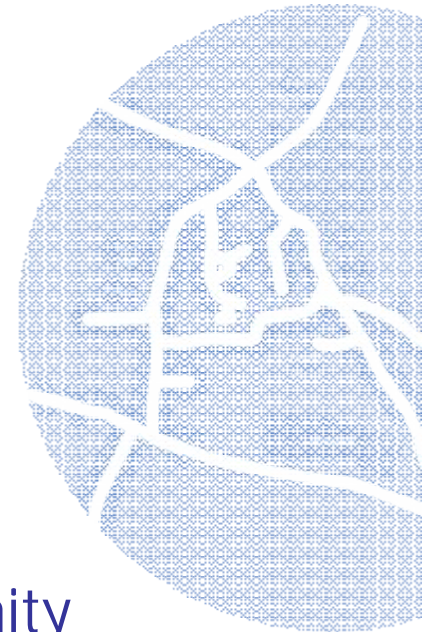
- *Big challenges and opportunities for Epping*
- Improve trust and relationships
- Be clear around priorities and allocate funding accordingly
- Improve speed of service improvement
  - Only met 44% of targets in 2008/09 (and 58% excluding issues relating to East of England Plan)
  - Improve benefits services
- Address outcome of gypsy and traveller consultation
- Consider services for deprived areas
- *What is your role in safeguarding children?*



## Area assessment

Forward looking, focused on outcomes in local priorities

- Answers three questions:
  1. How well do local priorities express community needs and aspirations?
  2. How well are the outcomes and improvements needed being delivered?
  3. What are the prospects for improvement?



**Ofsted**  
raising standards  
improving lives



Care Quality  
Commission



**oneplace**





# Essex – Local Strategic Partnership

Four themes

Our People

Our Communities

Our Economy

Our World







## How well do priorities express community needs

- Partners understand the needs of local communities across Essex and listen and respond to local people.
  - Higher alcohol related crime in Harlow being tackled
  - Range of services to support 4,000 gypsy and travellers. But lack of coordination for the long term solution of high number of illegal traveller sites in Essex
- Good understanding of changing needs e.g. increasing number of older people



## Our People

- Partners working well to address health inequalities
  - Partners responding to great health inequalities in Tendring through additional funding to GP practices
- Good understanding of health needs
  - County / PCT / district / ward / neighbourhood level
- Partners supporting people to give up smoking
  - PCT areas are amongst best in region to support people to quit smoking
  - Rates of smoking for children under 15 have dropped
- Good support for older people independence



## Our People

- Services for safeguarding children are **weak**
- Partners recognise Children's Trust not working effectively and are reviewing its structure
- Some partners are not clear or understand their role in safeguarding
- Insufficient capacity is affecting safeguarding of children.
  - Proactive solutions are being sought but is it enough?



## Our People

- Despite key weaknesses, lots of good work going on
- Partners responding positively to increase in 16 – 18 year olds not in education, employment or training.
- Essex Partnership Forum committed £4 million into developing skills for young people including through delivering some vocational centres.





## Our Community

- Low overall crime rates
- People agree that partners are dealing with anti social behaviour – Essex now ranked 12th (improved from 32th)
- Partners successful at reducing people killed or seriously injured on roads (falling by over 23% in one year)
- Developed residential facility in Epping for particular groups such as excluded children / vulnerable adults to develop skills through the arts
- Domestic violence and repeat incidences are above average and an area of concern



## ‘Our Economy’

Essex partners delivering wide range of initiatives to improve the economy and alleviate impact of recession

- County wide initiatives include,
  - ‘*Banking on Essex*’
  - Reopening of post offices
  - Apprenticeship scheme (LSP target for additional 1000)
- Local initiatives include:
  - In Tendring early summits and range of support work
  - SoS bus in Colchester providing debt clinics
  - Work in Harlow including benefits take up campaigns



## ‘Our World’

- Effective partnership between councils increased amount of waste recycled & diverted from landfill
  - Financial support to districts to increase recycling & partnership work to develop food waste recycling
  - Partners exceeded county target recycling over 40% in 2008/09
- Partner introducing a range of initiatives and changing practices to reduce their carbon impact (LAA target)
  - Shared use of facilities between partners
  - Essex delivering against plans to reduce carbon emissions by 10%
  - Partners such as PCT’s also working to reduce carbon impact
  - Countywide programme planting over 417,000 trees



## Next steps

Thank you for your help and co-operation

- Final publication was 9<sup>th</sup> December
- Website called *One Place*



## 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> <del>25 August</del> <del>17 November</del>
(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	Went to the January 2010 meeting.	Considered in 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	Report considered at the November 2009 meeting	<b>Considered at the November 2009 meeting.</b>	



<p>(15) Customer transformation T&amp;F Panel work</p>	<p>Report went to 17 November 2009 meeting. A follow up report to be considered at a subsequent meeting</p>	<p>Work of the disbanded the Customer Transformation Task and Finish Panel was placed with the Finance and Performance Management Standing Scrutiny Panel. The Cabinet at their meeting in February 2009 agreed the recommendations with the proviso at (3) that:</p> <p>“(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;</p> <p>(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</p> <p>(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.”</p>	
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## **Report to the Finance and Performance Management Scrutiny Panel**

**Date of meeting: 23 February 2010**

SCRUTINY



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

**Subject:** Corporate Plan and Medium-Term Aims 2010/11 - 2013/14, and Key Objectives 2010/11

**Responsible Officer:** S. Tautz (01992 564180)

**Democratic Services Officer:** A. Hendry (01992 564246)

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

- (1) That the proposed structure and format of the Council's new Corporate Plan for the period from 2010/11 to 2013/14, be agreed; and**
- (2) That the Scrutiny Panel consider the Council's proposed Medium-Term Corporate Plan Aims for 2010/11 to 2013/14, and the draft Key Objectives for 2010/11.**

### **Executive Summary:**

1. The Council Plan for 2006/07 to 2009/10 is the authority's current key strategic planning document, which set out service delivery priorities over the four-year period, with strategic themes matching those of the Local Strategic Partnership's Community Strategy for the Epping Forest District.
2. As the current Council Plan has now entered its final year, initial work has commenced on the development of a new strategic plan to take the authority forward over the period from 2010/11 to 2013/14. This report highlights a number of issues in respect of the development of the new Council Plan, to be known henceforth as the Corporate Plan.
3. The structure of the current Council Plan is largely based around the Council's existing Medium-Term Priorities, which were first adopted in 2002. As part of the development of the new Corporate Plan, the Cabinet has identified a range of new Medium-Term Aims for 2010/11 to 2013/14. Following the alignment of the Council's business, budget, and workforce planning and development processes into a clear framework to enable the authority to focus on key priorities and improve performance, it is also necessary to now adopt the Council's Key Objectives for 2010/11.

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

4. The identification of the Council's Medium-Term Aims and Key Objectives provides an opportunity for the authority to focus specific attention on how existing areas for improvement will be addressed, opportunities exploited and better outcomes delivered for local people.
5. It is important that relevant performance management processes are in place to review and monitor performance against the Council's aims and key objectives, to ensure their

continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of under performance.

**Other Options for Action:**

6. None. The Council could decide not to set any Medium-Term Aims for 2010/11 to 2013/14 or specific Key Objectives for 2010/11, although this might mean that opportunities for improvement were lost. The publication of a new four-year Corporate Plan provides an opportunity for the Council to articulate its Medium-Term Aims and to develop relevant Key Objectives for each of the next four years.
7. Failure to monitor and review performance against aims and key objectives, and to take corrective action where necessary, could have negative implications for the Council's reputation and for judgements made about the authority in the Comprehensive Area Assessment and similar corporate assessment processes.

**Report:**

**Corporate Plan and Medium-Term Aims - 2010/11 to 2013/14**

8. The Council's Corporate Plan needs to give regard to the vision for the district set out by the Local Strategic Partnership's Sustainable Community Strategy. It also informs all other plans and helps prioritise resources to provide quality services and value for money. The Corporate Plan does not cover everything that the authority does, focusing instead on those issues that matter most to local people, national priorities set by the government and local challenges arising from the social, economic and environmental context of the district. As a strategic document, the Corporate Plan does not contain specific information on the wide range of services that the authority provides, or how it delivers statutory duties or enforces legislation. Details of the provision of services can be found in the individual directorate business plans produced each year.
9. The Corporate Plan is an important element in the Council's Performance Management Framework and corporate business planning processes, in that it informs the content of annual directorate business plans to illustrate how the work that directorates and services performs directly contributes towards the achievement of the Council's objectives. The Corporate Plan also provides the policy foundation for the authority's Medium-Term Financial Strategy. The hierarchy of the Council's strategic framework is illustrated at Appendix 1 to this report
10. As the current Council Plan has now reached its final year, it is necessary to commence work on the initial development of a new Corporate Plan to take the authority forward from 2010/11 to 2013/14. The development of the new Corporate Plan needs to be undertaken in conjunction with the similar development of the new Sustainable Community Strategy for the district by the Local Strategic Partnership, and will need to clearly set out how the Council will deliver its aims and key objectives over the next four years, to ensure improved outcomes for local people. The development of the new Sustainable Community Strategy is currently at a preparatory stage, and is being informed by on-going consultation and engagement activity, and through a community conference held in December 2009. The new Sustainable Community Strategy will be adopted by the Local Strategic Partnership Board and the Council in June 2010. The new Corporate Plan also needs to reflect the work of the Council in the development of a Local Development Framework for the district, to replace the current Local Plan.
11. The structure of the Council's Corporate Plan has traditionally been based around the authority's Medium-Term Priorities, which were first adopted in 2002. As part of the development of the new Corporate Plan, these priorities have been reviewed to ensure their continued suitability, and a draft set of new Medium-Term Aims for 2010/11 to 2013/14 was agreed by the Cabinet at its meeting on 4 January 2010. Since their

adoption in draft form, these new aims have been subject to some further review, in order that they can represent the strategic direction of the Council for the next four years and that specific actions can be generated to secure their achievement. The proposed Corporate Plan Medium-Term Aims are attached as Appendix 2 to this agenda.

12. The new Corporate Plan will need to evidence that the Council is aware of local issues, with a focus on vulnerable people, and that improved outcomes for local people are being, and will continue to be, delivered. The Plan will need to include specific actions to address national, local and service improvement priorities, that are financed, resourced and have a timescale for completion. The new Corporate Plan will therefore be closely linked to the Medium-Term Financial Strategy, outlining the financial resources available to fulfill specific priorities and objectives.
13. The development of the new Corporate Plan is being progressed by the Council's Management Board, and the proposed structure and format of the new Plan is attached as Appendix 3 to this report. It is intended that the new Corporate Plan should be a more focused strategic document than the previous Council Plan, complementing the emerging Sustainable Community Strategy and reflecting those issues and priorities where the Council can have maximum impact. Annual Key Objectives will be included within the Corporate Plan to reflect the Council's Medium-Term Aims for 2010/11 to 2013/14, and will identify appropriate actions designed to achieve the aims.
14. The new Corporate Plan will be submitted to the Council for formal adoption in June 2010. As with previous versions of the former Council Plan, the new Corporate Plan will need to be developed in consultation with customers and service users, voluntary organisations and other public sector organisations, members and staff. Appropriate public and other stakeholder consultation will need to be undertaken during its preparation, and the new Corporate Plan will be considered by the Cabinet and Overview and Scrutiny during its development. It is intended that the published version of the new Corporate Plan will be somewhat more modern in its appearance than the former Council Plan. A range of relevant photographs, images and graphics will be used to 'illustrate' the new Corporate Plan, the design and production costs of which can be met from within existing budget provision.
15. The Scrutiny Panel is requested to consider the proposed structure and format of the Council's new Corporate Plan for the period from 2010/11 to 2013/14, and to consider the proposed Medium-Term Aims for 2010/11 to 2013/14. These matters will be further considered by the Cabinet at its meeting on 8 March 2010, and the views of the Scrutiny Panel in this respect will be reported by the Chairman and the Performance Management Portfolio Holder.
16. Whilst the Corporate Plan covers the medium-term (four years), it is also necessary for the Council to identify its immediate priorities for each year, and for these to be factored into the Council's corporate planning arrangements. The identification of Key Objectives for 2010/11 is addressed in the next section of this report.

### **Key Objectives 2010/11**

17. During the last year the Council has implemented arrangements for the alignment of its business, budget, and workforce planning and development processes into a clear framework to enable the authority to focus on priorities, improve performance and the way that performance is managed, and to improve communication and consultation on key priorities. These arrangements have recently been highlighted as an area of best practice by the Improvement and Development Agency.
18. As a consequence of these new arrangements, the Council's key objectives for 2009/10 were agreed by the Cabinet in March 2009, much earlier in the planning cycle than in previous years. However, in order to improve the authority's planning processes

further, it was accepted at that time that the identification of key objectives for 2010/11 and future years would need to be brought forward, in order to ensure alignment with the preparation of the budget and directorate business plans for next year. It is therefore necessary to now identify the Council's Key Objectives for 2010/11.

19. A draft set of Key Objectives for 2010/11 was also agreed by the Cabinet at its meeting on 4 January 2010. Since their adoption in draft form, these new objectives have similarly been subject to further review, in order that they can represent specific actions to secure the achievement of the strategic direction of the Council for the next four years. Details of the proposed Key Objectives for are attached as Appendix 4 to this report.
20. The Scrutiny Panel is requested to consider the proposed Key Objectives for 2010/11. These matters will be further considered by the Cabinet at its meeting on 8 March 2010, and the views of the Scrutiny Panel in this respect will be reported by the Chairman and the Performance Management Portfolio Holder.
21. The Key Objectives adopted by the Cabinet for 2010/11 will be incorporated within a Strategic Action Plan to the new Corporate Plan, and will also be reflected within respective directorate business plans for 2010/11. Formal performance reports against the Key Objectives will be made to the Cabinet and the Finance and Performance Management Scrutiny Panel after six months and at year-end. The Strategic Action Plan of the new Corporate Plan will be fully reviewed at the end of each year, and will be updated annually to reflect new priorities emerging from such sources as the bi-annual Place Survey, the interim Tracker Survey and the annual Local Strategic Partnership Stakeholder Conference.
22. This report will also be considered by the Overview and Scrutiny Committee at its meeting on 4 March 2010.

#### **Resource Implications:**

The design and production costs of the new Corporate Plan can be met from within the existing budget of the Performance Improvement Unit. Resource requirements for any specific key priority objective set out in this report will need to be identified by the relevant service director and reflected in the Council's Budget process.

#### **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 sets appropriate corporate priorities, and monitors progress and reports against the achievement of these priorities.

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

There are no implications arising from the recommendations in this report for 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 new Corporate Plan will be developed in consultation with customers and service users, voluntary organisations and other public sector organisations, members and staff, and will be considered by the Cabinet and Overview and Scrutiny during its development. The specific Key Objectives for 2010/11 will be considered by the Finance and Performance Management Scrutiny Panel and the Overview and Scrutiny Committee during February and March 2010.

#### **Background Papers:**

None

**Impact Assessments:**

***Risk Management***

The respective service director will have identified any risk management issues arising from proposals for the Council's Key Objectives for 2009/10, as set out in this report

***Equality and Diversity:***

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications?

No. The content of this report has no specific equality implications. However, the respective service director will have identified any equality issues arising from proposals for the Council's Key Objectives for 2010/11.

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? N/A

What equality implications were identified through the Equality Impact Assessment process?  
N/A

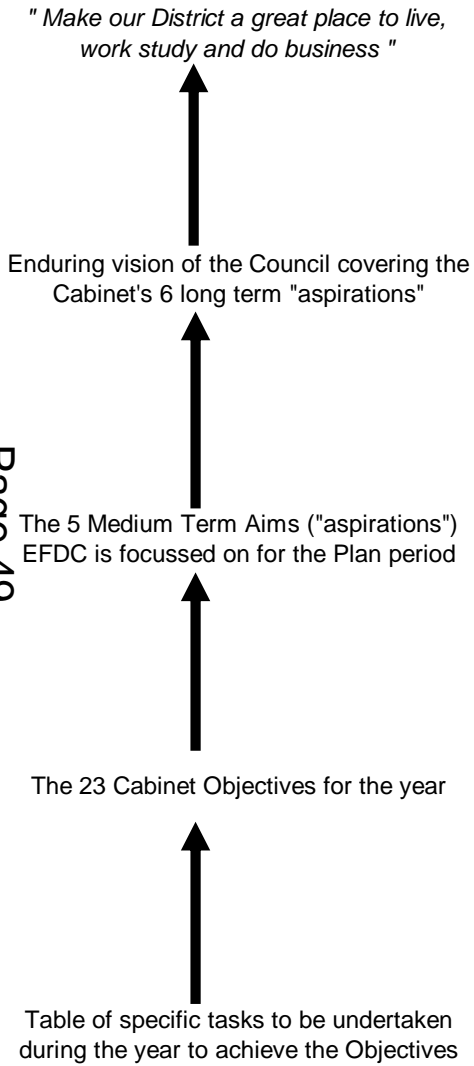
How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group? N/A

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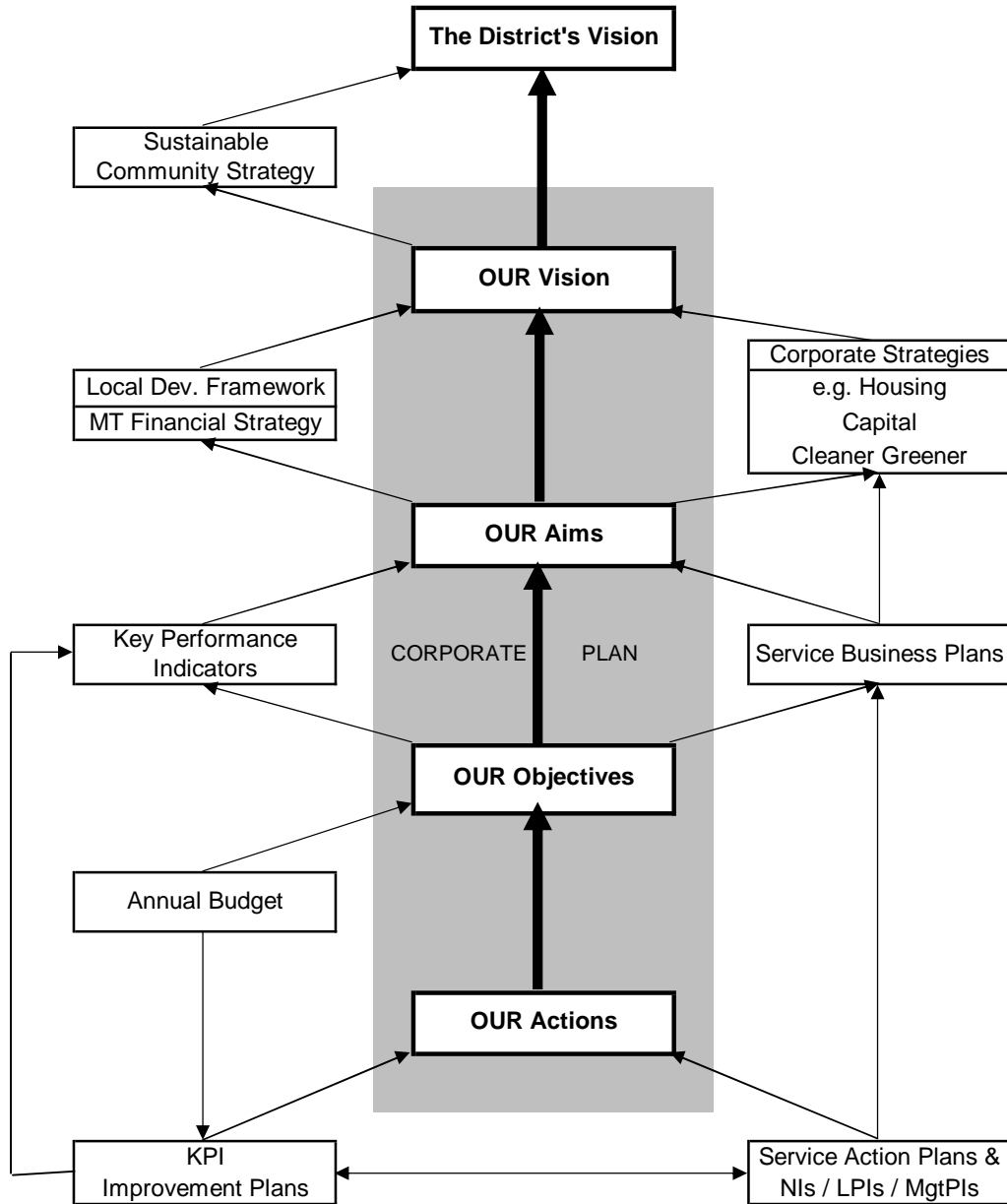


# Epping Forest Council Plan - Strategic Framework

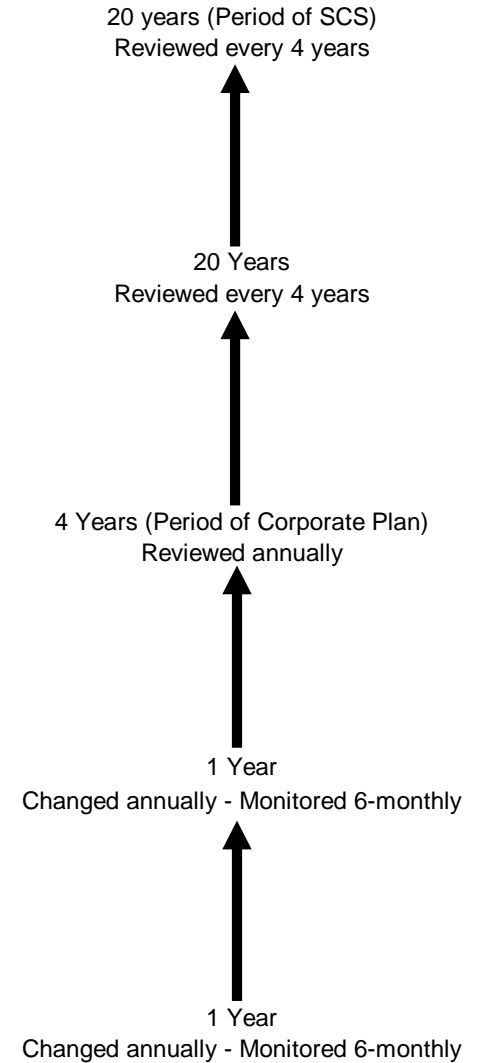
## Composition



## Hierarchy



## Period



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## **CORPORATE PLAN MEDIUM TERM AIMS**

**2010/11 TO 2013/14**

Over the period of the Corporate Plan we aim to:

1. Safeguard frontline services that our local residents tell us are important;
2. Have the lowest District Council Tax in Essex and maintain that position;
3. Be recognised as an innovative and top performing Council in Essex;
4. Continuously improve efficiency by adopting new ways of working with our partners and maximising revenue from our assets; and
5. Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the District.

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# **EPPING FOREST DISTRICT COUNCIL**

## **CORPORATE PLAN**

**2010/11 – 2013/14**

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**1. INTRODUCTION/FOREWORD BY LEADER OF THE COUNCIL AND/OR CHIEF EXECUTIVE**

*This section of the Corporate Plan will set out the background to the development of the Plan, and the purpose of the document in presenting a four-year vision to make the Epping Forest District 'a great place to live, work, study and do business'.*

DRAFT

## 2. OUR DISTRICT TODAY

*This section of the Corporate Plan will reflect the current 'profile' of the Epping Forest District, setting out key facts, figures and issues about the district and its geography and demography. Relevant data will be sourced from the new Community Strategy, the existing 'Story Of Place' document, the district profile produced by the Local Strategic Partnership, and other relevant data sources.*



### **3. THE COMMUNITY STRATEGY**

*This section of the Corporate Plan will illustrate the background to the establishment of the Local Strategic Partnership, and the development of the new Sustainable Community Strategy for the district.*

*This section of the Plan will also reflect the key issues and priorities for the district identified through the development of the new Community Strategy. The Corporate Plan will complement the Community Strategy and reflect those issues and priorities in the Community Strategy where the Council can have maximum impact. These issues will be carried forward into the 'Our Aims' and 'Our Key Objectives' sections of the Corporate Plan.*

#### **4. OUR DISTRICT TOMORROW – A VISION FOR THE EPPING FOREST DISTRICT IN ????**

*The previous sections of the Corporate Plan set out a view of the Epping Forest District today.*

*This section of the Plan will seek to identify what the Council and its partners would like the district to look like in ?? years' time, building on the development of the new Community Strategy and Local Development Framework, and will also set out the Council's commitment to equality and diversity and the reduction of its environmental footprint.*

## 5. OUR COUNCIL

*This section of the Corporate Plan will set out the roles and responsibilities of the Council, illustrating how it is structured to deliver its aims and priorities, also reflecting the its community leadership role. This section of the Plan will seek to identify key portfolio/service issues.*

*This section of the Plan will also be supported by details of the Council's strategic framework (through a flow-chart or graphic), and reflect the Council's existing 'vision and values' and Customer Charter.*

## **6. OUR SHARED SERVICES APPROACH**

*This section of the Corporate Plan will set out the Council's approach to becoming more efficient in the provision of services, and how it will deliver value to council tax payers, through the pooling of resources and achieving economies of scale.*

DRAFT

## **7. OUR ACHIEVEMENTS 2006/07 – 2009/10**

*This section of the Corporate Plan will summarise the Council's progress in achieving its aims and priorities from the previous Council Plan, and will set out progress on the basis of the individual key themes of the previous Community Strategy, against which aims and priorities were referenced.*

*Only a brief summary of progress against each theme will be included (reflecting the 'key' issues) in this section of the Plan, as the full progress report in respect of the final year of the current Council Plan will be considered by the Cabinet and the Finance and Performance Management Scrutiny Panel, as has been the case for the first three years of the Plan.*

### **(a) Ensuring the protection of the unique, green and sustainable environment of the district**

*We have.....*

### **(b) Ensuring that the district has decent housing and clean and attractive neighborhoods**

*We have.....Text*

**(c) Ensuring that residents of the district can enjoy local amenities with little fear of being a victim of crime**

*We have.....*

**(d) Ensuring that residents of the district lead a healthy lifestyle by having access to effective, high quality leisure and cultural services**

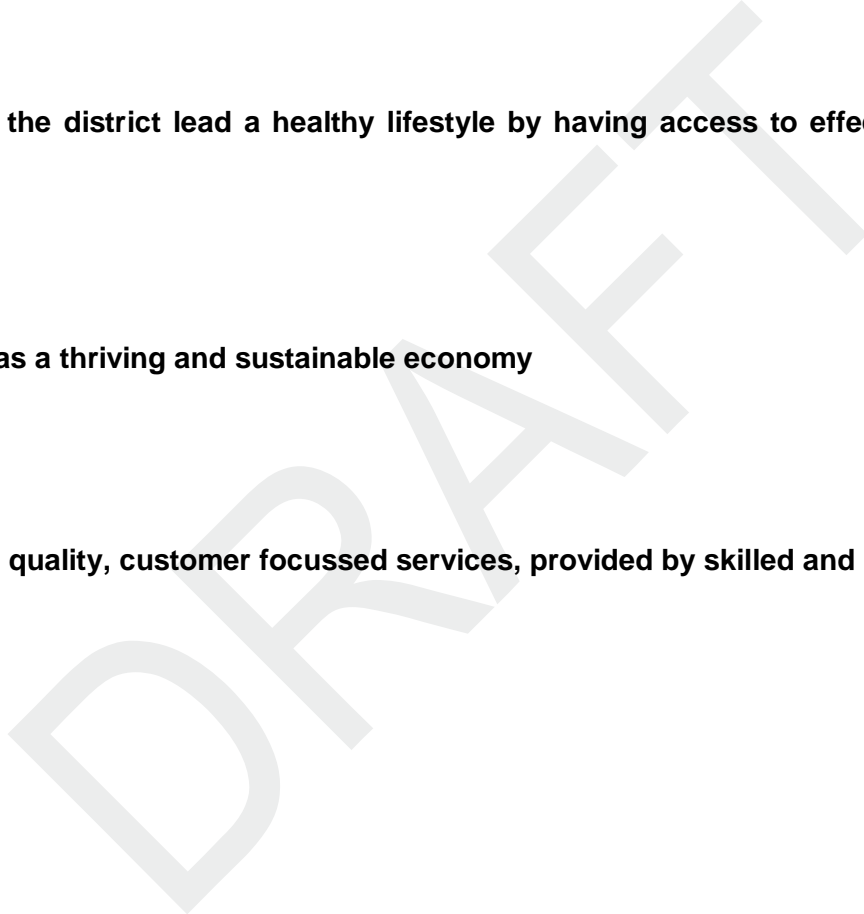
*We have.....*

**(e) Ensuring that the district has a thriving and sustainable economy**

*We have.....*

**(f) Ensuring that we offer high quality, customer focussed services, provided by skilled and committed staff**

*We have.....*



## **8. NATIONAL PRESSURES AND PRIORITIES**

*This section of the Corporate Plan will reflect the range of national pressures which are likely to have a local impact on the Epping Forest District over the next four years, including:*

- (a) Affordable Housing**
- (b) Economic Development/Responding to the Recession**
- (c) Local Development Framework**
- (d) Planning Growth**

*There may be other 'national issues' that could/should be reflected in this section. Where appropriate, these issues will be carried forward into the 'Our Aims' and 'Our Key Objectives' sections of the Corporate Plan.*

## 9. LOCAL PRESSURES AND PRIORITIES

*This section of the Corporate Plan will reflect the range of local pressures which are likely to have an impact on the Epping Forest District over the next four years.*

*Issues reflected in this section of the Plan will be drawn from the results of the Place Survey for 2008/09, and from the significant level of survey and consultation work undertaken by the Local Strategic partnership to inform the new Sustainable Community Strategy.*

*Where appropriate, issues will be carried forward into the 'Our Aims' and 'Our Key Objectives' sections of the Corporate Plan.*



## **10. OUR RESOURCES AND PERFORMANCE**

*This section of the Corporate Plan will set out the Council's financial position, and how financial planning is aligned to priorities and annual budgets are set in the context of the Medium-Term Financial Strategy.*

*This section of the Plan will also set out details of the Comprehensive Area Assessment (CAA) process, and the results of the Council's CAA Organisational Assessment for 2008/09 and future years, and the Council's approach to Use of Resources, Value For Money, performance management, and business and workforce planning.*

## 11. OUR AIMS 2010/11 – 2013/14

*This section of the Corporate Plan will reflect the Council's new Medium-Term Aims,, outlining how they help to achieve the objectives of the new Sustainable Community Strategy and any relevant national/local priorities, and identifying appropriate actions (in general terms) designed to achieve the aims.*

*Only a brief summary of the key issues covered by each of the Medium-Term Aims will be included in this section of the Plan , as detailed actions will be included in the 'Our Key Objectives' sections.*

**Over the period of the Corporate Plan we aim to:**

**(a) Safeguard frontline services that our local residents tell us are important**

*We will.....*

**(b) Have the lowest District Council Tax in Essex and maintain that position**

We will.....

- (c) ***Be recognised as an innovative and top performing council in Essex***

We will.....

- (d) ***Continuously improve efficiency by adopting new ways of working with our partners and maximising revenue from our assets***

We will.....

- (e) ***Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district.***

We will.....

## 12. OUR KEY OBJECTIVES 2010/11

*This section of the Corporate Plan will identify appropriate actions (in specific terms) designed to achieve the Council's new Medium-Term Aims. The proposed format of the action plan is designed to make actions more 'reader friendly' and to demonstrate the outcomes that are intended to flow from specific actions. A smaller number of 'high-level' actions should be included than in the previous Council Plan. The action plan will be reviewed on an annual basis, and updated to reflect the results of the bi-annual Place Survey or the interim Tracker Survey.*

REFERENCE	WHAT WE ARE GOING TO DO	WHEN WE ARE GOING TO DO IT	WHO IS RESPONSIBLE FOR DOING IT	HOW WE WILL KNOW WE'VE ACHIEVED IT	WHAT DIFFERENCE IT WILL MAKE TO THE COMMUNITY	MEDIUM-TERM AIM
Reference number	Details of the specific action	A specific timescale for the completion of the action	The title of the Portfolio Holder(s) and Director(s) responsible for the achievement of the action	A specific performance measure for the achievement of the action	The specific outcomes of the achievement of the action in terms of improved service, performance or quality of life	The relevant Medium-Term Priority
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**DRAFT CABINET KEY OBJECTIVES 2010/11**

<b>Key Objective</b>	<b>Action(s)</b>	<b>Target(s)/How Measured</b>	<b>Link to Medium-Term Aims, the Budget for 2010/11, and other corporate plans or documents</b>
<p>(1) To deliver a sound Core Strategy of the Local Development Framework;</p>	<p>(a) To publish an issues and options consultation for the Core Strategy, including:</p> <ul style="list-style-type: none"> <li>• options for urban extensions to Harlow to contribute to Regional Spatial Strategy targets, which are generally in line with Policy HA1;</li> <li>• options for the distribution of new housing elsewhere in the district to meet the Council's housing targets identified in the Regional Spatial Strategy;</li> <li>• options for new employment land to meet Regional Spatial Strategy targets;</li> <li>• options to deal with any other issues raised in the Sustainable Community Strategy which have spatial implications;</li> </ul> <p>(b) To establish formal arrangements to achieve co-ordinated working on the Core Strategies for the East Hertfordshire, Epping Forest and Harlow Districts;</p> <p>(c) To continue to deliver further</p>	<p>(a) The publication of an issues and options consultation for the Core Strategy by 1 September 2010;</p> <p>(b) The establishment of formal arrangements for co-ordinated working with East Hertfordshire and Harlow District Councils by 31 December 2010;</p> <p>(c) The provision of thirty-four additional Gypsy and Traveller pitches by 31 March 2011;</p> <p>(d) The holding of a joint member/officer meeting with the Minister for Housing and Planning by 20 April 2010;</p> <p>(e) The meeting of any agreed targets for the provision of additional Gypsy and Traveller pitches following the joint member/officer meeting with the Minister for Housing and Planning, by 31 March 2011;</p>	<p><b>Medium-Term Aims</b></p> <p>Aim 1 – Safeguarding frontline services;</p> <p>Aim 2 – Have the lowest Council Tax in Essex;</p> <p>Aim 3 – Be an innovative and a top performing Council in Essex;</p> <p>Aim 4 – Improve efficiency through partnership working and use of assets;</p> <p>Aim 5 – Community Leadership and Advocacy;</p> <p><b>Budget 2010/11, and other corporate plans or documents</b></p> <p>The District Development Fund budget for 2009/10 and the two subsequent years includes £1.176m to support this key objective. The budget includes the use of Housing and Planning Delivery Grant and Local Authority Business Growth Incentive Scheme funding;</p> <p>The Local Development Framework Links directly to the Sustainable Community Strategy for the district,</p>

Key Objective	Action(s)	Target(s)/How Measured	Link to Medium-Term Aims, the Budget for 2010/11, and other corporate plans or documents
	<p>permanent accommodation for Gypsies and Travellers as required by the Direction of the Minister for Housing and Planning in 2007, through the provision of 34 pitches (net) or until any subsequent agreement is reached with the Government;</p> <p>(d) To seek a joint member/officer meeting with the Minister for Housing and Planning, to pursue the amendment or deletion of the 2007 Direction;</p>		<p>and informs other corporate plans and strategies including the Biodiversity Strategy, the Climate Change Strategy, the Safer, Cleaner, Greener Strategy and the Council's approach to the reduction of its use of natural resources;</p> <p>Housing Strategy 2009-2013;</p>
<p>To help mitigate the impact of the current economic conditions on local people and businesses, through the development and implementation of appropriate initiatives;</p>	<p>(a) To retain car parking charges for 2010/11 at 2009/10 levels, including the provision of some free parking on Saturdays and in the run up to Christmas each year;</p> <p>(b) To continue to pay undisputed local supplier invoices within twenty days;</p> <p>(c) To better publicise the contracts or opportunities available for the supply of goods and services to the Council;</p> <p>(d) To continue with measures designed to assist those in housing need to cope with the impacts of the recession;</p>	<p>(a) The retention of car parking charges for 2010/11 at 2009/10 levels, including the provision of some free parking on Saturdays and in the run up to Christmas each year;</p> <p>(b) The achievement of the payment of 97% of invoices within twenty days, as measured by Local Performance Indicator 13, by 31 March 2011;</p> <p>(c) The expansion of the information available on the Council's website about forthcoming contacts, and to hold an event for local businesses to promote opportunities for the supply of goods and services to the Council, by 31 March 2011;</p>	<p><b>Medium-Term Aims</b></p> <p>Aim 1 – Safeguarding frontline services;</p> <p>Aim 2 – Have the lowest Council Tax in Essex;</p> <p>Aim 3 – Be an innovative and a top performing Council in Essex;</p> <p>Aim 4 – Improve efficiency through partnership working and use of assets;</p> <p>Aim 5 – Community Leadership and Advocacy;</p> <p><b>Budget 2010/11, and other corporate plans or documents</b></p>

Key Objective	Action(s)	Target(s)/How Measured	Link to Medium-Term Aims, the Budget for 2010/11, and other corporate plans or documents
	<p>(e) To continue to work towards the future development of key retail sites in the district, in particular the St. John's Road area of Epping;</p> <p>(f) To consult upon and agree a Development Brief for the St. John's Road area of Epping;</p> <p>(g) To introduce other measures introduced to lessen the impacts of the economic recession, which various panels of the Council, or the Local Strategic Partnership, have supported;</p>	<p>(d) The provision of at least two mortgage rescues, by 31 March 2011;</p> <p>(e) The completion of consultation in respect of the Development Brief for the St. John's Road area of Epping, and the agreement of the Development Brief by 31 March 2011;</p> <p>(f) The reporting on a regular basis of the Council's achievements in mitigating the impact of the current economic conditions on local people and businesses;</p> <p>(g) The Local Strategic Partnership to review the nature and extent of the local impact of the economic recession through its Credit Crunch Task and Finish Group, and to assess the range of support services available to local communities and businesses, identify gaps and initiatives to respond, on an ongoing basis;</p>	<p><b>relevant corporate plans and strategies or assessment reports</b></p> <p>Housing Strategy 2009-2013;</p> <p>Homelessness Strategy 2009-2012;</p> <p>Specific budgetary provision has been made for the preparation of the Development Brief for the St. John's Road area of Epping;</p>
<p>(3) To further improve the Council's corporate procedures for safeguarding local children and young people as part of Essex County Council's Children's Trust arrangements;</p>	<p>(a) To ensure that all appropriate members and officers of the Council are appropriately trained and aware of safeguarding responsibilities;</p>	<p>(a) The introduction and completion of a programme of staff training in respect of safeguarding responsibilities, at levels relative to individual roles and responsibilities, by 31 March 2011;</p>	<p><b>Medium-Term Aims</b></p> <p>Aim 3 – Aspire to be a top performing Council in Essex;</p> <p>Aim 4 – Improve efficiency through</p>

Key Objective	Action(s)	Target(s)/How Measured	Link to Medium-Term Aims, the Budget for 2010/11, and other corporate plans or documents
	<p>(b) To ensure that members and officers are confident in dealing with safeguarding concerns;</p> <p>(c) To continue to liaise with the West Essex Children's Trust Board via the Epping Forest Children's Partnership, and to review arrangements at a local level in line with Essex-wide developments;</p>	<p>(b) The introduction and completion of a programme of member training in respect of safeguarding responsibilities, by 31 March 2011;</p> <p>(c) The achievement of improved corporate 'buy-in' to Child Protection and Safeguarding arrangements, by 31 March 2011; (To be expanded to reflect achievable arrangements)</p> <p>(d) The improved dissemination of information in respect of corporate procedures for safeguarding local children and young people throughout directorates; (To be expanded to reflect achievable arrangements)</p> <p>(e) The implementation of an appropriate initiative promoting safeguarding arrangements via the display of posters and leaflets, by 31 March 2011;</p>	<p>partnership working and use of assets;</p> <p><b>Budget 2010/11, and other corporate plans or documents</b></p> <p>Child Protection Policy and specific directorate arrangements;</p> <p>Housing Strategy 2009-2013;</p> <p>Homelessness Strategy 2009-2012;</p>
(4) To improve the performance of the Benefits Service;	<p>(a) To improve performance in respect of the processing of new benefit claims, as measured by National Indicator 181;</p> <p>(b) To improve performance in respect of the processing of changes of circumstance, as</p>	<p>(a) The processing of new benefit claims within an average of twenty-five days, as measured by National Indicator 181 for 2010/11, by 31 March 2011;</p> <p>(b) The processing of changes of circumstance within an average of</p>	<p><b>Medium-Term Aims</b></p> <p>Aim 1 – Safeguarding frontline services;</p> <p>Aim 3 – Aspire to be a top performing Council in Essex;</p>



Key Objective	Action(s)	Target(s)/How Measured	Link to Medium-Term Aims, the Budget for 2010/11, and other corporate plans or documents
	<p>measured by National Indicator 180;</p> <p>(c) To implement the agreed key recommendations arising from the Benefits service inspection undertaken in January 2010;</p>	<p>eight days, as measured by National Indicator 180 for 2010/11, by 31 March 2011;</p> <p>(c) The agreement and implementation of the key recommendations arising from the Benefits service inspection, within timescales to be agreed with the Audit Commission;</p>	<p><b>Budget 2010/11, and other corporate plans or documents</b></p> <p>The budget for 2010/11 and the Medium-Term Financial Strategy include additional funding for the Benefits Service, following the restructure agreed by the Cabinet in July 2009;</p>
<p>(5) To maintain the Council's sound financial position;</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 73</p>	<p>(a) To increase the Council Tax for 2010/11 by no more than 2.5%;</p> <p>(b) To ensure that the Medium-Term Financial Strategy delivers a balanced budget in its final year;</p> <p>(c) To ensure that the General Fund Reserve Balance falls to no lower than 25% of Net Budget Requirement;</p> <p>(d) To continue to achieve high levels of revenue collection, as measured by Local Performance Indicators 14 and 15;</p>	<p>(a) The level of the Council Tax increase for 2010/11;</p> <p>(b) The success of the Medium-Term Financial Strategy in delivering a balanced budget for 2013/14;</p> <p>(c) The achievement of target performance for Local Performance Indicator 14 (Council Tax) and Local Performance Indicator 15 (National Non-Domestic Rates) for 2010/11 by 31 March 2011:</p> <ul style="list-style-type: none"> <li>• to collect 97.8% of the Council Tax due for 2010/11;</li> <li>• to collect 98% of the National Non-Domestic Rates due for 2010/11;</li> </ul>	<p><b>Medium-Term Aims</b></p> <p>Aim 1 – Safeguarding frontline services;</p> <p>Aim 2 – Have the lowest Council Tax in Essex;</p> <p><b>Budget 2010/11, and other corporate plans or documents</b></p> <p>The Finance and Performance Management Cabinet Committee (25 January 2010) recommended a 1.5% increase in Council Tax for 2010/11. the Medium-Term Financial Strategy is based on a 1.5% increase for 2010/11 and increases of 2.5% for the subsequent three years, to deliver a balanced budget for 2013/14;</p>

<p>(6) To achieve the level of savings identified within the Council's Medium-Term Financial Strategy;</p>	<p>(a) To develop savings projects and an overall strategy for the achievement of the level of savings identified within the Medium-Term Financial Strategy;</p> <p>(b) To achieve efficiency savings of £600,000 for 2011/12;</p> <p>(c) To assess and determine the longer term future of the leisure management contract, to include contract extension negotiations or arrangements for re-tendering the contract,</p> <p>(d) To identify the most appropriate and viable future method of delivering the Council's Arts Service, to ensure future delivery of the service across the district</p> <p>(e) To identify and develop mutually beneficial partnerships with external organisations; <b>(Target/performance measure required)</b></p>	<p>(a) The consideration of progress on the identified savings projects and the overall strategy, by the Finance and Performance Management Cabinet Committee, by 30 June 2010;</p> <p>(b) The submission of reports to the Finance and Performance Management Cabinet Committee, on the progress of identified savings projects, on a regular basis;</p> <p>(c) The achievement of the savings target for 2011/12;</p> <p>(d) The completion of the assessment and determination of the future of the leisure management contract by 31 March 2011;</p> <p>(e) The investigation of alternative methods of delivery of the Council's Arts Service, and the successful implementation of new or revised arrangements, by 31 March 2011;</p>	<p><b>Medium-Term Aims</b></p> <p>Aim 1 – Safeguarding frontline services;</p> <p>Aim 2 – Have the lowest Council Tax in Essex;</p> <p>Aim 3 – Aspire to be a top performing Council in Essex;</p> <p>Aim 4 – Improve efficiency through partnership working and use of assets;</p> <p><b>Budget 2010/11, and other corporate plans or documents</b></p> <p>The Medium-Term Financial Strategy includes net savings targets of £600,000 for 2011/12, £400,000 for 2012/13 and £200,000 for 2013/14. These are expressed as net savings as they can be achieved through either reducing costs or increasing income. If these savings targets are not achieved, it is unlikely that the Council will have a balanced budget by 2013/14;</p> <p>Place Survey 2008/09;</p> <p>CAA Organisational Assessment 2008/09;</p>
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<p>(7) To work with the Epping Forest Safer Communities Partnership to further reduce levels of actual crime and the fear of crime in the district;</p>	<p>(a) To achieve a reduction in levels of actual crime and the fear of crime in the district;</p> <p>(b) To achieve improved outcomes for National Indicator 17 (Perceptions of Anti-Social Behaviour) and National Indicator 21 (Dealing with local concerns about anti-social behaviour and crime by the local council);</p>	<p>(a) The achievement of a reduction of in the level of overall crime of 2.5% for 2010/11 by 31 March 2011; <b>(NB. Target to be confirmed by the Safer Communities Partnership)</b></p> <p>(b) The achievement of an increased percentage <b>(Target to be identified by the Safer Communities Partnership)</b> of residents feeling confident about crime in the district, as measured by National Indicator 17 and National Indicator 21;</p>	<p><b>Medium-Term Aims</b></p> <p>Aim 1 – Safeguarding frontline services;</p> <p>Aim 3 – Aspire to be a top performing Council in Essex;</p> <p>Aim 5 – Community Leadership and Advocacy;</p> <p><b>Budget 2010/11, and other corporate plans or documents</b></p> <p>Place Survey 2008/09;</p> <p>CAA Organisational Assessment 2008/09;</p> <p>Safer Communities Partnership Strategic Assessment 2010/11</p>
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<p>(8) To seek continuous performance improvement and the best use of resources;</p>	<p>(a) To achieve an overall score of 3 (Performing Well) in the CAA Organisational Assessment for 2009/10 (to be undertaken in 2010/11);</p> <p>(b) To achieve overall improvement in respect of the Council's Key Performance Indicators for each of the four years from 2010/11 to 2013/14;</p> <p>(c) To continue to improve performance on the processing times of all categories of planning applications, as measured by National Indicator 157;</p> <p>(d) To further improve the Housing Repairs Service, primarily through the appointment of a private housing repairs management contractor, and to increase performance on repairs response times as measured by Local Performance Indicators 7, 8 and 9;</p> <p>(e) To retain current high overall satisfaction levels with the Repairs Service times, as measured by Local Performance Indicator 10;</p> <p>(f) To further improve street scene standards (litter, graffiti, detritus, fly-posting, fly-tipping) across the district, as measured by National Indicators 195 and 196;</p>	<p>(a) The achievement of an overall score of 3 (Performing Well) for the CAA Organisational Assessment for 2009/10;</p> <p>(b) The achievement of a percentage improvement rate of (% to be determined) in respect of the Council's Key Performance Indicators for 2010/11, by 31 March 2011;</p> <p>(c) The achievement of target performance for National Indicator 157 for 2010/11, by 31 March 2011;</p> <ul style="list-style-type: none"> <li>• NI 157(a) (Major Applications) 81% within target time (thirteen weeks);</li> <li>• NI 157(b) (Minor Applications) 80% within target time (eight weeks);</li> <li>• NI 157(c) (Other Applications) 94% within target time (eight weeks);</li> </ul> <p>(d) The appointment of a private repairs management contractor by 1 January 2011;</p> <p>(e) The achievement of target response and satisfaction levels for Local Performance Indicators 7, 8, 9 and 10 for 2010/11, by 31 March 2011;</p> <ul style="list-style-type: none"> <li>• LPI 7 (Emergency Repairs) 99% within target time (twenty-four hours);</li> </ul>	<p><b>Medium-Term Aims</b></p> <p>Aim 1 – Safeguarding frontline services;</p> <p>Aim 3 – Aspire to be a top performing Council in Essex;</p> <p>Aim 4 – Improve efficiency through partnership working and use of assets;</p> <p><b>Budget 2010/11, and other corporate plans or documents</b></p> <p>The processing of planning applications is a statutory service, and is funded by the Continuing Service Budget;</p> <p>The Capital Programme contains an allocation of £1.337m for the Customer Services Transformation Programme;</p> <p>Housing Revenue Account Business Plan 2010/11;</p> <p>Housing Repairs and Maintenance Business Plan 2010/11;</p> <p>CAA Organisational Assessment 2009/10;</p> <p>Place Survey 2008/09;</p>
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	<p>(g) To fully embed the Council's Workforce Planning and Development arrangements within its business planning processes through:</p> <ul style="list-style-type: none"> <li>• increased understanding of workforce planning within directorates through appropriate training; and</li> <li>• early identification at a strategic level, of staffing/training needs which to be reflected in the annual Learning and Development Plan;</li> </ul> <p>(h) To complete the prioritisation of the customer care improvements identified by the Customer Services Transformation Panel, and to develop an implementation programme of works;</p> <p>(i) To secure Level 2 ('Achieving') of the Equality Framework For Local Government, in respect of the Council's approach to securing equal life chances for all;</p>	<ul style="list-style-type: none"> <li>• LPI 8 (Urgent Repairs) 95% within target time (five working days);</li> <li>• LPI 9 (Routine Repairs) 95% within target time (six weeks);</li> <li>• LPI 10 (Repairs Satisfaction) 98%;</li> </ul> <p>(f) The achievement of target performance (to be determined) for National Indicators 195 and 196 for 2010/11, by 31 March 2011;</p> <p>(g) The full incorporation of Workforce Planning and Development arrangements within Directorate Business Plans for 2010/11, by 31 May 2010;</p> <p>(h) The agreement of customer care priorities by 30 June 2010;</p> <p>(i) The agreement of funding and a programme of customer care improvement works, by 30 October 2010;</p> <p>(j) The implementation of agreed key recommendations arising from the informal Equality Peer Challenge to be undertaken in March 2010, by 31 March 2011;</p>	
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<p>(9) To enable the provision of additional affordable housing in the district, and other initiatives to assist people unable to purchase a property on the open market;</p>	<p>(a) To consider the viability of the establishment of a Local Housing Company to purchase properties for let at market rents to nominees from the Council's Housing Register;</p> <p>(b) To provide Home Ownership Grants to enable Council tenants to purchase an open market property, thereby releasing a Council property to be let to an applicant on the Council's Housing Register;</p> <p>(c) To provide Social Housing Grant to one of the Council's Preferred Registered Social Landlord Partners, to fund the purchase of 5/7 two and/or three bedroomed houses on the open market for let at affordable rents;</p> <p>(d) To assess the development potential of difficult-to-let garage sites with vacancies in excess of 20% (and no waiting list), and the number of additional homes that could be provided on each site;</p>	<p>(a) The establishment of a Local Housing Company by 31 December 2010;</p> <p>(b) The purchase of at least three properties by the Local Housing Company, by 31 March 2011;</p> <p>(c) The purchase of the target number of properties by the Local Housing Company, 31 March 2012;</p> <p>(d) The provision of at least six Home Ownership Grants of £28,000, by 31 March 2011;</p> <p>(e) The provision of social housing grant of up to £375,000 to one of the Council's Preferred Registered Social Landlord Partners, by 31 March 2011;</p> <p>(f) The assessment of the residential development potential of difficult-to-let garage sites, by 31 March 2011;</p>	<p><b>Medium-Term Aims</b></p> <p>Aim 2 – Have the lowest Council Tax in Essex;</p> <p>Aim 4 – Improve efficiency through partnership working and use of assets;</p> <p>Aim 5 – Community Leadership and Advocacy;</p> <p><b>Budget 2010/11, and other corporate plans or documents</b></p> <p>Housing Strategy 2009-2013;</p>
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<p>(10) To continue the improvement in the benefit the Council receives from its investment in information and communications technology;</p>	<p>(a) To complete the server virtualisation project, to achieve energy cost savings and the enhancement of business continuity and resilience arrangements;</p> <p>(b) To increase the use of the corporate document management system in order to improve administrative processes;</p> <p>(c) To rationalise and consolidate relevant property databases in order to improve administrative processes;</p> <p>(d) To implement appropriate on-line payment facilities for Council services; <b>(Target/performance measure to be identified)</b></p> <p>(e) To implement appropriate mobile working arrangements to achieve efficiencies; <b>(Target/performance measure to be identified)</b></p>	<p>(a) The completion of the transfer from existing to virtual servers by 31 March 2011;</p> <p>(b) The implementation of the of the corporate document management system within Local Land Charges and Housing by 31 March 2011;</p> <p>(c) The achievement of reduction in the number of property databases by 31 March 2011;</p>	<p><b>Medium-Term Aims</b></p> <p>Aim 1 – Safeguarding frontline services;</p> <p>Aim 2 – Have the lowest Council Tax in Essex;</p> <p>Aim 3 – Aspire to be a top performing Council in Essex;</p> <p>Aim 4 – Improve efficiency through partnership working and use of assets;</p> <p><b>Budget 2010/11, and other corporate plans or documents</b></p> <p>The Capital Programme includes an allocation of £454,000 in 2010/11 for ICT projects. The reduction in electricity consumption achieved through virtualisation supports the Council's Climate Change Strategy objective of reducing the Council's carbon footprint;</p>
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<p>(11) To continue to increase the Council's recycling performance;</p>	<p>(a) To improve performance in respect of the percentage of household waste sent for reuse, recycling and composting, as measured by National Indicator 192;</p> <p>(b) To complete the assessment and provision of recycling facilities, so that all flats and similar communal buildings, where owner/manager consent for introduction exists, can benefit from appropriate recycling facilities;</p>	<p>(a) The achievement of target performance of 58% for National Indicator 192 for 2010/11, by 31 March 2011;</p> <p>(b) The completion of the assessment and implementation of recycling facilities at flats and similar communal buildings, by 31 March 2011;</p> <p>(c) The achievement of an improvement in public satisfaction with the Council's waste and recycling services, by 31 March 2011;</p>	<p><b>Medium-Term Aims</b></p> <p>Aim 1 – Safeguarding frontline services;</p> <p>Aim 2 – Have the lowest Council Tax in Essex;</p> <p>Aim 5 – Community Leadership and Advocacy;</p> <p><b>Budget 2010/11, and other corporate plans or documents</b></p> <p>Recycling Credit income of £118,000 is included within the budget for 1010/11;</p> <p>CAA Organisational Assessment 2009/10;</p> <p>Place Survey 2008/09;</p>
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<p>(12) To review the Council's commercial landholdings in order to coordinate competing land use proposals, to fulfil the authority's operational requirements and achieve value for money.</p>	<p>(a) To agree a timetable and programme for the relocation or termination of current uses of the Council's depot site at Langston Road, Loughton, with a view to better utilising the asset either through development (in partnership or otherwise) or sale;</p>	<p>(a) Further to the agreement of the Cabinet to the principle of relocating the Council's services from Langston Road to a new site in Oakwood Hill, and the relocation of the Council's Museum Store to its vacant unit at the Brooker Road Industrial Estate in Waltham Abbey:</p> <ul style="list-style-type: none"> <li>• the development of a cost benefit analysis and budgetary cost for the construction of new depot facilities at Oakwood Hill, and the agreement of capital financing by 31 March 2011;</li> <li>• the design, tendering and construction of a new depot facility at Oakwood Hill by 31 March 2011;</li> <li>• the relocation of identified services to the Oakwood Hill site by 31 March 2011;</li> <li>• the agreement of the future depot location of the Council's waste management contractor, in conjunction with the letting of a new waste management contract in either 2012 or 2014;</li> </ul>	<p><b>Medium-Term Aims</b></p> <p>Aim 4 - Improve efficiency through partnership working and use of assets;</p> <p><b>Budget 2010/11, and other corporate plans or documents</b></p> <p>CAA Organisational Assessment 2008/09;</p> <p>Asset Management Plan 2007 – 2012;</p> <p>Capital Strategy (2020 – 2013);</p> <p>Medium Term Financial Strategy 2010 to 2014;</p>
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		<ul style="list-style-type: none"><li>the issue of Notice to Quit to the Women's Royal Voluntary Service (WRVS) in respect of the current occupation of the Langston Road site by the WRVS, in accordance with lease terms, by 31 March 2011;</li></ul> <p>(b) The development of a strategy for the development or sale of the Langston Road site when vacant, by 31 March 2011.</p>	
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**PROPOSED KEY PERFORMANCE INDICATORS 2010/11 – LINK TO MEDIUM-TERM AIMS 2010/11 TO 2013/14**

<b>NATIONAL INDICATORS</b>		
<b>No.</b>	<b>Indicator</b>	<b>Link to Medium-Term Aim</b>
1.	NI 14 Reducing avoidable contact*	Aim 4 - Continuously improve efficiency by adopting new ways of working with our partners and maximising revenue from our assets;
2.	NI 154 Net additional homes provided	Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
3.	NI 155 Affordable homes delivered (gross)	Aim 1 - Safeguard frontline services that our local residents tell us are important;
4.	NI 156 Households living in temporary accommodation	Aim 1 - Safeguard frontline services that our local residents tell us are important;
5.	NI 157(a) Processing of planning applications - 'Major' applications	Aim 1 - Safeguard frontline services that our local residents tell us are important;
6.	NI 157(b) Processing of planning applications - 'Minor' applications	Aim 1 - Safeguard frontline services that our local residents tell us are important;
7.	NI 157(c) Processing of planning applications - 'Other' applications	Aim 1 - Safeguard frontline services that our local residents tell us are important;
8.	NI 158 Percentage of decent council homes*	Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
9.	NI 159 Supply of ready to develop housing sites*	Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
10.	NI 160 Local authority tenants' satisfaction with landlord services**	Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
11.	NI 170 Previously developed vacant land*	Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
12.	NI 179 Value for money*	Aim 2 - Have the lowest District Council Tax in Essex and maintain that position; Aim 4 - Continuously improve efficiency by adopting new ways of working with our partners and maximising revenue from our assets;
13.	NI 180 Housing/Council Tax Benefit – Changes of circumstance	Aim 1 - Safeguard frontline services that our local residents tell us are important;
14.	NI 181 Housing/Council Tax Benefit – Claims processing	Aim 1 - Safeguard frontline services that our local residents tell us are important;
15.	NI 182 Satisfaction with local authority regulation services*	Aim 1 - Safeguard frontline services that our local residents tell us are important;
16.	NI 184 Food establishments broadly compliant with food hygiene law*	Aim 1 - Safeguard frontline services that our local residents tell us are important;
17.	NI 185 CO <sup>2</sup> reductions from local authority operations*	Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
18.	NI 186 Per capita reduction in CO <sup>2</sup> emissions*	Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
19.	NI 187 Tackling fuel poverty*	Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;

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20.	NI 188 Planning to adapt to climate change*	Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
21.	NI 191 Residual household waste per household	Aim 1 -Safeguard frontline services that our local residents tell us are important; Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
22.	NI 192 Household waste recycled and composted	Aim 1 -Safeguard frontline services that our local residents tell us are important; Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
23.	NI 194 Air quality (local authority estate and operations)*	Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
24.	NI 195(a) Improved street and environmental cleanliness (Graffiti)***	Aim 1 -Safeguard frontline services that our local residents tell us are important; Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
25.	NI 195(b) Improved street and environmental cleanliness (Litter)***	Aim 1 -Safeguard frontline services that our local residents tell us are important; Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
26.	NI 195(c) Improved street and environmental cleanliness (Detritus)***	Aim 1 -Safeguard frontline services that our local residents tell us are important; Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
27.	NI 195(d) Improved street and environmental cleanliness (Fly-posting)***	Aim 1 -Safeguard frontline services that our local residents tell us are important; Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
28.	NI 196 Improved street and environmental cleanliness (Fly-tipping)	Aim 1 -Safeguard frontline services that our local residents tell us are important; Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;

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#### LOCAL PERFORMANCE INDICATORS

No.	Indicator	Link to Medium-Term Aim
29.	LPI 1 Equality Framework for Local Government*	Aim 4 - Continuously improve efficiency by adopting new ways of working with our partners and maximising revenue from our assets; Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
30.	LPI 2(a) Licence applications processed within targets (Premises)	Aim 1 - Safeguard frontline services that our local residents tell us are important
31.	LPI 2(b) Licence applications processed within targets (Temporary Event)	Aim 1 - Safeguard frontline services that our local residents tell us are important;
32.	LPI 2(c) Licence applications processed within targets (Hackney Carriage)	Aim 1 - Safeguard frontline services that our local residents tell us are important;
33.	LPI 4 Rent collection (Housing Revenue Account dwellings)	Aim 2 - Have the lowest District Council Tax in Essex and maintain that position;
34.	LPI 5 Re-letting of council dwellings	Aim 1 - Safeguard frontline services that our local residents tell us are important;

35.	LPI 7 Emergency repairs (Housing Revenue Account dwellings)	Aim 1 - Safeguard frontline services that our local residents tell us are important;
36.	LPI 8 Urgent repairs (Housing Revenue Account dwellings)	Aim 1 - Safeguard frontline services that our local residents tell us are important;
37.	LPI 9 Urgent repairs (Housing Revenue Account dwellings)	Aim 1 - Safeguard frontline services that our local residents tell us are important;
38.	LPI 10 Satisfaction with repairs (Housing Revenue Account dwellings)	Aim 1 - Safeguard frontline services that our local residents tell us are important;
39.	LPI 13 Payment of invoices	Aim 4 - Continuously improve efficiency by adopting new ways of working with our partners and maximising revenue from our assets;
40.	LPI 14 Council Tax collection	Aim 2 - Have the lowest District Council Tax in Essex and maintain that position;
41.	LPI 15 National non-domestic rates collection	Aim 4 - Continuously improve efficiency by adopting new ways of working with our partners and maximising revenue from our assets;
42.	LPI 16 Housing/Council Tax Benefit – Claims processing (Time)	Aim 1 - Safeguard frontline services that our local residents tell us are important;
43.	LPI 17 Housing/Council Tax Benefit – Changes of circumstance	Aim 1 - Safeguard frontline services that our local residents tell us are important;
44.	LPI 23(a) Capital projects (Cost)*	Aim 4 - Continuously improve efficiency by adopting new ways of working with our partners and maximising revenue from our assets; Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
45.	LPI 24(a) Visits to the Council's website	Aim 4 - Continuously improve efficiency by adopting new ways of working with our partners and maximising revenue from our assets;
46.	LPI 24(b) Quality of the Council's website*	Aim 4 - Continuously improve efficiency by adopting new ways of working with our partners and maximising revenue from our assets;
47.	LPI 28 Working days lost due to sickness absence	Aim 2 - Have the lowest District Council Tax in Essex and maintain that position; Aim 4 - Continuously improve efficiency by adopting new ways of working with our partners and maximising revenue from our assets;
48.	LPI 39 Rent arrears (Commercial and industrial property)*	Aim 2 - Have the lowest District Council Tax in Essex and maintain that position; Aim 4 - Continuously improve efficiency by adopting new ways of working with our partners and maximising revenue from our assets;
49.	LPI 40 Occupation rate (Commercial and industrial property)*	Aim 2 - Have the lowest District Council Tax in Essex and maintain that position; Aim 4 - Continuously improve efficiency by adopting new ways of working with our partners and maximising revenue from our assets;
50.	LPI 41 Rental yield (Commercial and industrial property) *	Aim 2 - Have the lowest District Council Tax in Essex and maintain that position; Aim 4 - Continuously improve efficiency by adopting new ways of working with our partners and maximising revenue from our assets;
51.	LPI 44 Milestones within Local Development Scheme*	Aim 5 - Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the district;
52.	LPI 45 Planning appeals	Aim 1 - Safeguard frontline services that our local residents tell us are important; Aim 2 - Have the lowest District Council Tax in Essex and maintain that position;
53.	LPI 49 Pupils visiting museums and galleries in organised school groups	Aim 1 - Safeguard frontline services that our local residents tell us are important; Aim 3 - Be recognised as an innovative and top performing Council in Essex;
54.	LPI 50 Participation in physical activity programmes	Aim 1 - Safeguard frontline services that our local residents tell us are important;

		Aim 3 - Be recognised as an innovative and top performing Council in Essex;
55.	LPI 51 Complaints response (Enviro-Crime and Rapid Response)	Aim 1 - Safeguard frontline services that our local residents tell us are important; Aim 3 - Be recognised as an innovative and top performing Council in Essex;
56.	LPI 52(a) Introduction of recycling facilities (flats and communal buildings) – Percentage surveyed	Aim 1 - Safeguard frontline services that our local residents tell us are important; Aim 3 - Be recognised as an innovative and top performing Council in Essex;
57.	LPI 52(b) Introduction of recycling facilities (flats and communal buildings) – Percentage of schemes implemented	Aim 1 - Safeguard frontline services that our local residents tell us are important; Aim 3 - Be recognised as an innovative and top performing Council in Essex;
58.	LPI 53 Housing/Council Tax Benefit – Fraud investigation	Aim 1 - Safeguard frontline services that our local residents tell us are important;

\*Performance against these Key Performance Indicators will be reported annually at year-end only;

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

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

Performance against all other Key Performance Indicators will be monitored on a quarterly basis.

## **Report to the Finance & Performance Management Scrutiny Panel**

**Date of meeting: 23 February 2010**

**Portfolio: Finance & Economic Development**

**Subject: Quarterly Financial Monitoring**

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

**Democratic Services Officer: Adrian Hendry (01992 – 56 4246)**

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

**That the Panel note the revenue and capital financial monitoring report for the third quarter of 2009/10;**

### **Executive Summary**

The report provides a comparison between the original profiled budgets for the period ended 31 December 2009 and the actual expenditure or income as applicable. The revised estimate has now been compiled and this suggests there is likely to be little change between the originally expected use of General Fund Balances of £704,000 and the revised projection of £837,000.

### **Reasons for proposed decision**

To note the third 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 third quarterly report for 2009/10 and covers the period from 1 April 2009 to 31 December 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 underspend of £554,000 or 3.7%. The largest underspend is still on the Planning Services Directorate of £196,000 (11.2%). There still are a number of vacancies within planning and it is unlikely that the situation will improve much over the next three months. The budget allowed for a pay award of 2.6%. This has been agreed at 1.25% for points 4 to 10 and 1% for those above that (excluding Chief Officers). There will therefore be a CSB saving of the difference between the assumed pay inflation rate in the budget and that now in force, this amounts to around £300,000, (estimated at £180,000 General Fund, £120,000 Housing

Revenue Account(HRA)).

4. Building Control Income shows an under achievement of £110,000 at 31 December. The Council has won a contract to deal with the Building Control issues relating to the Bank of England the anticipated fee on this is £26,000. This is less than that originally expected as the value of works to be carried out has reduced. The account now looks as if it will either breakeven or return a small deficit.

5. Investment interest levels in 2009/10 will be lower than that in the estimate and rates look unlikely to recover much for at least two years. The Council has achieved some slightly better rates recently but there is still volatility in the market and it is too early to suggest that any recovery in rates will be sustained. At the end of December interest of £901,000 had been earned, £706,000 down on expectations. The revised estimate has been set at £1,089,000 and the outturn should be around this level if not marginally higher. As reported previously much of the lost interest relating to the HRA is offset by a reduction in Housing Subsidy payments.

6. The timing and amount of recoveries from the Heritable bank have again changed since the last quarter. The Council received notification on 1 February that it should receive 85p in the £ however 16.13% was received in July 2009 and 12.66% in December 2009. The updated remaining recovery rates are expected to be:-

- (a) July 2010 20.22%
- (b) July 2011 19.22%
- (c) July 2012 7.22%
- (d) July 2013 9.55%.

7. Development Control income at Month 9 is £28,000 below expectations. This includes a fee of £49,000 relating to St Johns School. It does now look unlikely that the income will reach the original target and to reflect this a reduction of £60,000 was included in the revised estimates. However income in January was higher than anticipated so the outturn may exceed the revised estimate.

8. Hackney Carriage licensing income has now reached last years full year total. Other licensing income is however slightly below expectations.

9. Income from MOT's carried out by Fleet Operations are proving popular and income so far this year is significantly above the budget. Income levels are expected to be around £285,000 giving a surplus to the General Fund of a little over £50,000 for the full year.

10. Income from industrial estates is higher than expectations due to a number of rent reviews some being backdated to April 2008.

11. The Housing Repairs Fund shows an underspend of £813,000 some of this is because there tends to be a higher proportion of repairs occurring during the winter months but given the size of underspend now showing, a proportion of this will be saving.

12. Housing Subsidy is usually set prior to the start of a given financial year and there are therefore usually no variances to report. This year however, due to the late change to Guideline Rents and the CLG's indecision surrounding the notional interest rate the actual subsidy payment will be lower than that originally set. The variation now relates both to the Guideline Rent reduction and the reduction in the notional interest rate.

13. Payments to the Waste Management contractor are lagging behind expectations in that the November payment had not been made by 31 December 2009. The payment was subsequently made during January. Whilst this obviously shows as an underspend on Refuse Collection, Street Cleansing and Recycling it is also part of the reason for the underspend on Special Services within the HRA.



14. The payments to Sports and Leisure Management Ltd are again up to date as of 31 December 2009.

15. Where income budgets are not likely to be met, or under and overspends are expected this is noted within the report or 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)**

16. Tables for capital expenditure monitoring purposes (annex 10 -16) are included for the nine months to 31 December. 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.

17. The full year budget for comparison purposes is the latest agreed position and that included within the Capital strategy.

### **Major Capital Schemes (Annex 17 - 19)**

18. The three major schemes exceeding £1m in 2009/10 are now shown on Annex 17,18 and 19 the annexes contain a short history on each scheme highlighting the timing of any supplementary estimates and issues affecting progress. Information on expenditure to date and expected outturn is also included.

### **Conclusion**

19. There is particular concern over the anticipated level of income from Building Control fees and Investment Interest. With regard to Building Control, the ring fenced account should be close to breaking even this year but may return a small deficit. With regard to Investment Interest there is little scope for improving returns significantly without taking on additional risk, this could not be recommended. The expected income has been revised downwards and this should be met.

20. Income from Development Control and Land Charges will also need to be closely monitored. The former is below expectations and was revised downwards as part of the revised estimates the latter is above expectations at Month 9. It looks as if Land Charge income probably will exceed the budgeted income levels and Development Control income will be in line with the revised position.

21. The panel is asked to note the position on both revenue and capital budgets as at Month 9 and the Major Capital Schemes monitoring schedules.

### **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, although necessary adjustments to income levels have been 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.

DECEMBER 2009 - SALARIES

<u>SERVICE</u>	<u>2009/10</u>			<u>2008/09</u>		
	<u>EXPENDITURE</u> <u>TO 31/12/09</u>	<u>BUDGET</u> <u>PROVISION</u> <u>(ORIGINAL)</u>	<u>VARIATION</u> <u>FROM BUDGET</u> <u>(ORIGINAL)</u>	<u>EXPENDITURE</u> <u>TO 31/12/08</u>	<u>BUDGET</u> <u>PROVISION</u> <u>(ORIGINAL)</u>	<u>VARIATION</u> <u>FROM BUDGET</u> <u>(ORIGINAL)</u>
	<u>£000</u>	<u>£000</u>	<u>%</u>	<u>£000</u>	<u>£000</u>	<u>%</u>
OFFICE OF THE CHIEF EXECUTIVE	631	656	-3.8	640	639	0.2
DEPUTY CHIEF EXECUTIVE	1,061	1,092	-2.8	998	1,007	-0.9
CORPORATE SUPPORT SERVICE DIRECTORATE *	1,849	1,851	-0.1	1,767	1,739	1.6
FINANCE & ICT DIRECTORATE *	2,929	2,878	1.8	2,787	2,897	-3.8
HOUSING DIRECTORATE *	3,779	3,955	-4.5	3,783	3,820	-1.0
ENVIRONMENT & STREET SCENE DIRECTORATE *	2,707	2,882	-6.1	2,635	2,708	-2.7
PLANNING & ECONOMIC DEVELOPMENT DIRECTORATE *	1,553	1,749	-11.2	1,592	1,736	-8.3
<b>TOTAL</b>	<b>14,509</b>	<b>15,063</b>	<b>-3.7</b>	<b>14,202</b>	<b>14,546</b>	<b>-2.4</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 (2.60% Pay Award & 0.76% Ers Superannuation )

	09/10 Full Year Budget £'000	Third 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>							
Grants to Voluntary Groups	195	95	89	25	-6	-6.09	As a 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. The value of grants carried forward amounted to £64,412, of which £3,000 has been identified as available to re-allocate and £24,514 is outstanding at the end of Quarter 3. Grants approved in the first three quarters amount to £77,953 of which £41,676 has been paid out.
Voluntary Sector Support	165	162	161	140	-1	-0.49	The figures include grants to the CAB and VAEF which are paid twice yearly in 50% instalments in April and October 2009
	360	257	250	165			

	09/10 Full Year Budget £'000	Third 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>							
Building Maintenance	348	149	137	155	-12	-7.93	As expenditure patterns of building maintenance work are difficult to forecast the budget profiling has been based on the average for the previous three years. The current years expenditure is slightly behind the trend set previously.
<u>Major Income Items</u>							
Fleet Operations MOTs	225	161	218	176	57	35.40	MOT tests are undertaken by the Fleet Operations unit at Langston Road depot, which has seen a steady increase in numbers and related income as the facility has become popular and firmly established in Loughton.
Hackney Carriages	148	111	147	138	36	32.64	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. Income achieved to quarter three is almost the total expected for the year.
Licensing & Registrations	101	87	83	89	-4	-4.86	This financial year has seen a decrease in the number of premises license, temporary event and gambling applications received, demonstrating the effect of the current economic climate on the hospitality industry.
	474	359	448	403			

	09/10 Full Year Budget £'000	Third Quarter			09/10 Variance Budget v Actual		Comments
		09/10 Budget £'000	09/10 Actual £'000	08/09 Actual £'000	£'000	%	
<u>Major Income Items</u>							
Local Land Charges	150	118	134	120	16	13.44	With reports of an improvement in the housing market, and a significant increase on previous quarters, land charges income has achieved more income than that reported at quarter three of 2008/09. The number of official searches up to the end of quarter three stands at 1136, and personal searches at 1495 both showing an increase on 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	842	846	856	4	0.52	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 units becoming vacant.
Land & Property	224	121	143	144	22	18.12	Rental income for other Land and Property is higher than budgeted, but in line with the previous year.
	1,251	1,081	1,123	1,120			

	09/10 Full Year Budget £'000	Third 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>							
Forward Planning	505	154	153	113	-1	-0.78	The majority of this budget relates to the Local Development Framework, work for which is on-going but has been delayed due to the extension of the public consultation exercise and the legal challenges to the East of England plan. The full year expenditure is expected to be £184,000 less than the original forecast, this is reflected in the revised budgets.
	505	154	153	113			
<u>Major Income Items</u>							
Development Control	605	434	406	437	-28	-6.34	Development Control income has seen a decrease in applications in comparison to the same period of 2008/09. The fall in anticipated income has been reflected in the revised budgets.
Building Control Fee Earning	642	489	379	453	-110	-22.45	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. However going forward things look more promising in that the council has recently won a contract to deal with Building Control issues relating to the Bank of England development.
	1,246	923	785	890			

	09/10 Full Year Budget £'000	Third 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>							
Information Technology	822	755	722	699	-33	-4.32	The majority of maintenance contracts payments are now made to suppliers annually in advance, as a result the expenditure 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	145	133	103	-12	-8.26	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	102	84	96	-18	-17.29	Much of the expenditure falls in the second half of the year and the budget has been profiled accordingly. There is expected to be a small ongoing saving on Bank Charges.
	1,260	1,002	940	897			
<u>Major Income Items</u>							
Investment Income	2,142	1,607	901	2,723	-706	-43.93	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 has been reduced within the revised estimates.
	2,142	1,607	901	2,723			



	09/10 Full Year Budget	Third Quarter			09/10 Variance Budget v Actual		<u>Comments</u>
		09/10 Budget	09/10 Actual	08/09 Actual	£'000	%	
	£'000	£'000	£'000	£'000			
<u>Major expenditure items:</u>							
Museum	85	65	72	73	7	10.77	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 the salary budget within the Museum cost centre.

	09/10 Full Year Budget	Third Quarter			09/10 Variance Budget v Actual		<u>Comments</u>
		09/10 Budget	09/10 Actual	08/09 Actual	£'000	%	
	£'000	£'000	£'000	£'000			
<u>Major expenditure items</u>							
Bed & Breakfast Accommodation	138	104	56	99	-48	-46.15	The underspend on expenditure 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. The actual income has been reduced by £13,000 for write offs.
<u>Major income items</u>							
Bed & Breakfast Accommodation	158	118	36	93	-82	-69.5	

	09/10 Full Year Budget £'000	Third 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>							
Refuse Collection	1,818	1,157	984	1,074	-173	-14.95	} The underspend is due to the contract payment for November 2009 not being submitted by the end of December. The new waste service commenced in September 2009 which has resulted in costs between the three cost centres being reallocated. This has been reflected in the revised estimates.
Street Cleansing	1,436	890	800	776	-90	-10.11	
Recycling	2,182	1,515	1,548	1,352	33	2.18	
Highways General Fund	371	255	243	252	-12	-4.71	Work on highway trees is currently showing an under spend of £12,000. This has been committed and will be spent by the year end.
Off Street Parking	553	421	380	412	-41	-9.74	Contractor invoices are currently one month in arrears. Legal and maintenance costs for off street parking are currently below expectation, but are expected to be spent by the year end.
On Street Parking	380	247	223	234	-24	-9.72	
Playgrounds & Open Spaces	230	175	173	144	-2	-1.14	
North Weald Centre	316	201	192	204	-9	-4.48	The main variance relates to runway maintenance being below expectations, but is expected to be spent by the year end.
	7,286	4,861	4,543	4,448			

## FINANCIAL MONITORING - ENVIRONMENTAL AND STREET SCENE

	09/10 Full Year Budget £'000	Third 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	17	17	13	0	0.00	}
Epping Sports Centre	292	170	169	88	-1	-0.59	}
Waltham Abbey Swimming Pool	460	267	264	256	-3	-1.12	}
Ongar Sports Centre	297	172	171	165	-1	-0.58	}
	1,076	626	621	522			
<u>Major income items:</u>							
Refuse Collection	151	86	51	42	-35	-40.70	Tipping away income is one quarter in arrears and the contribution has been less than expected. This is now reflected within the revised estimates.
Recycling	910	607	547	392	-60	-9.88	The recycling credits are two months in arrears. This is off set by the contribution towards the new service by Essex County Council, which has been reflected in the revised estimates.
Off Street Parking	1,088	809	859	852	50	6.18	) Penalty Charge Notices (PCN) income is currently exceeding projection for the year.
On Street Parking	519	389	415	386	26	6.68	
North Weald Centre	1,361	1,131	1,084	999	-47	-4.16	Hangar 5 is currently vacant and this loss of income is the main cause of the variance. The difference is recognised within the revised estimates.
	4,029	3,022	2,956	2,671			

	09/10 Full Year Budget £'000	Third 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	265	266	248	1	0.38	
Housing Repairs	5,947	4,459	3,646	3,764	-813	-18.23	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. The revised budget has estimated a reduction in the responsive repairs.
Special Services	1,720	1,231	954	988	-277	-22.50	There are a number of areas showing an underspend the most significant relates to utilities (gas & electricity) (£128,000). The Council received a refund of £30,000 relating to estimated charges from previous years, and costs this year have not increased as much as originally anticipated, partly due to a reduction in prices from the market and a change in the contractor. The other areas that show significant underspends relates to Housing Land Cleansing (£32,000) and Tree Maintenance (£48,000), it is anticipated that these will be spent by the end of the financial year.
Housing Subsidy	11,194	8,955	7,801	7,890	-1,154	-12.89	The reduction in expenditure relates to a drop in guideline rent formula following the Government announcement to recommend a reduction in rents from 6% to 3% for 2009-10 and a change in the interest rate to calculate the interest earned.
	19,138	14,910	12,667	12,890			

	09/10 Full Year Budget £'000	Third Quarter			09/10 Variance Budget v Actual		Comments
		09/10 Budget £'000	09/10 Actual £'000	08/09 Actual £'000	£'000	%	
<u>Major income items:</u>							
Non-Dwelling Rents	2,552	1,832	1,707	1,863	-125	-6.82	Rental income from shops has decreased due to refunds being made to Broadway shops in month 7, and £20,000 for lower than expected rents on garages due to higher than expected empty units.
Gross Dwelling Rent	25,386	16,598	16,511	17,861	-87	-0.52	The rent base was altered at week 24 due to the average rent increase for the year being reduced from 6.1% to 3%. This has been reflected in revised budgets.
	27,938	18,430	18,218	19,724			

2009/10 DIRECTORATE CAPITAL MONITORING -  
CORPORATE SUPPORT SERVICE

ANNEX 10

	09/10	Third Quarter		09/10		<u>Comments</u>
	Full Year	09/10	09/10	Variance		
	Budget	Budget	Actual	Budget v Actual		
	£'000	£'000	£'000	£'000	%	
Civic Office Works	238	178	49	-129	-72	The full year budget for capital works at the Civic Offices was revised to £238,000 as part of the Capital Review. This budget relates to the estimated expenditure on 14 schemes in the current financial year. Since the Capital Review, work has continued to progress on most schemes, however, some unavoidable slippage has occurred on some shemes and carry forwards, estimated at £65,000, are considered likely.
Other Planned Maintenance	58	49	0	-49	-100	This includes budgets of £50,000 for the upgrade of the industrial units and £8,000 for the museum roof. With regard to the industrial units, a carry forward of £30,000 to £40,000 is likely to be requested on the basis that it would be more cost effective to delay the works. It will then be possible to carry out more substantial improvements as part of a larger package of works for which a future allocation has been made within the planned maintenance capital programme. With regard to the museum roof, an order has been placed and the work is expected to be completed by the end of the financial year. The £15,000 budget for the flat roof at Waltham Abbey Swimming Pool has been carried forward to 2010/11.
<b>Total</b>	<b>296</b>	<b>227</b>	<b>49</b>			

2009/10 DIRECTORATE CAPITAL MONITORING -  
FINANCE & ICT.

ANNEX 11

	09/10 Full Year Budget £'000	Third Quarter		09/10 Variance Budget v Actual		<u>Comments</u>
		09/10 Budget £'000	09/10 Actual £'000	£'000	%	
ICT Projects	358	270	270	0	0	The total budget for ICT capital projects for 2009/10 now stands at £358,000, having identified work totalling £154,000 for carry forward as part of the Capital Review and Capital Strategy. The budget covers twelve ICT projects, the largest of which are the Server Virtualisation project, the Gazetteer and the Enterprise Agreement. All expenditure planned for the year is on target, except for that relating to the Gazetteer where a carry forward in the region of £30,000 is now thought likely.
Cash-Receipting & Income System	60	45	36	-9	-20	Work on the new Cash Receipting and Income system is progressing well and expenditure is on target for an estimated £60,000 spend this financial year. It is anticipated that the remaining allocation of £30,000 will be spent in 2010/11 with the system going live in the summer.
<b>Total</b>	<b>418</b>	<b>315</b>	<b>306</b>			



	09/10 Full Year Budget £'000	Third Quarter		09/10 Variance Budget v Actual		<u>Comments</u>
		09/10 Budget £'000	09/10 Actual £'000	£'000	%	
Leisure Centre Works	243	182	181	-1	-1	A feasibility study is due to be undertaken in respect of works to the sports facilities in Waltham Abbey but this may not proceed until 2010/11. The fitness equipment at Loughton Leisure Centre has been purchased at a small saving to the Council and the outstanding works remaining on this sports centre are due to be finalised this year.
Waste Management Equipment & Vehicles	1,875	1,875	1,739	-136	-7	The new food and garden recycling system was introduced on 7th September 2009 and, although most of the budget has now been committed, it is likely that a small sum will be requested for carry forward to 2010/11.
Bobbingworth Tip	254	139	101	-38	-27	See comments on major schemes schedule.
Car Parking & Traffic Schemes	312	90	84	-6	-7	This budget includes £120,000 for the works at Bakers Lane Car Park which are nearly complete; a small saving is anticipated as the contract came in under estimate. Estimates in respect of current and future commitments for the parking reviews at Buckhurst Hill, Epping and Loughton have been re-assessed and the total estimate has been reduced to £172,000 as part of the Capital Review, the rest being carried forward to 2010/11. There is also a budget of £20,000 for housing estate parking; feasibility work has now commenced but no costs have been incurred to date.
North Weald Airfield	78	19	12	-7	-37	The fire cover vehicle has now been purchased within budget. The contribution for capital improvement works in respect of the market at North Weald Airfield has been revised down to £68,000 following the Capital Review and expenditure is being kept to a minimum to allow as much as possible to be carried forward to next year to help finance the construction of a new toilet block.
Other Environmental works	235	223	187	-36	-16	The grounds maintenance vehicles were purchased by the end of September. Although most of the Safer Cleaner Greener equipment and remaining refuse bins for flats are expected to be purchased before the end of the year, it is thought that there will be a small carry forward. All capital works relating to flood alleviation schemes (£47,000) have been carried forward to 2010/11 following the Capital Review.
<b>Total</b>	<b>2,997</b>	<b>2,528</b>	<b>2,304</b>			

	09/10 Full Year Budget £'000	Third Quarter		09/10 Variance Budget v Actual		Comments
		09/10 Budget £'000	09/10 Actual £'000	£'000	%	
Customer Services Transformation Programme	50	0	0	0	0	At its meeting on 30 April 2009, 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. The original budget of £2.5 million has now been reduced to £1,337,000 as a result of the following allocations: £261,000 for the Local Taxation & Benefits System; £90,000 for the Cash Receipting & Income System; and £812,000 for the Limes Farm Hall Development. As the total budget for the scheme is now below £2 million, it has been taken off the major schemes schedule.
Children's Play Facilities	204	153	140	-13	-9	The Children's Play Facilities programme is progressing well. The play park at Limes Farm was completed last year and the youth facilities were finished this year. The playground equipment at Hoe Lane, Nazeing is also fully installed and the project at Elizabeth Close, Nazeing was completed in October 2009. The contract for the final scheme at Pancroft Ring, Lambourne has just been awarded to Wicksteeds and we are awaiting confirmation of the start date. Whilst the contractor has confirmed that the work will start before the end of the financial year, there is no guarantee that it will be finished before 31 March 2010. It is likely, therefore, that some of the £74,000 budget for this scheme will require a carry forward. Additional fencing will also be provided to enhance the scheme and the cost of this will be met by the Parish Council.
Ongar Playing Fields	0	0	-10	-10	100	The negative actual spend relates to a capital creditor being overestimated at the end of year 2008/09. This sum will serve to reduce the cost of the feasibility works.
<b>Total</b>	<b>254</b>	<b>153</b>	<b>130</b>			

	09/10	Third Quarter		09/10		<u>Comments</u>
	Full Year	09/10	09/10	Variance		
	Budget	Budget	Actual	Budget v Actual		
	£'000	£'000	£'000	£'000	%	
Loughton Broadway Works TCE	1,508	1,131	405	-726	-64	See comments on major schemes schedule.
Planning Capital Works	27	20	-7	-27	-135	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>1,151</b>	<b>398</b>			

	09/10 Full Year Budget £'000	Third Quarter		09/10 Variance Budget v Actual		<u>Comments</u>
		09/10 Budget £'000	09/10 Actual £'000	£'000	%	
Contributions to Affordable Housing	155	155	155	0	0	All schemes are now complete.
Disabled Facilities Grants	400	300	267	-33	-11	Expenditure was relatively low in the first six months of the year and, despite picking up in the third quarter, it is still slightly less than predicted. Final expenditure will depend upon work on approved grants being completed within the financial year; it is estimated that the combined value of programmed works and works on site should result in expenditure in the order of £350,000 by the end of March 2010.
Other Private Sector Grants	350	263	208	-55	-21	The Cabinet report in October reassessed anticipated expenditure at £350,000 per year and rephased the contingency sum into future years. However, Discretionary Grant expenditure is behind the third quarter projection, partly due to the introduction of the Herts & Essex Energy Partnership (HEEP) Scheme which has enabled potential applicants to access funding from other sources rather than applying through the normal Discretionary Grant route. It is now estimated that expenditure for the year will be less than £300,000.
Home Ownership Schemes	252	68	34	-34	-50	The budget includes £102,000 for three Home Ownership Grants of £34,000 each. Originally, five Home Ownership Grants were made available in 2008/09; four completed during 2008/09 and one completed in 2009/10. A further five Home Ownership Grants were approved in 2009/10; it is anticipated that two of these grants will complete this financial year and three will complete in 2010/11 in line with the current capital programme. The budget also includes £150,000 of the £350,000 allocation approved in respect of the Open Market Shared Ownership scheme, the balance of £200,000 having been carried forward to 2010/11 as part of the Capital Review. Following a decision by Moat Housing and two other Homebuy agents not to operate an Open Market Shared Ownership Scheme with the Council, discussions are now being held with the Council's five preferred Registered Social Landlords to establish their interest. A report on the outcome of discussions and the future of the proposed scheme will be considered by the Cabinet on 1st February. However, there will be no expenditure this year.
<b>Total</b>	<b>1,157</b>	<b>786</b>	<b>664</b>			

	09/10 Full Year Budget £'000	Third Quarter		09/10 Variance Budget v Actual		Comments
		09/10 Budget £'000	09/10 Actual £'000	£'000	%	
Springfields, Waltham Abbey	1,548	1,161	1,286	125	11	See comments on major schemes schedule.
Heating/Rewiring	1,262	1,090	1,476	386	35	New heating upgrades and boiler replacements are now progressing ahead of target as the comprehensive programme of electrical testing has generated additional heating and boiler upgrades as well as urgent rewires in kitchens. This has increased the volume of work in this category beyond that identified in the last report; a virement of £225,000 was agreed as part of the Capital Review in October and it is anticipated that a further sum in the order of £300,000 will need to be brought forward into 2009/10 from the 2010/11 allocation.
Windows/Roofing / Asbestos / Water Tanks	868	651	746	95	15	Expenditure in this category is generally on target. Although the roofing contracts are ahead of schedule, the anticipated outturn is expected to be in line with the budget. The 2009/10 PVCu budget is being spent on front entrance door replacements and works on windows will resume next financial year. The asbestos programme has now accelerated and an anticipated brought forward sum of approximately £40,000 from 2010/11 is likely. It is estimated that this will be offset by a similar sum to be carried forward on the communal water tank budget.
Other Planned Maintenance	279	209	246	37	18	As part of the Capital Review some of the budgets in this category were carried forward into 2010/11 and some virements were made into other budgets. This reduced the overall budget to £279,000 and it is anticipated that expenditure will be in line with revised allocations. The changes took into account: delays in letting the door entry contract; installation delays in the communal TV upgrade programme; a reduced programme of drainage schemes; and a slightly lower level of energy efficiency works as most properties in the district now benefit from loft and cavity wall insulation and alternative energy efficiency measures are being progressed.
Other Capital Works	4,186	3,140	3,176	36	1	The three year bathroom and kitchen replacement programme commenced in August 2008 and expenditure is expected to be in line with the £2,110,000 budget. Small capital repairs and works on miscellaneous structural schemes are also on target. However, it is anticipated that there will be an underspend in the order of £350,000 over the group as a whole. This is largely due to delays on environmental improvement works to shops for which an estimated carry forward of £230,000 will be necessary. Also, there was a one-off additional sum of £200,000 approved in April for disabled adaptations to help clear the backlog and an increase in the installation programme; although much progress has been made it is likely that a carry forward of around £100,000 will be required. The remaining net underspend of approximately £20,000 is expected on other environmental works.
<b>Total</b>	<b>8,143</b>	<b>6,251</b>	<b>6,930</b>			

BOBBINGWORTH TIP								ANNEX 17			
Original Start Date	Original Finish Date	Actual Start Date	Anticipated Finish Date	Original Project Cost	Supplementary Estimates	Approved Budget	Actual Exp To Date	Anticipated Outturn	Variance to Original Cost	Variance to Approved Budget	
				£'000	£'000	£'000	£'000	£'000	%	%	
Jun-06	n/a	Apr-07	Mar-10	2,110	382	2,492	2,339	2,492	18%	0%	

Bobbingworth Tip is a former landfill site owned by the Council which was used for domestic waste between 1961 and 1972. The mixing of ground and rainwater with the waste within the site resulted in the creation of 'leachate' which spread into the surrounding environment. The volumes of leachate generated were greater than the consent under the licence between the Council and Thames Water Limited, and these levels exposed the Council to prosecution by the Environment Agency. The risks to the Council were unacceptable and the Cabinet resolved to address this. When the scheme was originally proposed, a budget of £1,007,000 was allocated within the Capital Programme. However, the preferred design solution developed with the Council's partnering contractor Veolia Environmental Services (formerly Cleanaway), provided for an enhanced and more sustainable scheme. The budget was increased to £2,110,000 at this point to allow for the upgraded scheme and the scheme was due to commence on 1 June 2006.

This start date was not achieved primarily due to the need to complete the Section 278 Agreement with the Highways Authority (Essex County Council). When the works were subsequently tendered, costs had increased due to the delay and issues associated with the Section 278 Agreement. The net result was to necessitate additional capital provision being sought in the sum of £270,000. Construction works finally commenced in April 2007 and work progressed well with all major infrastructure works being completed by the end of summer 2007.

The final stage was to import topsoil to make the surface safe and provide an amenity site for the public. However, the importation of soil was delayed due to the exceptionally wet summer in 2008. By 2009 it was difficult to procure suitable quality soil due to the slow down in the new-build housing market. These two factors resulted in cost increases. On 1 September 2008, Cabinet approved a supplementary estimate of £112,000 to enable the scheme to be completed to the original enhanced level including additional security. This brought the approved budget to a total of £2,492,000, excluding the £20,000 contribution from Essex County Council for tree planting.

The scheme is now essentially complete although there still remains some fencing and security works which Veolia have been tasked to complete by the end of March 2010. The final account and report will be presented to Cabinet on 19 April 2010 and it is thought that the outturn will be within the approved budget allocation.

**SPRINGFIELDS IMPROVEMENT SCHEME WORKS**

**ANNEX 18**

<b>Original Start Date</b>	<b>Original Finish Date</b>	<b>Actual Start Date</b>	<b>Actual Finish Date</b>	<b>Original Project Cost £'000</b>	<b>Supplementary Estimates £'000</b>	<b>Approved Budget £'000</b>	<b>Actual Exp To Date £'000</b>	<b>Anticipated Outturn £'000</b>	<b>Variance to Original Cost %</b>	<b>Variance to Approved Budget %</b>
Dec-06	Nov-08	Nov-07	Aug-09	4,124	400	4,524	4,262	4,524	10%	0%

On 15 November 2004, Cabinet agreed in principle to undertake a major improvement scheme at Springfields, Waltham Abbey. This estate, which is a typical 1960's construction, was suffering from similar problems to those experienced at the Limes Farm estate. Because of the size and scope of the scheme, it was agreed that the scheme would be undertaken as a capital project and budget of £4 million was set aside within the Capital Programme.

In January 2005 the Council undertook a consultation exercise with residents. A feasibility design was then drawn up by the Council's in-house Design Team, taking into account the results of the residents' consultation exercise as well as the findings of a detailed structural survey and other studies of the blocks. The Council's quantity surveyors prepared a cost plan and a total project budget of £4,124,000 was approved; this included the QS's estimate plus the cost of feasibility works. At this point, the anticipated start on site date was given as the third quarter of 2006 with a 24 month contract period.

The main improvement works included in the project were: a new pitched roof, overcladding, improvements to walkways and balconies, replacement of external doors and some windows, improved undercroft security, new external staircases, new external lighting, new digital tv system, new lateral electrical mains, new refuse enclosures, and other external works. Additional works, such as kitchen/ bathroom renewals, internal wiring and boiler replacement, which are part of the Decent Homes Programme, were not part of the improvement project but are included elsewhere within the Capital Programme.

In order for the works to progress, 8 out of the 9 properties which had previously been sold on long leases under Right To Buy legislation were re-purchased by the Council at a total cost of £686,000; these costs are excluded from the costs given in this schedule.

On 16 July 2007, following the tender exercise, Cabinet awarded the tender to Apollo London Limited who submitted the lowest and most economically advantageous tender. Construction commenced on 5 November 2007 based on a revised 15 month contract period and most of the works progressed very well, including the roofing works. However, a number of problems were encountered. These included the unexpected need to replace French doors and windows to top floor balconies; problems underground with the foundations and drainage systems; the need to re-specify garage doors; and an increase in the amount of structural repairs required.

As a result of these problems, the contract period overran and the constructor put in a claim for an extension of time. On 8 June 2009, Cabinet agreed a supplementary capital estimate of £400,000 to cover the immediate estimated cost overrun, unforeseen works and the cost of additional professional fees as a result of the claim for an extension of time. This took the total project sum approved to £4,524,000.

Practical completion was achieved on 14 August 2009; this represented a 27 week delay. Negotiations are currently in progress on the final account between the constructor and the Council's quantity surveyor. Although it is thought premature to amend the anticipated outturn figure given in the table above, it is now thought likely that there will be an underspend on the project budget. Once the final account has been agreed, a report will be presented to Cabinet early in the next financial year.

**LOUGHTON BROADWAY TOWN CENTRE ENHANCEMENT SCHEME**

**ANNEX 19**

<b>Original Start Date</b>	<b>Original Finish Date</b>	<b>Actual Start Date</b>	<b>Actual Finish Date</b>	<b>Original Project Cost £'000</b>	<b>Supplementary Estimates £'000</b>	<b>Approved Budget £'000</b>	<b>Actual Exp To Date £'000</b>	<b>Anticipated Outturn £'000</b>	<b>Variance to Original Cost %</b>	<b>Variance to Approved Budget %</b>
Aug-06	Dec-06	Aug-06	Jul-09	3,113	518	3,631	2,528	3,036	-2%	-16%

The Loughton Broadway Town Centre Enhancement Scheme was conceived back in the late 1990's following a wide scale public consultation exercise involving the three town centres of Buckhurst Hill, Loughton High Road and the Broadway. In February 2006 the Cabinet gave approval for the Loughton Broadway Regeneration Scheme to be procured through a 'Design and Build' contractual arrangement and the Head of Environmental Services was authorised to negotiate a target contract sum with Gabriel (Contractors) Ltd. After detailed negotiations, the target cost was determined and a budget of £3,113,000 was allocated within the capital programme to cover construction works, external and internal fees of £2,990,000 and pre scheme feasibility costs of £123,000.

The scheme was undertaken in two phases: Phase 1 consisted of works to Burton Road car park, Vere Road car park and CCTV to the whole scheme; and phase 2 consisted of substantive enhancement works to The Broadway itself. The construction of phase 1 took place between August 2006 and December 2006 and the phase 2 construction took place between October 2008 and July 2009.

Throughout the design and scheme delivery, a project team oversaw the process to ensure that costs remain within budget and, where additional works arose, design elements were reconsidered to find compensatory cost savings elsewhere. However, in December 2006 a report was presented to Cabinet which identified a number of very significant compensation events and stated that it was not possible to find enough compensatory savings to fully offset the additional costs. After scaling down the additional works to be undertaken, a supplementary estimate of £62,000 was approved.

Phase 2 of the works was delayed due to the presence of a medium pressure gas main within the central reservation of the Broadway. A revised scheme design, which addressed the difficulties of construction around the gas main, was approved by Cabinet in July 2008 along with the associated supplementary capital estimate and contingency for unforeseen construction risks; a total sum of £456,000 was approved. The total supplementary estimates approved therefore was £518,000 (£62,000 + £456,000). However, a significant saving was achieved on costs of the works because the construction risks associated with the presence of a medium pressure gas main and the reconstruction of the road surface did not materialise. A report was presented to Cabinet on 1 February 2010 giving details of an estimated saving of £595,000 on the project total. This underspend provides an opportunity to further enhance and improve the CCTV systems in the Broadway area; Cabinet approved an allocation of £100,000 from the saving for this purpose.



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

**Date of meeting: 23 February 2010**

SCRUTINY



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

**Subject:** Key Performance Indicators – Quarter 3 Performance Monitoring 2009/10 and Targets 2010/11

**Responsible Officer:** S. Tautz (01992 564180)

**Democratic Services Officer:** A. Hendry (01992 564246)

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

- (1) That the Scrutiny Panel consider the Council's performance for the first nine months of 2009/10, in relation to the Key Performance Indicators adopted for the year;**
- (2) That, subject to the concurrence of the Finance and Performance Management Cabinet Committee:**
  - (a) proposals for the adoption of Key Performance Indicators for 2010/11, including draft targets, be agreed;**
  - (b) a corporate target be set for the achievement of year-on-year improvement against the adopted Key Performance Indicators for 2010/11; and**
  - (c) proposals for the revision of Key Performance Indicator LPI 23(a) - Capital Projects, be agreed.**

### **Executive Summary:**

1. (Deputy Chief Executive) A range of Key Performance Indicators (KPIs) is adopted each year, which are regarded as crucial to the Council's core business and its corporate priorities. 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. 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.

2. The Council has implemented arrangements for the alignment of its business, budget, and workforce planning and development processes into a clear framework to enable the authority to focus on priorities, improve performance and the way that performance is managed, and to improve communication and consultation on key priorities. These arrangements have recently been highlighted as an area of best practice by the Improvement and Development Agency. As a consequence of these new arrangements, it is also now necessary to identify and adopt KPIs for 2010/11.

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

3. To enable members to review the Council's KPI performance for the first nine months of 2009/10, and to contribute to the review of the KPI set for 2010/11, with a view to the adoption of relevant indicators and targets reflecting the Council's core business and its corporate priorities.

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

4. None. The Council is required to collect and report data against relevant NIs, and is encouraged to utilise LPIs to monitor performance against the achievement of local priorities and targets. Appropriate data collection systems and monitoring and reporting arrangements are already in place for each of the indicators proposed to be adopted as KPIs for 2010/11.

5. The Council could decide not to adopt any KPIs for 2010/11, although this might mean that opportunities for improvement were lost. Failure to monitor and review performance, and to take corrective action where necessary, could have negative implications for the Council's reputation and for judgements made about the authority in the Comprehensive Area Assessment and similar corporate assessment processes.

### **Report:**

6. A range of fifty-eight Key Performance Indicators (KPIs) has been adopted for 2009/10. Details of the KPIs are attached as Appendix 1 to this report. The KPIs for the year 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 target was set for at least four out of every five (80%) indicators to achieve target performance by the end of the year.

7. Performance reports for each of the individual KPIs for the period from 1 April to 31 December 2009 are therefore attached as Appendix 2 to this report. Targets have not been set for five of the KPIs for the year, as these are either not expected to be set (NI 14), performance is not required to be reported for 2009/10 (NI 160), the identification of targets is awaiting the publication of relevant baseline information (NI 185, NI 194), or a revised definition for the indicator is currently being developed (LPI 23(a)).

8. The nine-month position with regard to the achievement of target performance for the fifty-three KPIs for 2009/10 for which outturn targets have been set, is as follows:

- (a) 25 (47%) have met the third quarter performance target or have already achieved year-end performance for 2009/10;
- (b) 14 (26%) have not met the third quarter performance target or currently achieved year-end performance for 2009/10;
- (c) 14 (26%) are subject to year-end or external agency reporting and performance cannot currently be reported;

9. Of the thirty-nine KPIs for which nine-month performance can be reported:

- (a) 25 (64%) have met the third quarter performance target or have already achieved year-end performance for 2009/10;
- (b) 14 (36%) have not met the third quarter performance target or currently achieved year-end performance for 2009/10;

10. Service directors have reported that, of the fourteen KPIs for which nine-month performance can be reported, but which have not met the third quarter performance target or currently achieved year-end performance target for 2009/10:

- (a) 6 (46%) will not achieve the performance target for 2009/10 by the year-end;
- (b) 6 (46%) may achieve the performance target for 2009/10 by the year-end, although this remains uncertain; and
- (c) 2 (14%) will achieve the performance target for 2009/10 by the year-end.

11. The Scrutiny Panel requested to consider performance for the Council's KPIs for 2009/10 for the period from 1 April to 31 December 2009.

### **Key Performance Indicators 2010/11 – Targets**

12. The Scrutiny Panel will be aware that, for 2009/10, it was considered that greater focus needed to be placed on improving performance against the whole spectrum of performance indicators, rather than against a 'basket' of selected indicators. All relevant National Indicators and a range of appropriate Local Performance Indicators were therefore designated as KPIs for 2009/10.

13. As for 2009/10, it is intended that the KPIs for 2010/11 be determined at this stage in the year, linked to provisional targets based on third quarter performance for 2009/10 (April to December 2009), and that the adoption of the KPIs be agreed by both the Scrutiny Panel and the Finance and Performance Management Cabinet Committee. As part of the Council's new arrangements for the alignment of its business, budget, workforce planning and development processes and to ensure consistency, it is suggested that the KPI set for 2010/11 should remain the same as for 2009/10, with the possible exception of LPI 23(a) - Capital Projects (see below). The proposed KPIs therefore continue to comprise:

- (a) those NIs where the Council has sole responsibility for the indicator (i.e. where it is directly responsible for service provision and has collection and reporting responsibility. This excludes those indicators informed by the bi-annual 'Place Survey' or other survey measures (which are subject to separate reporting arrangements), and those NIs to which the Council contributes data but for which it has no reporting responsibility; and
- (b) those LPIs that reflect local priorities, but which are not covered by the NI set.

14. Details of the proposed KPIs for 2010/11, together with the provisional targets for the year as proposed by each responsible service director on the basis of the third quarter (and estimated outturn) position, are set out at Appendix 3 to this report. The proposed targets for the year have been reviewed and endorsed by the Corporate Executive Forum (CEF).

15. The KPIs will comprise the totality of the Council's formal performance indicator measures. As in previous years, service directors will be required to develop improvement plans for all of the KPIs, 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 will be considered, agreed and monitored by CEF. Although it will not be known until year-end whether the Council's target of achieving top-quartile performance for at least 80% of the KPIs for 2009/10 has been achieved, the Scrutiny Panel is requested to consider and agree an overall KPI performance improvement target for 2010/11.

16. As part of the process of agreeing the KPI Improvement Plans for 2010/11, CEF will in due course also review the provisional targets for each KPI with reference to outturn data for 2009/10 when this is available. As in 2009/10, it is likely that some targets will be revised from the provisional targets currently identified.

17. The Scrutiny Panel is requested to agree the proposals set out in this report for the adoption of KPIs for 2010/11, relevant targets for the year, and an overall KPI performance improvement target for 2010/11.

18. Proposals for the adoption of KPIs for 2010/11, relevant targets for the year, and an overall KPI performance improvement target for 2010/11 will also be considered by the Finance and Performance Management Cabinet Committee at its meeting on 15 March 2010. The views of the Scrutiny Panel in this respect will be reported to the cabinet Committee meeting.

### **LPI 23(a) Capital Projects (Cost)**

19. The Scrutiny Panel will be aware that the Director of Finance and ICT has previously expressed the view that the monitoring procedures in place for major capital schemes are significantly robust, and that this indicator therefore adds no value in terms of this process. This KPI was originally formulated to monitor capital schemes in excess of £2 million, and was intended to measure the percentage of capital projects where the final cost was within plus or minus 10% of the latest estimate. However, the Council has undertaken few projects that meet this criteria, and in 2009/10 only three projects will fall within the definition, making the possible outcomes 0%, 33%, 66% or 100%. In 2008/09 no projects met the criteria.

20. As requested at the last meeting, the Director of Finance and ICT has developed a suitably revised indicator to reflect members' interest in this area. To provide meaningful monitoring information, the scope of the indicator clearly needs to be widened, and it is therefore proposed that capital expenditure schemes of £500,000 and above should be reflected within the indicator in future. In 2010/11 for example, this would mean that eleven schemes would be included. It is also proposed that the definition of the indicator be amended to '90% of all projects final costs should be within plus or minus 10% of the budget set for the scheme currently being undertaken.' This may or may not be the original budget set, as recent experience has shown that the original budget set for a particular project may not reflect realistically the costs of the scheme eventually carried out.

21. The Scrutiny Panel is requested to agree these proposals for the revision of LPI 23(a) - Capital Projects.

### **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 KPIs, 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. This report was made available to the Chairman of the Scrutiny Panel and the Performance Management Portfolio Holder in advance of the preparation of this agenda.

**Background Papers:**

None.

**Impact Assessments:**

***Risk Management***

The respective service director will have identified any risk management issues arising from proposals for corrective action in respect of KPI areas of current under-performance set out in this report

***Equality and Diversity:***

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications?

No. However, the respective Service Director will have identified any equality issues arising from proposals for corrective action in respect of KPI areas of current under-performance set out in this report

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? N/A

What equality implications were identified through the Equality Impact Assessment process?  
N/A

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group? N/A

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## 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 household
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 Payment of invoices
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(a) Introduction of recycling facilities (flats and communal buildings) – Percentage surveyed
57.	LPI 52(b) Introduction of recycling facilities (flats and communal buildings) – Percentage of schemes implemented
58.	LPI 53 Housing/Council Tax Benefit – Fraud investigation

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

\*\*Performance against this Key Performance Indicator is informed by a bi-annual survey, next required to be undertaken in 2010/11;

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

Performance against all other Key Performance Indicators is monitored on a quarterly basis.





2009 / 10 Key Performance Indicators

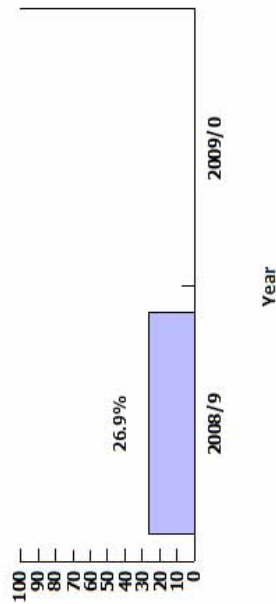
1. Office of the Deputy Chief Executive

**NI014 Reducing avoidable contact - 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?**

N/A

**Annual Target:2009/10: Not set**

**2008/09: Not set**

**Direction of improving performance:**



**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. Ouiturn 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):**

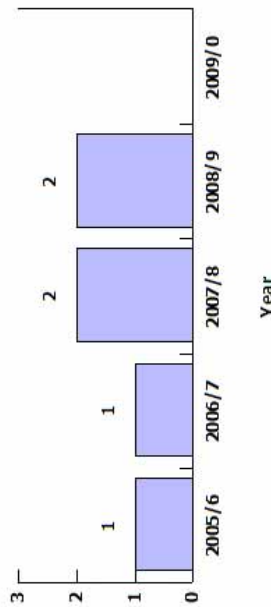
A corporate improvement plan, covering each of the specific service areas required to be assessed as part of the NI14 requirements, has been produced to take forward actions arising from the data collection results for 2008/09. The improvement plan has been agreed by the Corporate Executive Forum, and particular focus is to be given to the identification of solutions to the levels of avoidable contact experienced by telephone. The identification of opportunities through NI14 for achieving significant improvements which will have the greatest impact on the way in which the authority's customers experience its services, has also been adopted as a project for the third cohort (2009/10) of the Council's Internal Management Development Programme. NI14 data collection for 2009/10 commenced on 12 October 2009 and is due to be completed shortly.

**LPI 01 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

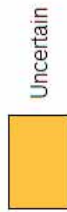
**Current and previous years**



**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?**



**Annual Target: 2009/10: Level 2**  
**2008/09: 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 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. A 'peer challenge' of the Council's equality performance is intended to be undertaken during March 2010.

**LPI 24 (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. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	567,000	641,849	✓
Q2/09/0	378,000	415,069	✓
Q1/09/0	189,000	203,650	✓
Q4/08/9	815,000	733,551	✗
Q3/08/9	611,250	540,103	✗

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



Yes

**Annual Target: 2009/10 - 756,000**  
**2008/09 - 815,000**  
**Direction of improving performance:**



**Comment on current performance:**

(Quarter 3 2009/10) Performance currently on target. Based on performance for the first three quarters of the year, the projected number of visits to the Council's website for 2009/10 has increased to 850,000 for the year.

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

(Quarter 3 2009/10) No corrective action currently proposed.

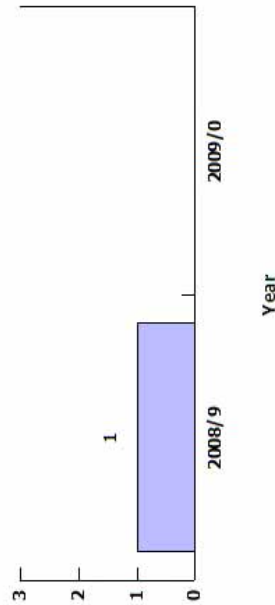


**LPI 24 (b) The quality of the Council's website**

**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?**



Yes

**Annual Target:2009/10: Level 2**



**Direction of improving performance:**

**2008/09: Not set**

**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 the Society of Information Technology Management (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. The assessment of the website for 2009/10 was due to take place in November/December 2009 and the result will be available in March 2010.

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

Deputy Chief Executive to report at year-end.

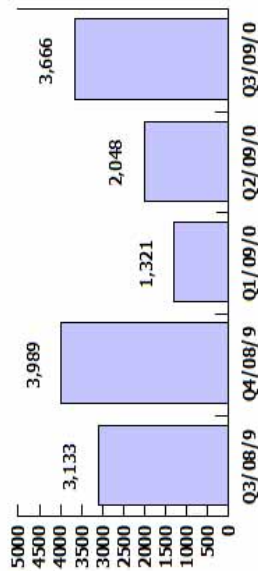
**LPI 49 The number of pupils visiting museums and galleries in organised school groups**

**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. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	3,075	3,666	✓
Q2/09/0	2,050	2,048	✗
Q1/09/0	1,025	1,321	✓
Q4/08/9	4,100	3,989	✗
Q3/08/9	3,075	3,133	✓

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



Yes

**Annual Target: 2009/10 - 4,100**  
**2008/09 - 4,100**

**Direction of improving performance:**



**Comment on current performance:**

(Quarter 3 2009/10) Performance currently on target.

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

(Quarter 3 2009/10) No corrective action currently proposed.

**LPI 50 The number of elderly people participating in physical activity programmes provided by the Council**

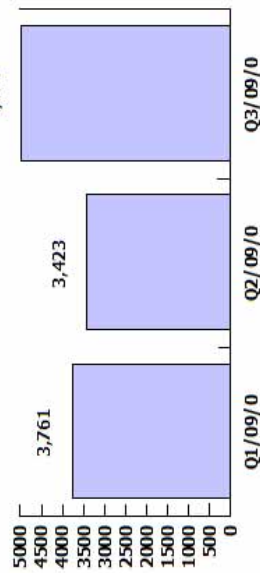
**Responsible officer:** Derek Macnab

**Additional Information:**

This indicator monitors the Council's contribution towards meeting the health and well-being needs of the ageing population. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	675	4,978	✓
Q2/09/0	450	3,423	✓
Q1/09/0	225	3,761	✓



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



Yes

**Annual Target: 2009/10 - 900**  
**2008/09 - N/A**

**Direction of improving performance:**



**Comment on current performance:**

(Quarter 3 2009/10) Performance is currently above target, due to a number of new courses/activities delivered through the Active Health programme. The greater promotion of the Lifewalks and New Horizons programmes has also led to increases in participation.

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

(Quarter 3 2009/10) No corrective action currently proposed.



2009 / 10 Key Performance Indicators

2. Corporate Support Services Directorate



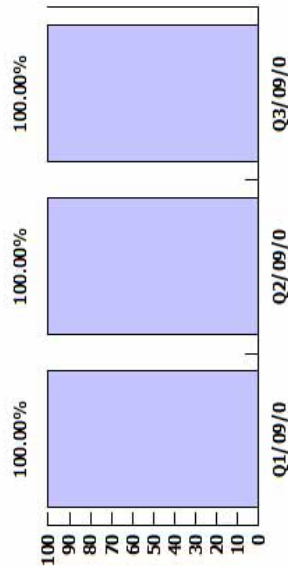
**LPI 02 (a) The percentage of Premises Licence applications determined within thirty days**

**Responsible officer:** Colleen O'Boyle

**Additional Information:**

This indicator monitors the Council's effectiveness in the determination of statutory licences. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	100.00%	100.00%	✓
Q2/09/0	100.00%	100.00%	✓
Q1/09/0	100.00%	100.00%	✓

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



Yes

**Annual Target: 2009/10 - 100.00%**  
**2008/09 - N/A**

**Direction of improving performance:**



**Comment on current performance:**

(Quarter 3 2009/10) 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 thirty days, as this is considered to be a more meaningful performance measure. With effect from the second quarter of the year it has been possible to record the date at which the supporting documentation for an application was complete. The calculation is therefore now made based on the time elapsed between this date and the date on which the licence was issued. Third quarter performance is based on a sample base of 292 licence applications and target has been achieved.

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

(Quarter 3 2009/10) No corrective action currently proposed.

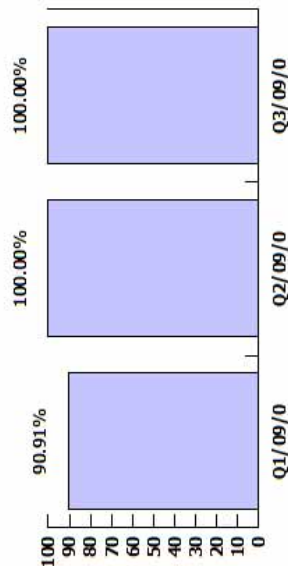
**LPI 02 (b) The percentage of Temporary Event Licence applications determined within five days**

**Responsible officer:** Colleen O'Boyle

**Additional Information:**

This indicator monitors the Council's effectiveness in the determination of statutory licences. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

**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 3 2009/10) 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. With effect from the second quarter of the year it has been possible to record the date at which the supporting documentation for an application was complete. The calculation is therefore now made based on the time elapsed between this date and the date on which the licence was issued. Third quarter performance is based on a sample base of 47 licence applications and target has been achieved.

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

(Quarter 3 2009/10) No corrective action currently proposed. The Finance and Performance Management Scrutiny Panel has agreed (17 November 2009) that outturn performance against this indicator be measured on the basis of second and subsequent quarter performance for the year, as a result of system difficulties experienced in the first quarter. It is likely that the target will therefore be met at year-end.

**Annual Target: 2009/10 - 100.00%**  
**2008/09 - N/A**

**Direction of improving performance:**



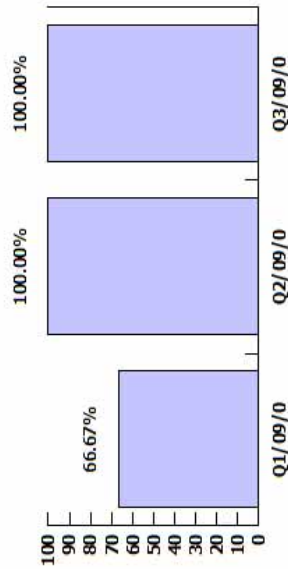
**LPI 02 (c) The percentage of Hackney Carriage/Private Hire licence applications determined within five days**

**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?
Q3/09/0	100.00%	100.00%	✓
Q2/09/0	100.00%	100.00%	✓
Q1/09/0	100.00%	66.67%	✗

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



Yes

**Annual Target: 2009/10 - 100.00%**  
**2008/09 - N/A**

**Direction of improving performance:**



**Comment on current performance:**

(Quarter 3 2009/10) 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. With effect from the second quarter of the year, it has been possible to record the date at which the supporting documentation for an application was complete. The calculation is therefore now made based on the time elapsed between this date and the date on which the licence was issued. Third quarter performance is based on a sample base of 161 licence applications and target has been achieved.

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

(Quarter 3 2009/10) No corrective action currently proposed. The Finance and Performance Management Scrutiny Panel has agreed (17 November 2009) that outturn performance against this indicator be measured on the basis of second and subsequent quarter performance for the year, as a result of system difficulties experienced in the first quarter. It is likely that the target will therefore be met at year-end.



**LPI 28 The number of working days lost due to sickness absence**

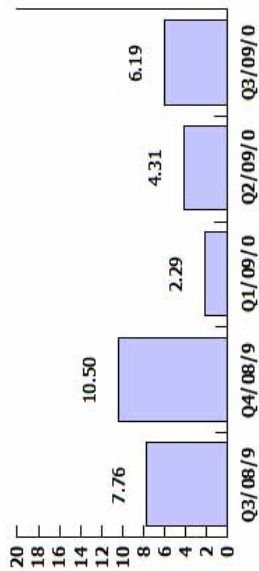
**Responsible officer:** Colleen O'Boyle

**Additional Information:**

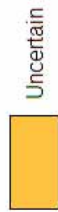
This indicator monitors the level of staff sickness absence across the authority, and supports the implementation of the Council's Managing Absence Policy. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	6.00	6.19	<b>X</b>
Q2/09/0	4.00	4.31	<b>X</b>
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>



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



**Annual Target: 2009/10 - 8.00 days**  
**2008/09 - 8.00 days**  
**Direction of improving performance:**



**Comment on current performance:**

(Quarter 3 2009/10) There has been a further improvement in the absence figure for the third quarter of the year. There has been an improvement of 1.85 days to quarter three in 2009/10, compared with the same period in 2008/09. However, despite these improvements, overall absence is slightly above the trigger level of eight days. A number of long-term absence cases have been resolved during this period, through ill-health retirements, dismissal on ill-health grounds or employees returning to work.

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

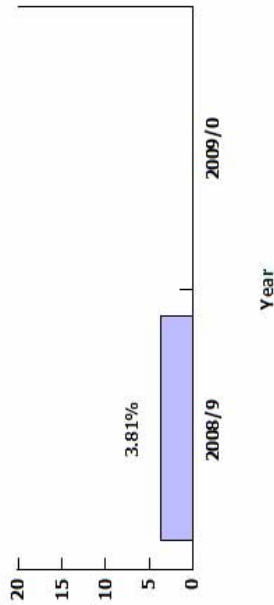
(Quarter 3 2009/10) The Human Resources Unit will continue to provide information and support managers with absence issues and cases.

**LPI 39 Rent arrears as a percentage of rental income (excluding housing property)**

**Responsible officer:** Colleen O'Boyle

**Additional Information:** This indicator is a measure of a local authority's rent collection and arrears recovery service for its property portfolio and assists in monitoring the collection of important income to the Council. Performance against this indicator is reported at year-end only.

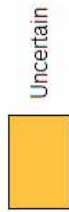
**Current and previous years**



**Current and previous years**

Year	Target	Actual	Target Met?
2009/0	3.00%		
2008/9	3.50%	3.81%	<b>X</b>

**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 at year-end only.

**Annual Target:2009/10: 3.00%**

**2008/09: 3.50%**

**Direction of improving performance:**



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

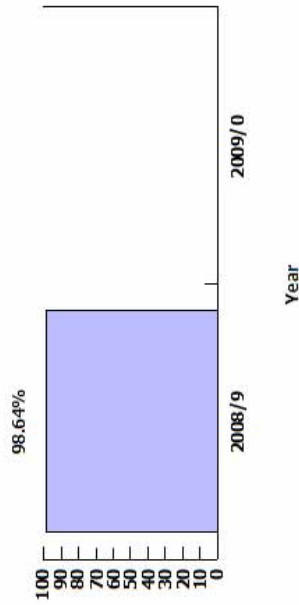
Director of Corporate Support Services to report at year-end.

**LPI 40 Occupation rate of commercial and industrial property**

**Responsible officer:** Colleen O'Boyle

**Additional Information:** This indicator monitors the effectiveness of the local authority's asset management function and helps to monitor the vitality of the Council's commercial and industrial portfolio. Performance against this indicator is reported at year-end only.

**Current and previous years**



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

Uncertain

**Comment on current performance:**

Performance against this indicator is reported at year-end only.

**Current and previous years**

Year	Target	Actual	Target Met?
2009/0	99.00%		
2008/9	97.00%	98.64%	✓

**Annual Target:2009/10: 99.00%**

**2008/09: 97.00%**

**Direction of improving performance:**



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

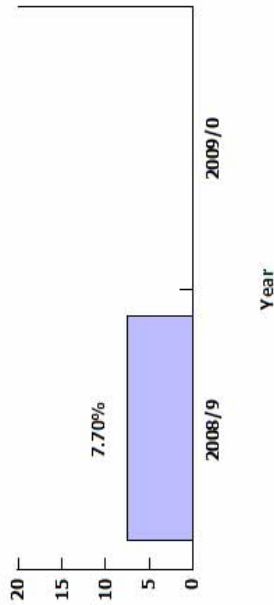
Director of Corporate Support Services to report at year-end.

**LPI 41 Rental value as a percentage yield of the commercial and industrial portfolio asset value**

**Responsible officer:** Colleen O'Boyle

**Additional Information:** This indicator monitors the effectiveness of a local authority's asset management function and provides a measure of the Council's ability to generate income from its commercial and industrial portfolio. Performance against this indicator is reported at year-end only.

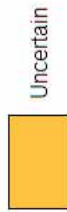
**Current and previous years**



**Current and previous years**

Year	Target	Actual	Target Met?
2009/0	8.00%		
2008/9	9.50%	7.70%	<b>X</b>

**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 at year-end only.

**Annual Target:2009/10: 8.00%**

**2008/09: 9.50%**

**Direction of improving performance:**



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

Director of Corporate Support Services to report at year-end.



2009 / 10 Key Performance Indicators

3. Environment & Street Scene Directorate

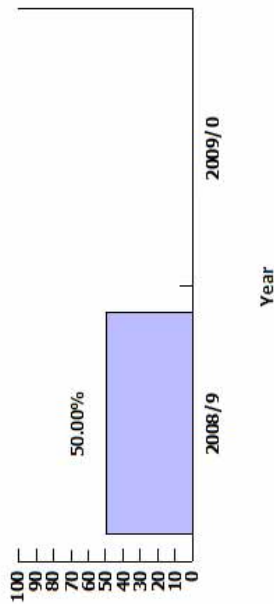


**NI182 Business satisfaction with local authority regulation services**

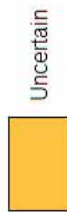
**Responsible officer:** John Gilbert

**Additional Information:** This indicator supports the success of the local economy through the development of a business friendly environment. The indicator covers a range of cross-directorate functions (Environmental Health, Licensing, Public Sector Landlords).

**Current and previous years**



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



**Comment on current performance:**

Performance against this indicator is calculated through an on-going survey measure and is reported at year-end only. No target was set for the indicator for 2008/09, although the outturn for the year provided a baseline against which performance in 2009/10 is being targeted.

**Current and previous years**

Year	Target	Actual	Target Met?
2009/0	75.00%		
2008/9		50.00%	

**Annual Target:2009/10: 75.00%**



**Direction of improving performance:**

**2008/09: Not set**

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

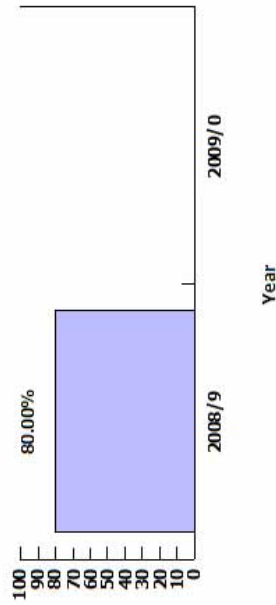
Director of Environment and Street Scene (as lead officer) to report at year-end.

**NI184 Food establishments which are broadly compliant with food hygiene law**

**Responsible officer:** John Gilbert

**Additional Information:** This indicator protects public health by ensuring food is safe and fit to eat by monitoring local authority performance in increasing compliance with food law.

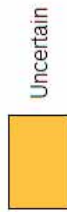
**Current and previous years**



**Current and previous years**

Year	Target	Actual	Target Met?
2009/0	80.00%		
2008/9	80.00%	80.00%	✓

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



**Annual Target: 2009/10: 80.00%**  
**2008/09: 80.00%**  
**Direction of improving performance:**



**Comment on current performance:**

The monitoring system for this indicator has been introduced by the Food Standards Agency (FSA). Performance against the indicator is reported at year-end only, although outturn data is not published by the FSA until September/October each year. The FSA has recently confirmed that the Council's performance for 2008/09 was 80.00%. The target originally set for this indicator for 2009/10 (75.00%) was reduced from that set for 2008/09 (80.00%), due to uncertainties around how the FSA was to interpret data. Given the 80.00% outturn confirmed for 2008/09 by the FSA, the target for 2009/10 was increased to 80.00%.

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

Director of Environment and Street Scene (as lead officer) to report at year-end.

**NI191 Residual household waste per household**

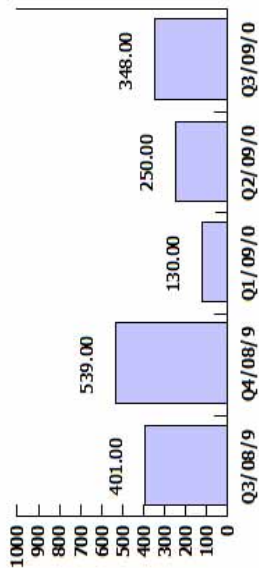
**Responsible officer:** John Gilbert

**Additional Information:**

This indicator supports reductions in the amount of residual waste collected, through less overall waste and more reuse, recycling and composting. Quarterly targets and performance details for this indicator are measured in kilograms per household, and represent the cumulative total for the year to date.

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	411.00	348.00	✓
Q2/09/0	274.00	250.00	✓
Q1/09/0	137.00	130.00	✓
Q4/08/9	554.00	539.00	✓
Q3/08/9	415.50	401.00	✓



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



Yes

**Annual Target: 2009/10 - 548.00 Kg**  
**2008/09 - 554.00 Kg**  
**Direction of improving performance:**



**Comment on current performance:**

(Quarter 3 2009/10) The ongoing reduction in residual household waste reflects the implementation of the revised Waste and Recycling Service in September 2009. The removal of food waste from the waste stream appears to be having a positive impact on the residual waste stream.

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

(Quarter 3 2009/10) No corrective action currently proposed.

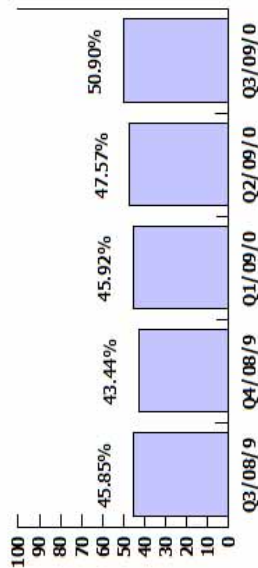
**NI192 Percentage of household waste sent for re-use, recycling and composting**

**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**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	42.00%	50.90%	✓
Q2/09/0	42.00%	47.57%	✓
Q1/09/0	42.00%	45.92%	✓
Q4/08/9	40.00%	43.44%	✓
Q3/08/9	40.00%	45.85%	✓

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



Yes

**Annual Target: 2009/10 - 42.00%**  
**2008/09 - 40.00%**



**Comment on current performance:**

(Quarter 3 2009/10) This ongoing increase in performance against this indicator reflects the implementation of the new Waste and Recycling Service in September 2009, which offers a weekly collection of food waste. Performance levels vary throughout the district, with particular difficulties on Mondays, which will be managed through education and recycling facilities being made available in flats and communal buildings (see also indicators LPI 52(a) and (b)).

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

(Quarter 3 2009/10) No corrective action currently proposed.



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

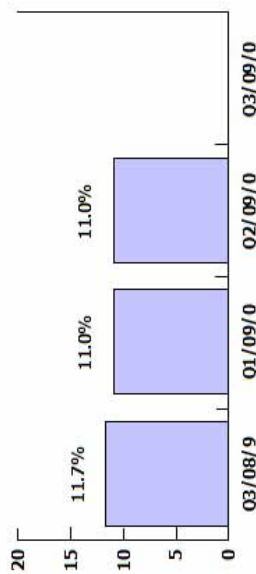
**Responsible officer:** John Gilbert

**Additional Information:**

This indicator seeks to reduce unacceptable levels of litter. Performance is based on surveys of prescribed sites carried out over three four-month periods (April-July, August-November, December-March) each year, and represents the percentage of relevant land with deposits of litter below an acceptable level.

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	10.0%		
Q2/09/0	10.0%	11.0%	X
Q1/09/0	10.0%	11.0%	X
Q3/08/9	10.5%	11.7%	X



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

Uncertain

**Annual Target: 2009/10 - 10.0%**  
**2008/09 - 10.5%**

**Direction of improving performance:**



**Comment on current performance:**

(Period 2 2009/10) This indicator is required to be completed on a four-monthly basis, and does not therefore reflect quarterly monitoring arrangements. The three four-month periods are reflected as Quarters 1 (April to July), 2 (August to November) and 3 (December to March) in this report. Current reported performance is for the August to November 2009 period. It is seemingly difficult to improve performance against this indicator beyond 11%. However, as the benefits of the revised street cleansing schedules take hold, it is hoped that the target of 10% for 2009/10 will be achieved.

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

(Period 2 2009/10) No corrective action currently proposed.

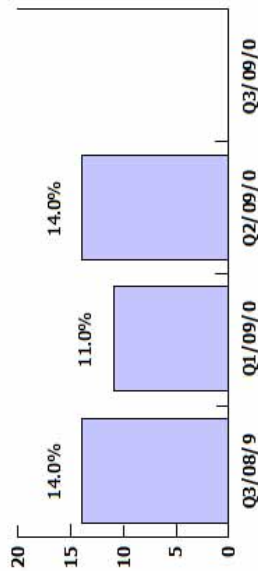
**NI195 (b) Improved street and environmental cleanliness (Detritus)**

**Responsible officer:** John Gilbert

**Additional Information:**

This indicator seeks to reduce unacceptable levels of detritus. Performance is based on surveys of prescribed sites carried out over three four-month periods (April-July, August-November, December-March) each year, and represents the percentage of relevant land with deposits of detritus below an acceptable level.

**Current and previous quarters**



**Current and previous quarters**

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

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

Uncertain

**Annual Target: 2009/10 - 13.0%**  
**2008/09 - 15.0%**

**Direction of improving performance:**



**Comment on current performance:**

(Period 2 2009/10) This indicator is required to be completed on a four-monthly basis, and does not therefore reflect quarterly monitoring arrangements. The three four-month periods are reflected as Quarters 1 (April to July), 2 (August to November) and 3 (December to March) in this report. Current reported performance is for the August to November 2009 period. It is disappointing to see a fallback in standards against this indicator during this second monitoring period. However, the target of 13% remains achievable, although the recent poor weather has had a significant effect upon highway infrastructure, which will add to levels of detritus.

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

(Period 2 2009/10) No corrective action currently proposed.

**NI195 (c) Improved street and environmental cleanliness (Graffiti)**

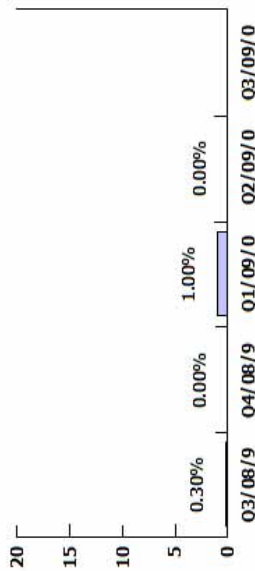
**Responsible officer:** John Gilbert

**Additional Information:**

This indicator seeks to reduce unacceptable levels of graffiti. Performance is based on surveys of prescribed sites carried out over three four-month periods (April-July, August-November, December-March) each year, and represents the percentage of relevant land with deposits of graffiti below an acceptable level.

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	0.25%		
Q2/09/0	0.25%	0.00%	✓
Q1/09/0	0.25%	1.00%	✗
Q4/08/9	5.00%	0.00%	✓
Q3/08/9	5.00%	0.30%	✓



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

Uncertain

**Annual Target: 2009/10 - 0.25%**  
**2008/09 - 5.00%**

**Direction of improving performance:**



**Comment on current performance:**

(Period 2 2009/10) This indicator is required to be completed on a four-monthly basis, and does not therefore reflect quarterly monitoring arrangements. The three four-month periods are reflected as Quarters 1 (April to July), 2 (August to November) and 3 (December to March) in this report. Current reported performance is for the August to November 2009 period. Performance against this indicator for the second monitoring period is very encouraging and hopefully reflects the Council's investment in the Neighbourhoods Team and the provision of CCTV facilities in critical areas.

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

(Period 2 2009/10) No corrective action currently proposed.

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

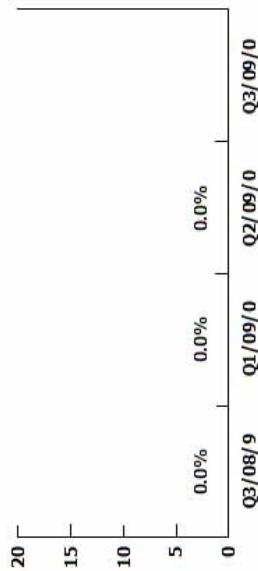
**Responsible officer:** John Gilbert

**Additional Information:**

This indicator seeks to reduce unacceptable levels of fly-posting. Performance is based on surveys of prescribed sites carried out over three four-month periods (April-July, August-November, December-March) each year, and represents the percentage of relevant land with deposits of fly-tipping below an acceptable level.

**Current and previous quarters**

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



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



Yes

**Comment on current performance:**

(Period 2 2009/10) This indicator is required to be completed on a four-monthly basis, and does not therefore reflect quarterly monitoring arrangements. The three four-month periods are reflected as Quarters 1 (April to July), 2 (August to November) and 3 (December to March) in this report. Current reported performance is for the August to November 2009 period. The outlook for the second monitoring period of the year is very encouraging and hopefully reflects the Council's investment in the Neighbourhoods Team and the provision of CCTV facilities in critical areas.

**Annual Target: 2009/10 - 0.0%**  
**2008/09 - 5.0%**

**Direction of improving performance:**



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

(Period 2 2009/10) No corrective action currently proposed.



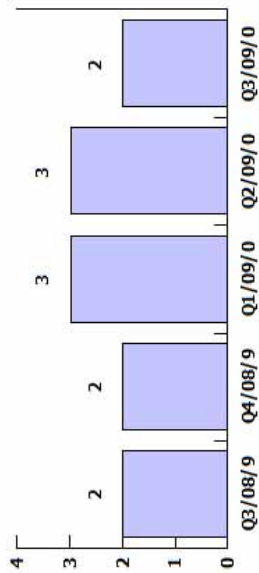
**NI196 Improved street and environmental cleanliness (Fly-Tipping)**

**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 Grade 1 (Very Effective), Grade 2 (Effective), Grade 3 (Not Effective), or Grade 4 (Poor).

**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 3 2009/10) The third quarter improvement against this indicator reflects the increased activity in dealing with fly-tipping by the Neighbourhoods Team.

**Current and previous quarters**

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

**Annual Target: 2009/10 - Grade 2**  
**2008/09 - Grade 2**  
**Direction of improving performance:**



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

(Quarter 3 2009/10) No corrective action currently proposed.

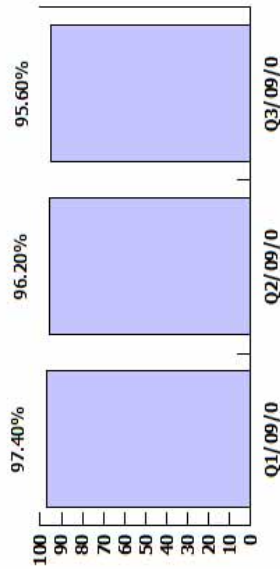
**LPI 51 Environment and Neighbourhoods Team - Service Standards**

**Responsible officer:** John Gilbert

**Additional Information:**

Dealing with 'enviro-crime' is a key element of the 'Safer, Cleaner, Greener' initiative, and this indicator measures the percentage of issues raised and complaints received by the Environment and Neighbourhoods Team that are responded to within three working days

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	90.00%	95.60%	✓
Q2/09/0	90.00%	96.20%	✓
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: 2009/10 - 90.00%**  
**2008/09 - N/A**

**Direction of improving performance:**



**Comment on current performance:**

(Quarter 3 2009/10) This indicator was adopted with effect from April 2009, and no historical performance information is therefore available. Performance against this indicator is currently on target and remains at a steady level.

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

(Quarter 3 2009/10) No corrective action currently proposed.

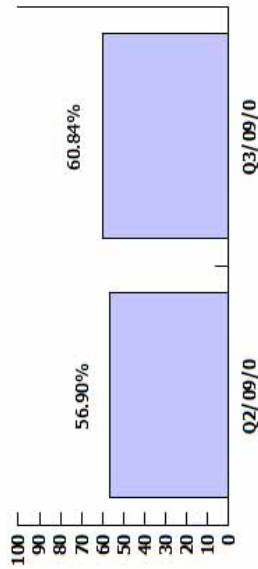
**LPI 52 (a) Implementation of formal containerised recycling facilities in flats and communal buildings (Percentage of flats and communal buildings surveyed)**

**Responsible officer:** John Gilbert

**Additional Information:**

Sack-based facilities have previously been provided for residents of flats and communal buildings to participate in recycling. This indicator reports the percentage of flats and communal buildings that have been surveyed for the provision of containerised recycling facilities for at least two recyclable materials.

**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 3 2009/10) Although performance against this indicator for the third quarter of the year looks disappointing in terms of progress, confidence remains that the 75% target for 2009/10 will be achieved.

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	50.00%	60.84%	✓
Q2/09/0	25.00%	56.90%	✓

**Annual Target: 2009/10 - 75.00%**  
**2008/09 - N/A**

**Direction of improving performance:**



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

(Quarter 3 2009/10) No corrective action currently proposed.

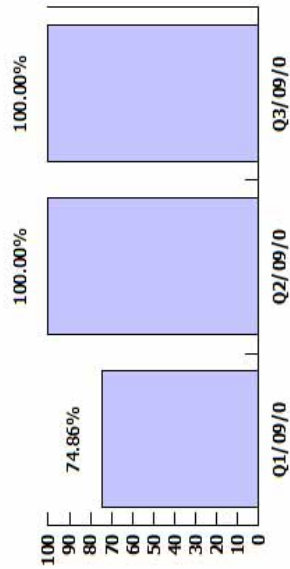
**LPI 52 (b) Implementation of formal containerised recycling facilities in flats and communal buildings (Percentage of schemes implemented)**

**Responsible officer:** John Gilbert

**Additional Information:**

Sack-based facilities have previously been provided for residents of flats and communal buildings to participate in recycling. This indicator reports the percentage of flats and communal buildings where containerised recycling facilities for at least two recyclable materials have been implemented.

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	63.75%	100.00%	✓
Q2/09/0	42.50%	100.00%	✓
Q1/09/0	21.25%	74.86%	✓

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



Yes

**Annual Target: 2009/10 - 85.00%**  
**2008/09 - N/A**

**Direction of improving performance:**



**Comment on current performance:**

(Quarter 3 2009/10) Current performance against this indicator reflects solid progress in implementing systems in flats and communal buildings which have been assessed, and where consent has been given.

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

(Quarter 3 2009/10) No corrective action currently proposed.



2009 / 10 Key Performance Indicators

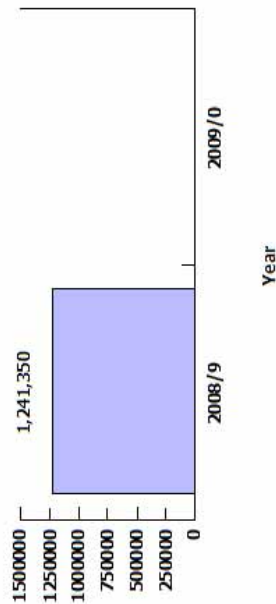
4. Finance & ICT Directorate

**NI179 The total net value of ongoing cash-releasing value for money gains since the start of the year**

**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.

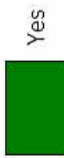
**Current and previous years**



**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?**



Yes

**Comment on current performance:**

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

**Annual Target:2009/10: £300,000**



**Direction of improving performance:**

**2008/09: Not set**

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

Director of Finance and ICT to report at year-end.



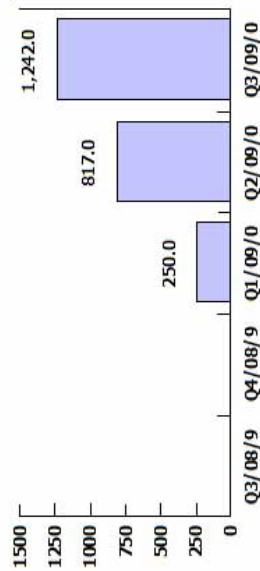
NI180 The number of changes of circumstances which affect customers' Housing/Council Tax Benefit entitlement within the year (per 1,000 caseload)

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. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	750.0	1,242.0	✓
Q2/09/0	500.0	817.0	✓
Q1/09/0	250.0	250.0	✗
Q4/08/9	975.0		
Q3/08/9	732.0		

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



Yes

Annual Target: 2009/10 - 1000.0  
2008/09 - 975.0

Direction of improving performance:



**Comment on current performance:**

Performance against this indicator is available to 30 November 2009 only. When the target was originally set for this indicator, it was uncertain as to the results that would be produced and it was not originally possible to report on this indicator. It is now clear that the target has been set unrealistically low. Also included in the figures are statistics relating to the reduction in Housing Revenue Account rents and the November 2009 legislative changes which are distorting the figures. An additional factor is that the caseload has significantly increased since the target was set and therefore there is likely to be an increased number of changes.

**Corrective action proposed (if required):**  
(Quarter 3 2009/10) Director of Finance and ICT to report.

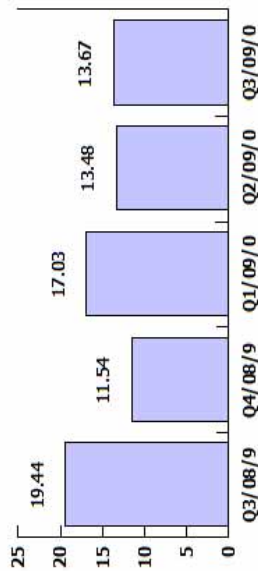
**NI181 The time taken to process Housing Benefit/Council Tax Benefit new claims and change events**

**Responsible officer:** Bob Palmer

**Additional Information:**

This indicator measures Housing and Council Tax Benefit performance, as delays in the administration of benefits can impact on the most vulnerable people. Performance is represented as the average number of days taken to process new claims and change events.

**Current and previous quarters**



Quarter	Target	Actual	Target Met?
Q3/09/0	15.00	13.67	✓
Q2/09/0	15.00	13.48	✓
Q1/09/0	15.00	17.03	✗
Q4/08/9	15.00	11.54	✓
Q3/08/9	15.00	19.44	✗

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



Yes

**Annual Target: 2009/10 - 15.00 days** **Direction of 2008/09 - 15.00 days** **improving performance:**



**Comment on current performance:**

Performance for the second and third quarters has improved since the beginning of the year, but has been affected by several vacancies in the Benefits Division. With regard to work being received, in the first 9 months 56,477 documents requiring processing have been received by the Benefits Division. This is in comparison with 51,335 for the same period in 2008/09. The caseload has also increased from 8875 in March 2009 to 9233 in December 2009.

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

(Quarter 3 2009/10) Recruitment to the vacant posts in the Benefits Division is taking place but new staff will not be in post until at least January 2010. Additional agency staff have been contracted to help reduce the level of outstanding work.



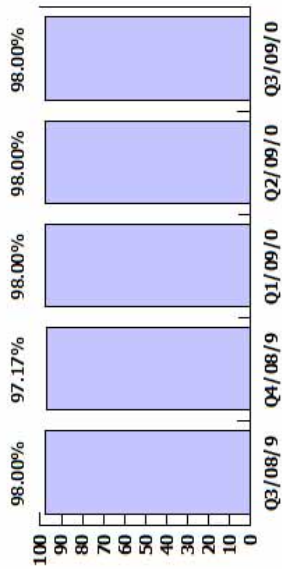
**LPI 13 Percentage of invoices paid within 30 days of receipt**

**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?
Q3/09/0	97.00%	98.00%	✓
Q2/09/0	97.00%	98.00%	✓
Q1/09/0	97.00%	98.00%	✓
Q4/08/9	97.00%	97.17%	✓
Q3/08/9	97.00%	98.00%	✓

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



Yes

**Annual Target: 2009/10 - 97.00%**  
**2008/09 - 97.00%**



**Direction of improving performance:**

**Comment on current performance:**

(Quarter 3 2009/10) Current performance against this indicator remains high and the target should be achieved at year-end. The figure for the percentage of local suppliers paid within twenty days for the nine months to 31 December 2009 is 94%. There has been a slight drop in the local suppliers indicator since the second quarter of the year.

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

(Quarter 3 2009/10) The thirty-day target is being met. Some work is being undertaken to improve the local supplier payment rate, but reaching the 97.00% target set for invoices generally will be difficult.

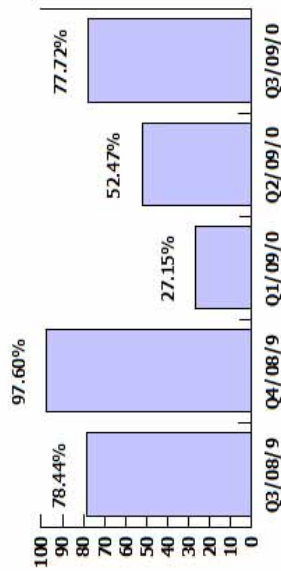
**LPI 14 Percentage of Council Tax collected**

**Responsible officer:** Bob Palmer

**Additional Information:**

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

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	73.50%	77.72%	✓
Q2/09/0	49.00%	52.47%	✓
Q1/09/0	24.50%	27.15%	✓
Q4/08/9	98.50%	97.60%	✗
Q3/08/9	73.89%	78.44%	✓

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



Uncertain

**Annual Target: 2009/10 - 98.00%**  
**2008/09 - 98.50%**



**Direction of improving performance:**

**Comment on current performance:**

(Quarter 3 2009/10) Performance is 0.72% down on the same stage in 2008/09, however third quarter performance in 2008/09 was ahead of the game as recovery action had been brought forward to mitigate against the effects of the planned IT conversion during the fourth quarter of the year. This year's performance is around 0.4% down on the long-term trend. Collection difficulties are being experienced due to the current economic climate and more flexibility is being provided to debtors to assist them with payment, including longer-term payment arrangements. Such flexibility will hopefully ensure that the Council receives payment, but this can be at the expense of the in-year collection rate which this indicator relates to.

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

(Quarter 3 2009/10) Recovery action on the outstanding debts will continue through the final quarter of the year.

**LPI 15 Percentage of National Non-Domestic Rates collected**

**Responsible officer:** Bob Palmer

**Additional Information:**

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

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	73.65%	81.50%	✓
Q2/09/0	49.10%	56.41%	✓
Q1/09/0	24.55%	29.65%	✓
Q4/08/9	99.30%	97.58%	✗
Q3/08/9	74.46%	81.25%	✓



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



Uncertain

**Comment on current performance:**

(Quarter 3 2009/10) The collection of National Non-Domestic Rates is 0.25% up on the same stage last year. Whilst collection is up on last year it is around 1% down on the longer term trend. General economic conditions are making collection difficult and more flexible recovery action has meant that a longer-term position has had to be taken in resolving some debts which will affect the in-year collection rate.

**Annual Target: 2009/10 - 98.20%**  
**2008/09 - 99.30%**



**Direction of improving performance:**

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

(Quarter 3 2009/10) The Revenues Section is continuing with recovery action to collect the outstanding debt.

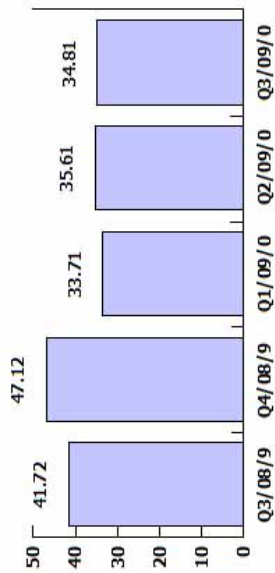
**LPI 16 Average time for processing new benefit claims**

**Responsible officer:** Bob Palmer

**Additional Information:**

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

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	25.00	34.81	X
Q2/09/0	25.00	35.61	X
Q1/09/0	25.00	33.71	X
Q4/08/9	30.00	47.12	X
Q3/08/9	30.00	41.72	X

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



No

**Annual Target: 2009/10 - 25.00 days**  
**2008/09 - 30.00 days**  
**Direction of improving performance:**



**Comment on current performance:**

Performance for the second and third quarters has improved since the beginning of the year, but has been affected by several vacancies in the Benefits Division.

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

(Quarter 3 2009/10) Recruitment to the vacant posts in the Benefits Division is taking place but new staff will not be in post until at least January 2010. Additional agency staff have been contracted to help reduce the level of outstanding work.



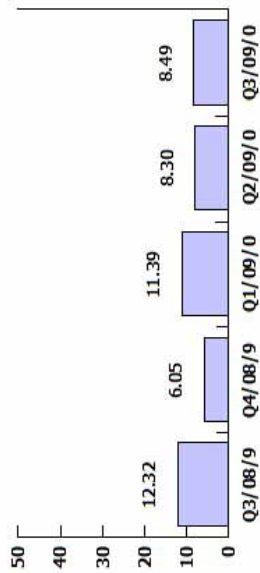
**LPI 17 Average time for processing notification of changes of circumstance for benefit claims**

**Responsible officer:** Bob Palmer

**Additional Information:**

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

**Current and previous quarters**



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



Uncertain

**Comment on current performance:**

Performance for the second and third quarters has improved since the beginning of the year, but has been affected by several vacancies in the Benefits Division.

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	10.00	8.49	✓
Q2/09/0	10.00	8.30	✓
Q1/09/0	10.00	11.39	✗
Q4/08/9	11.00	6.05	✓
Q3/08/9	11.00	12.32	✗

**Annual Target: 2009/10 - 10.00 days** Direction of performance: **improving**



**2008/09 - 11.00 days**

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

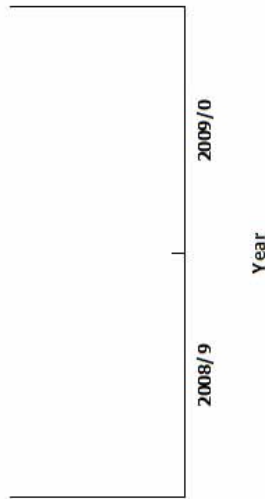
(Quarter 3 2009/10) Recruitment to the vacant posts in the Benefits Division is taking place but new staff will not be in post until at least January 2010. Additional agency staff have been contracted to help reduce the level of outstanding work.

**LPI 23 (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?**

N/A

**Comment on current performance:**

This indicator was formulated as a comparison between actual and estimated costs on major capital schemes (£2m and over). The measure was that total actual out-turns for works, fees and other expenditure should amount to no more than 105%, and no less than 95%, of the project estimate formulated on receipt of tenders or confirmation of works costs. Progress with major capital schemes are reported to the Finance and Performance Management Scrutiny Panel on a quarterly basis, with details of estimated start and finish dates and expected outturn compared to original estimates. In the last financial year there were no projects completed that fell within the definition of the indicator so there is nothing meaningful that can be reported. In 2009/10 there are expected to be three completions. These are being monitored regularly and updates are provided to the Scrutiny Panel each quarter, and detailed progress reports are also provided to Cabinet on a regular basis.

**Annual Target:2009/10: Not set**

**2008/09: Not set**

**Direction of improving performance:**



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

In view of the limited value of this indicator, it has previously been recommended that it be deleted as a Key Performance Indicator. The Director of Finance and ICT will report on further proposals for the development of this indicator for 2010/11.

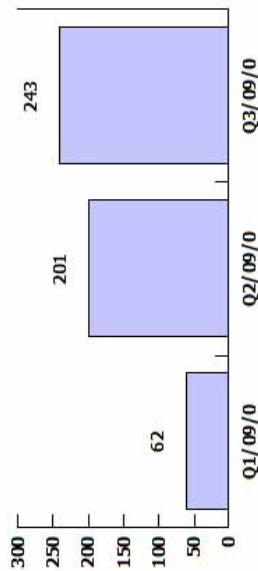
**LPI 53 The number of completed fraud investigations carried out by the Benefits Investigation Team**

**Responsible officer:** Bob Palmer

**Additional Information:**

This indicator monitors the effectiveness of the Benefit Fraud Team

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	375	243	<b>X</b>
Q2/09/0	250	201	<b>X</b>
Q1/09/0	125	62	<b>X</b>

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



**Annual Target: 2009/10 - 500**  
**2008/09 - N/A**

**Direction of improving performance:**



**Comment on current performance:**

(Quarter 3 2009/10) This indicator was adopted with effect from April 2009, and no historical performance information is therefore available. The number of completed investigations this quarter has been affected by a long-term vacant post that has been difficult to fill, plus a further post that has become vacant following a disciplinary hearing. The target will therefore not be met this year.

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

(Quarter 3 2009/10) A recruitment exercise for one of the vacant posts in the Benefits Investigation Team has taken place but as yet there is no start date for the new officer. The second vacant post will not be advertised until after an appeal hearing has taken place.



2009 / 10 Key Performance Indicators

5. Housing Directorate



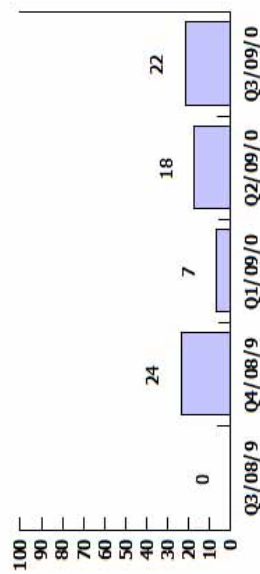
**NI155 The number of affordable homes delivered (gross)**

**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. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	42	22	<b>X</b>
Q2/09/0	28	18	<b>X</b>
Q1/09/0	14	7	<b>X</b>
Q4/08/9	66	24	<b>X</b>
Q3/08/9	49	0	<b>X</b>

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



Yes

**Annual Target: 2009/10 - 57**  
**2008/09 - 66**

**Direction of improving performance:**



**Comment on current performance:**

(Quarter 3 2009/10) Twenty-two properties have been handed over in the nine months to 31 December 2009, in respect of three developments (Epping Forest College, Pyries Lane and Spencer Close Reprivation). A further seventy-five affordable homes are scheduled to be handed over during the final quarter of the year at: Epping Forest College (35 homes) and St Margarets Hospital (40 homes). The target for the year is therefore expected to be met.

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

(Quarter 3 2009/10) No corrective action currently proposed.

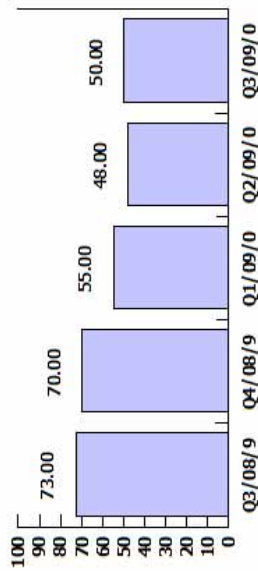
**NI156 The number of households living in temporary accommodation**

**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 3 2009/10) Performance on target for the first three quarters of the year.

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	100.00	50.00	✓
Q2/09/0	100.00	48.00	✓
Q1/09/0	100.00	55.00	✓
Q4/08/9	104.00	70.00	✓
Q3/08/9	104.00	73.00	✓

**Annual Target:2009/10 - 100  
2008/09 - 104**

**Direction of improving performance:**



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

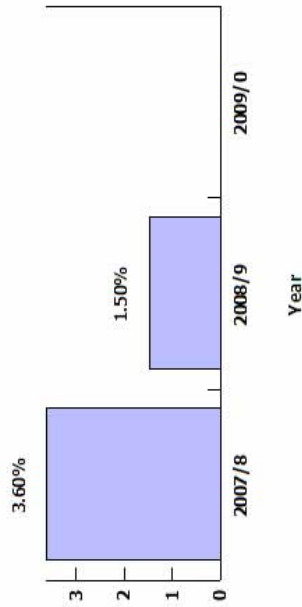
(Quarter 3 2009/10) No corrective action currently proposed.

**NI158 Percentage of non-decent council homes**

**Responsible officer:** Alan Hall

**Additional Information:** This indicator measures the number of non-decent council homes and the proportion this represents of the total council housing stock, in order to demonstrate progress towards making all council housing decent. 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	0.00%		
2008/9	1.50%	1.50%	✓
2007/8	5.00%	3.60%	✓

**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 at year-end only.

**Annual Target:2009/10: 0.00%**

**2008/09: 1.50%**

**Direction of improving performance:**



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

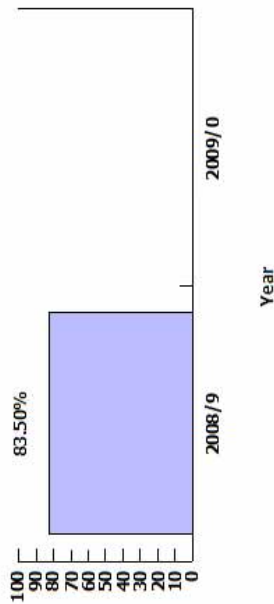
Director of Housing to report at year-end.

**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%	X

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

N/A

**Annual Target:2009/10: N/A**

**Direction of improving performance:**



**Comment on current performance:**

This indicator is collected and reported every two years using a standard Tenant Satisfaction Survey. The satisfaction survey is not required to be undertaken for 2009/10 and will next be repeated in 2010/11.

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

No corrective action currently proposed. The Tenant Satisfaction Survey is not required to be undertaken for 2009/10.

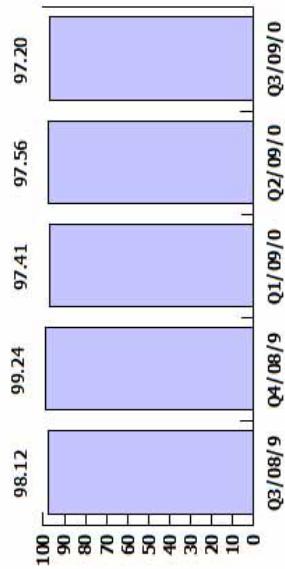
**LPI 04 Rent collected as a proportion of rents owed on Housing Revenue Account dwellings**

**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?
Q3/09/0	98.80	97.20	X
Q2/09/0	98.80	97.56	X
Q1/09/0	98.80	97.41	X
Q4/08/9	98.81	99.24	✓
Q3/08/9	98.81	98.12	X

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



Uncertain

**Annual Target: 2009/10 - 98.80%**  
**2008/09 - 98.81%**  
**Direction of improving performance:**



**Comment on current performance:**

(Quarter 3 2009/10) Current performance against this indicator is slightly below target, due to the ending of tolerated trespassers, whose arrears are now included in the figures. In addition, the courts are in some cases more lenient in respect of rent arrears, due to the current financial climate.

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

(Quarter 3 2009/10) All staff are working strictly to the requirements of the Rent Arrears Strategy and being set targets which are in line with the 98.80% target for this indicator.



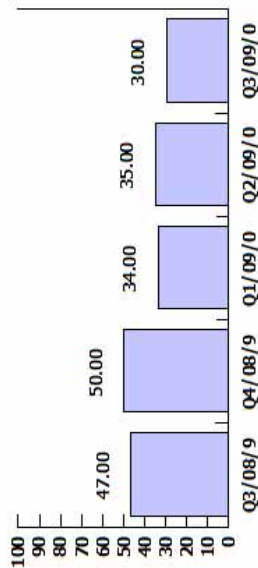
**LPI 05 The average number of days taken to re-let Council dwellings**

**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?**



Yes

**Comment on current performance:**

(Quarter 3 2009/10) Performance currently on target.

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	40.00	30.00	✓
Q2/09/0	40.00	35.00	✓
Q1/09/0	40.00	34.00	✓
Q4/08/9	49.00	50.00	✗
Q3/08/9	49.00	47.00	✓

**Annual Target: 2009/10 - 40.00 days** Direction of performance: **improving**



**2008/09 - 49.00 days**

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

(Quarter 3 2009/10) No corrective action currently proposed. The reasons why the re-letting of some properties may experience delays at any one stage are however being analysed and investigated.

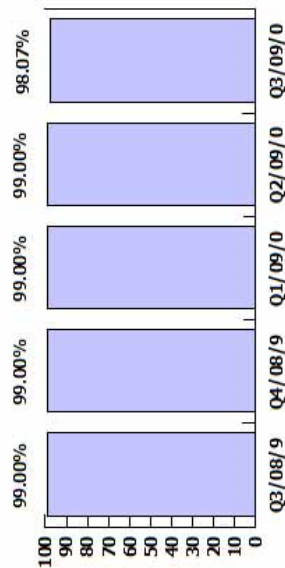
**LPI 07 Emergency repairs undertaken within target time**

**Responsible officer:** Alan Hall

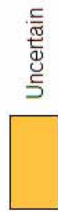
**Additional Information:**

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. The target time for the completion of emergency repairs is twenty-four hours.

**Current and previous quarters**



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



**Annual Target: 2009/10 - 99.00%**  
**2008/09 - 99.00%**



**Comment on current performance:**

(Quarter 3 2009/10) Current performance against this indicator remains high, and the target for the year should be achieved.

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

(Quarter 3 2009/10) The Repairs Refresh Programme has only been partially implemented. A number of other actions are still in progress, including the appointment of a private Repairs Management Contractor

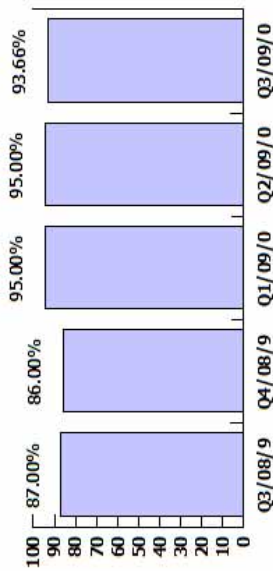
**LPI 08 Urgent repairs undertaken within target time**

**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. The target time for the completion of urgent repairs is five days.

**Current and previous quarters**



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



Uncertain

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	95.00%	93.66%	X
Q2/09/0	95.00%	95.00%	✓
Q1/09/0	95.00%	95.00%	✓
Q4/08/9	95.00%	86.00%	X
Q3/08/9	95.00%	87.00%	X

**Annual Target: 2009/10 - 95.00%**  
**2008/09 - 95.00%**  
**Direction of improving performance:**



**Comment on current performance:**

(Quarter 3 2009/10) Performance against this indicator has significantly improved compared with the same period in 2008/09 and, if current performance is maintained, the target for the year should be achieved.

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

(Quarter 3 2009/10) The Repairs Refresh programme has only been partly implemented. A number of other actions are still in progress including the appointment of a private Repairs Management Contractor.



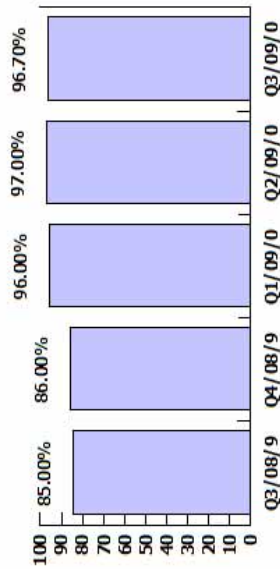
**LPI 09 Routine repairs undertaken within target time**

**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. The target time for the completion of routine repairs is six weeks.

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	90.00%	96.70%	✓
Q2/09/0	90.00%	97.00%	✓
Q1/09/0	90.00%	96.00%	✓
Q4/08/9	95.00%	86.00%	✗
Q3/08/9	95.00%	85.00%	✗

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



Yes

**Annual Target: 2009/10 - 90.00%**  
**2008/09 - 95.00%**



**Direction of improving performance:**

**Comment on current performance:**

(Quarter 3 2009/10) Performance against this indicator has significantly improved compared with the same period in 2008/09 and, if current performance is maintained, the target for the year should be achieved.

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

(Quarter 3 2009/10) No corrective action currently proposed.

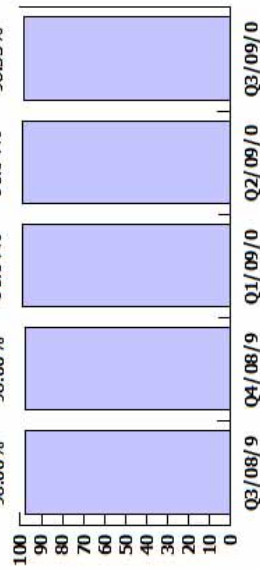
**LPI 10 Satisfaction with repairs**

**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**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	98.00%	98.53%	✓
Q2/09/0	98.00%	98.94%	✓
Q1/09/0	98.00%	98.84%	✓
Q4/08/9	98.00%	98.00%	✓
Q3/08/9	98.00%	98.00%	✓

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



Yes

**Annual Target: 2009/10 - 98.00%**  
**2008/09 - 98.00%**



**Comment on current performance:**

(Quarter 3 2009/10) Current performance against this indicator remains high, and the target for the year should be achieved.

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

(Quarter 3 2009/10) No corrective action currently proposed.



2009 / 10 Key Performance Indicators

6. Planning & Economic Development

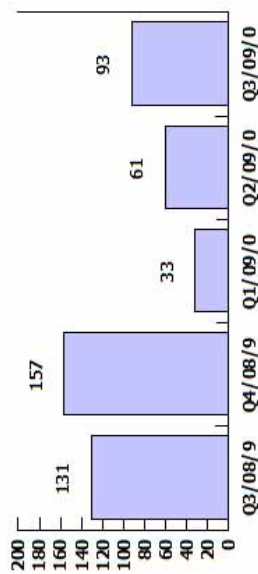
**NI154 Net additional homes provided**

**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. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

**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 3 2009/10). The cumulative return for the first three quarters of the year is 93, which is the sum of the first (33), second (28), and third (32) quarters. The nominal target for each quarter is 36, which has just been missed this quarter. This is probably due to the weakness of the housing market, caused by the recession. Housebuilders are unwilling to complete units which they feel are unlikely to sell easily, although performance is better this quarter than in the second quarter of the year.

**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	108	93	X
Q2/09/0	72	61	X
Q1/09/0	36	33	X
Q4/08/9	144	157	✓
Q3/08/9	108	131	✓

**Annual Target: 2009/10 - 144**  
**2008/09 - 144**



**Direction of improving performance:**

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

(Quarter 3 2009/10). No corrective action is currently proposed as, although the nominal target for this quarter has been missed, it is still likely that the annual target for the financial year will be reached. This is because several large housing developments are currently progressing towards completion, and so many units are likely to be completed within the next quarter.

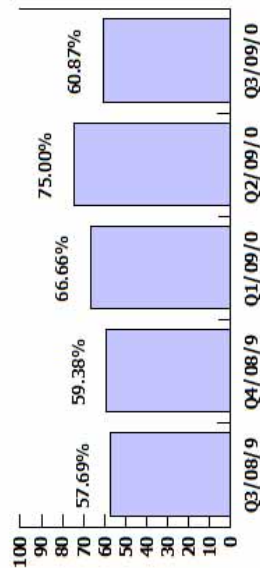
**NI157 (a) Processing of planning applications - 'Major' application types**

**Responsible officer:** John Preston

**Additional Information:**

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

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	81.00%	60.87%	X
Q2/09/0	81.00%	75.00%	X
Q1/09/0	81.00%	66.66%	X
Q4/08/9	80.71%	59.38%	X
Q3/08/9	80.71%	57.69%	X

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



No

**Annual Target: 2009/10 - 81.00%**  
**2008/09 - 80.71%**



**Comment on current performance:**

(Q3 2008-10) Performance against this indicator is volatile due to the low number of applications received, which are usually more complex and time consuming. Recent staff shortages at principal officer level may be a factor in current performance, but of the five applications (of 7) determined beyond the target time, two would have been determined in time if they had not been deferred by members at an Area Plans Sub-Committee, two more would have been refused and dealt with in time if they had not been referred to an Area Plans Sub-Committee by Members (and then were still were refused), and the final one was determined late because of its complexity and provision of affordable housing. These four applications, if determined within the target time, would have produced a 78% performance, just short of the target for the quarter.

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

(Quarter 3 2009/10) Director of Planning and Economic Development to report.



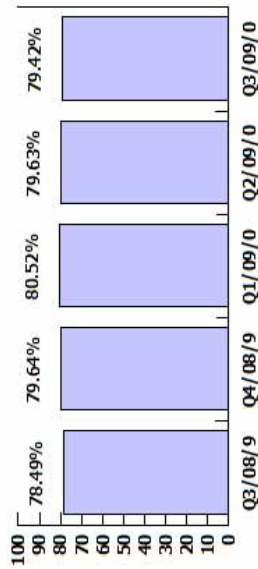
**NI157 (b) Processing of planning applications - 'Minor' application types**

**Responsible officer:** John Preston

**Additional Information:**

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

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	84.00%	79.42%	X
Q2/09/0	84.00%	79.63%	X
Q1/09/0	84.00%	80.52%	X
Q4/08/9	83.66%	79.64%	X
Q3/08/9	83.66%	78.49%	X

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



**Annual Target: 2009/10 - 84.00%**  
**2008/09 - 83.66%**



**Comment on current performance:**

(Q3 2009/10) The target for this indicator is proving hard to achieve when half of this type of planning application involves redevelopment of sites for new houses, and it only takes more than one third-party objection to trigger an application being recommended for approval, to be referred to an Area Plans Sub-Committee.

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

(Quarter 3 2009/10) Director of Planning and Economic Development to report.

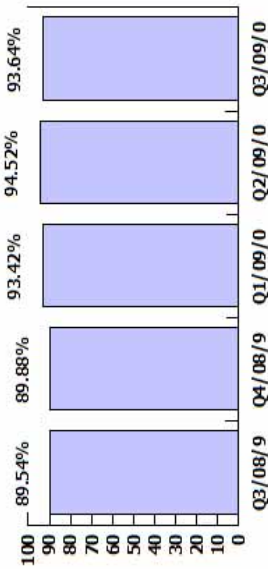
**NI157 (c) Processing of planning applications - 'Other' application types**

**Responsible officer:** John Preston

**Additional Information:**

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

**Current and previous quarters**



**Current and previous quarters**

Quarter	Target	Actual	Target Met?
Q3/09/0	93.00%	93.64%	✓
Q2/09/0	93.00%	94.52%	✓
Q1/09/0	93.00%	93.42%	✓
Q4/08/9	92.57%	89.88%	✗
Q3/08/9	92.57%	89.54%	✗

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



Yes

**Annual Target: 2009/10 - 93.00%**  
**2008/09 - 92.57%**



**Comment on current performance:**

(Quarter 3 2009/10) Performance against this indicator is still on target and performing well, chiefly because this type of application is usually dealt with under delegated powers. The Christmas closure in December 2009 does not appear to have affected performance, as officers put in longer hours to ensure that few, if any, applications expired during the holiday period.

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

(Quarter 3 2009/10) Director of Planning and Economic Development to report.

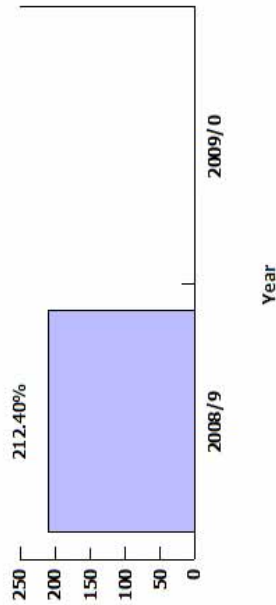
**NI159 Supply of ready to develop housing sites**

**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 five-year assessment of land supply in December each year, and the Council's performance for 2009/10 will not therefore be reported until year-end. However, it is extremely likely that the target for the year will be met, and exceeded. Good performance is represented by a 100.00% or higher outcome.

**Annual Target:2009/10: 100.00%**



**Direction of improving performance:**

**2008/09: 100.00%**

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

Director of Planning and Economic Development to report at year-end.

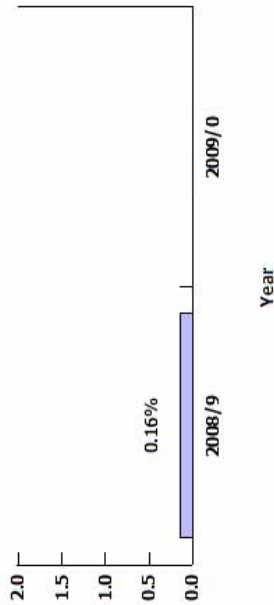


**NI170 Previously developed land that has been vacant or derelict for more than five years**

**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:2009/10: 1.00%**

**Direction of improving performance:**



**2008/09: 10.00%**

**Comment on current performance:**

Performance against this indicator is reported at year-end only, as the outturn is calculated from the National Land Use Database (NLUD) return each October. High Performance is represented by a low percentage, and the 2008/09 target was met.

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

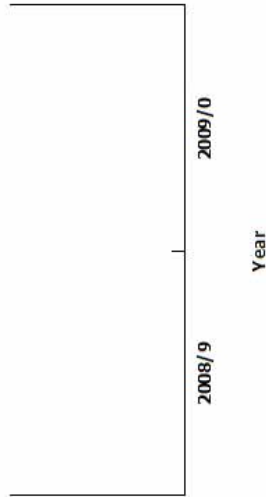
Director of Planning and Economic Development to report at year-end.

**NI185 The proportion of 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. The indicator reports the annual proportion of CO2 reduction measured against the previous year.

**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?**

N/A

**Annual Target:2009/10: Not set**



**Direction of improving performance:**

**2008/09: Not set**

**Comment on current performance:**

In total the Council's emission of CO2 for 2008/09 was 5,224 tonnes, with 4,914 tonnes arising from stationary sources (office and operational properties) and 310 tonnes from transport sources (business and grey fleet). This is a new indicator and the CO2 emissions total for 2008/09 will serve as the Council's baseline for future reductions. Performance comparisons between local authorities will not be made in respect of this indicator, as authorities differ too much for this to be achieved in a fair way. Guidance issued by the Department for Energy and Climate Change (DECC) indicates that to be classed as good performers, authorities need to show a year on year reduction in CO2 emissions, although DECC have not indicated that a specific percentage reduction is required. No target has been set for the indicator for 2009/10, as a clear steer is needed in terms of how ambitious the Council wants to be, and how much it can commit in terms of resources required to achieve reductions in CO2 emissions. Performance is measured as a percentage reduction (or increase) from the 2008 baseline.

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

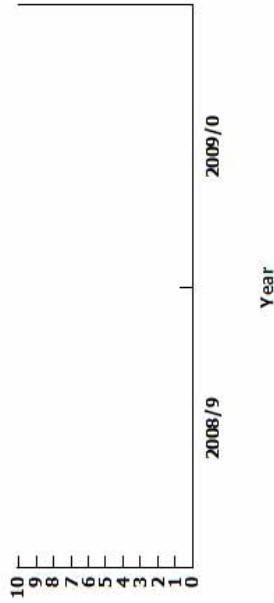
Director of Planning and Economic Development to report at year-end.

**NI186 Per capita reduction in CO2 emissions in the local authority 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**



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

Uncertain

**Comment on current performance:**

Performance against this indicator is reported by the Department for the Environment and Climate Change (DECC) although outturn details for 2008/09 have not yet been published and it is unknown when this data will be available, as there is a two year lag on the publication of data for the indicator. The first data that will be published by DECC will be for 2006/07 (i.e. data will have a two-year lag time). No target was set for 2008/09, although a target of 3.0% has been set for 2009/10 as the Local Area Agreement target for 2010/11 is 8.0%. The baseline data for this indicator is 6.33 tonnes of CO2 per capita, which dates from 2005. Performance is measured as a percentage reduction (or increase) from the 2005 baseline.

**Current and previous years**

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

**Annual Target:2009/10: 3.00%**

**2008/09: Not set**

**Direction of improving performance:**



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

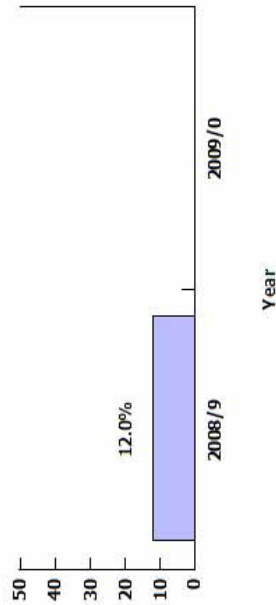
Director of Planning and Economic Development to report at year-end.

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

**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.

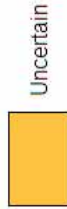
**Current and previous years**



**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?**



**Comment on current performance:**

Performance against this indicator is reported at year-end only, and is measured through an on-going survey. No target was set for the indicator for 2008/09. The Council is participating in a project with other local authorities to improve the energy efficiency of houses in the district by insulating lofts and walls, and social housing providers are also working on energy efficiency programmes to make as many dwellings as energy efficient as possible. Whilst the Council is working hard to tackle the energy efficiency aspect of people living in fuel poverty, external factors beyond local authority control such as the price of energy and household income, are also relevant. This indicator been recognised by Go-East being somewhat beyond the control of local authorities.

**Annual Target:2009/10: 11.5%**

**2008/09: Not set**

**Direction of improving performance:**



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

Director of Planning and Economic Development to report at year-end.

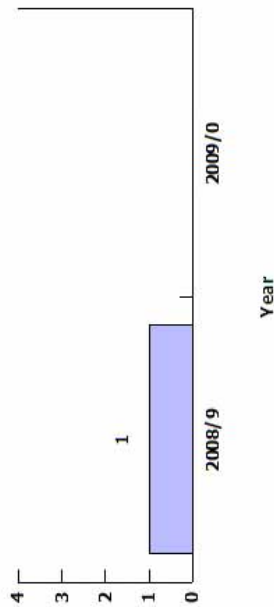


**NI188 Planning to Adapt to Climate Change**

**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. Performance is reflected as a level of preparedness ranging from 0 (Baseline) to 4 (Highest).

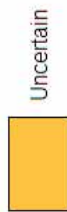
**Current and previous years**



**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:2009/10: Level 2**



**Direction of improving performance:**

**2008/09: Level 1**

**Comment on current performance:**

Performance against this indicator is reported on the basis of four levels (Level 1 - Public commitment and risk-based assessment, Level 2 - Comprehensive risk-based assessment and prioritised action in some areas, Level 3 - Comprehensive action plan and prioritised action in all areas, Level 4 - Implementation monitoring and continuous review), 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, which seeks the achievement of Level 3 by the end of 2010/11.

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

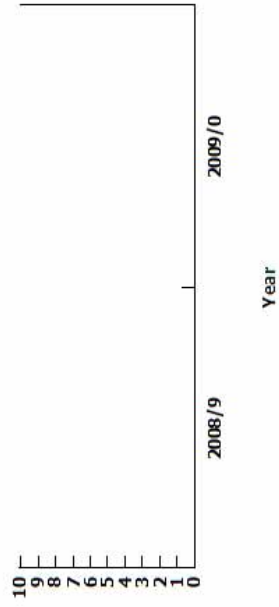
Implementation of the relevant actions in the Council's Climate Change Strategy will take the authority to Level 2 for this indicator by the end of the current year, which is in line with the Local Area Agreement target. Actions from the Climate Change Strategy will be completed by March 2010.

**NI194 Air quality - The reduction in NOx and primary PM10 emissions through the 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**



**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?**

N/A

**Annual Target:2009/10: Not set**

**2008/09: Not set**

**Direction of improving performance:**



**Comment on current performance:**

Performance against this indicator is reported at year-end only. For 2008/09 the total emissions arising from the Council's estate and operations were NOx 7 980 kg and PM10 it 555 kg. This is a new indicator and the these emissions totals for 2008/09 will serve as the Council's baseline for future reductions. Guidance issued by the Department for Energy and Climate Change (DECC) indicates that to be classed as good performers, authorities need to show a year on year reduction in NOx and PM10 emissions, although DECC have not indicated that a specific percentage reduction is required. The Council's Green Fleet Review undertaken by the Energy Saving Trust identifies many measures that can result in greater reductions in NOx and PM10. At this point, no decisions have been made on the way forward from the review, and no target has been set for the indicator for 2009/10.

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

Director of Planning and Economic Development to report at year-end.

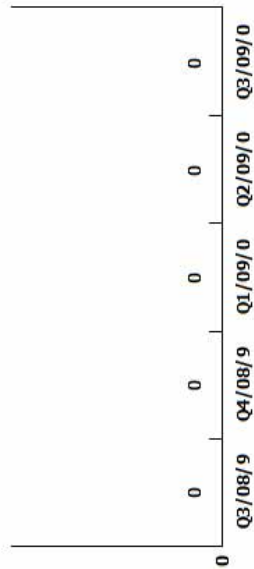
**LPI 44 The achievement of milestones within the Local Development Scheme**

**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**



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



No

**Comment on current performance:**

(Quarter 3 2009/10) The development of the Local Development Framework (LDF) has been delayed for several reasons, including the delayed adoption of the East of England Plan and the legal challenges thereto, and the direction placed on the Council in relation to the production of a Development Plan Document concerning gypsies and travellers, which has necessarily had to take priority. It is intended that the LDF will be in place by the middle of 2010/11, when appropriate milestones will be developed. The LDF is intended to be a rolling three year programme, and it is therefore considered appropriate to monitor performance against this indicator on an annual rather than quarterly basis in future.

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

(Quarter 3 2009/10) Director of Planning and Economic Development to report.

**Current and previous quarters**

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

**Annual Target:2009/10 - Yes (1)  
2008/09 - Yes (1)**

**Direction of improving performance:**



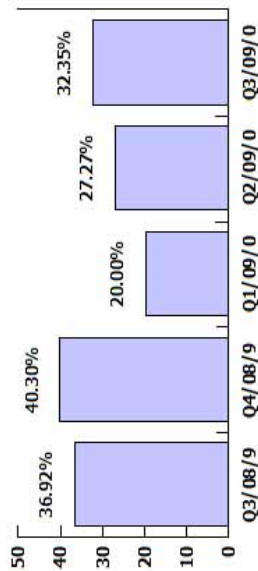
**LPI 45 The number of appeals allowed against refusal of planning applications, as percentage of the total number of appeals against refusals**

**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?
Q3/09/0	25.00%	32.35%	X
Q2/09/0	25.00%	27.27%	X
Q1/09/0	25.00%	20.00%	✓
Q4/08/9	25.00%	40.30%	X
Q3/08/9	25.00%	36.92%	X

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



No

**Annual Target: 2009/10 - 25.00%**  
**2008/09 - 25.00%**



**Comment on current performance:**

(Q3, 09/10) Of the 10 appeals allowed in the third quarter of the year, a high proportion (7) were under officer delegated powers and 3 were Area Plans Sub-Committee reversals not following a recommendation to grant planning permission. The Council was successful in defending delegated decisions in 12 out of 19 appeal cases and the Area Plans Sub-Committee reversal was supported by the Planning Inspectorate in 2 out of 5 cases. The number of appeals allowed is rising through each quarter of the year, in a similar to the pattern to 2008/09, although not at as high a percentage at the third quarter (32.35% compared with 37.8%).

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

(Quarter 3 2009/10) Director of Planning and Economic Development to report.



## KEY PERFORMANCE INDICATORS 2010/11

### NATIONAL INDICATORS

Ref:	Summary Definition and Direction of Improving Performance (HIGH/LOW)	Responsibility	Target 2008/09	Outturn 2008/09	Target 2009/10	Quarter 3 Performance 2009/10	Proposed Target 2010/11	Comments/Justification for Proposed Target for 2010/11
NI 014	<i>Reducing avoidable contact: The proportion of customer contact that is of low or no value to the customer.</i> 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 with the Council (LOW).	Deputy Chief Executive	Not set	26.90%	Not set	Reported at year-end	Not to be set	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 expected to be 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.
NI 154	<i>Net additional homes provided.</i> 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 (HIGH).	Director of Planning and Economic Development	144.00	157.00	144.00	93.00	DoPED to report	Although the cumulative total for this indicator for 2009/10 has not reached target levels so far, it is expected that several housing sites will commence numerous units within the next two months. It is clear that housebuilding has suffered as a result of the economic recession, but that buildings still continues. The Director of Planning and Economic Development will report with regard to the identification of a target for the indicator for 2010/11.
NI 155	<i>Number of affordable homes delivered (Gross).</i> This indicator promotes an increase in the supply of affordable housing through new-build completions, changes of use and conversions (HIGH).	Director of Housing	66.00	20.00	57.00	22.00	70.00	The target for 2009/10 is expected to be achieved. It is difficult to predict the number of affordable homes to be provided in the current economic climate, since there is a dependence on developers' building programmes. However, the proposed target for 2010/11 is considered reasonable, based on the current number of affordable homes that have received planning permission.
NI 156	<i>Number of households living in temporary accommodation.</i> This indicator monitors progress towards reducing the number of households in temporary accommodation provided under homelessness legislation (LOW).	Director of Housing	104.00	70.00	100.00	51.00	60.00	The target has been reduced in recognition of the currently reduced numbers of households in temporary accommodation. However, there are uncertainties over the impact of the current economic climate on future homelessness levels.
NI 157 (a)	<i>Processing of planning applications as measured against targets.</i> This indicator ensures that local planning authorities determine major planning applications in a timely manner (within thirteen weeks) (HIGH).	Director of Planning and Economic Development	80.71%	59.38%	81.00%	60.87%	81.00%	Performance against this indicator is volatile due to the low number of applications received, which are usually more complex and time consuming to determine, and are sometimes delayed until a legal agreement, necessary to make the development acceptable, is signed. Improved performance could be achieved by not seeking such agreements, full staffing levels (including the filling of a post until recently seconded to the Forward Planning section, making fuller use of pre-application meetings, and no deferrals at Area Plans Sub-Committee meetings. It is therefore recommended the target for this indicator for 2010/11 should remain the same as for 2009/10.
NI 157 (b)	<i>Processing of planning applications as measured against targets.</i> This indicator ensures that local planning authorities determine 'minor' planning applications in a timely manner (within eight weeks) (HIGH).	Director of Planning and Economic Development	83.66%	79.64%	84.00%	79.42%	DoPED to report	A consistent outturn has been achieved for this indicator over last few years, of just under 80%. The target for the current year is not achievable unless delegated powers are altered to allow more of this type of application to be dealt with by the Director of Planning and Economic Development. The Director of Planning and Economic Development will report with regard to the identification of a target for the indicator for 2010/11.

Ref:	Summary Definition and Direction of Improving Performance (HIGH/LOW)	Responsibility	Target 2008/09	Outturn 2008/09	Target 2009/10	Quarter 3 Performance 2009/10	Proposed Target 2010/11	Comments/Justification for Proposed Target for 2010/11
NI 157 (c)	<i>Processing of planning applications as measured against targets.</i> This indicator ensures that local planning authorities determine 'other' planning applications in a timely manner (within eight weeks) (HIGH).	Director of Planning and Economic Development	92.57%	89.88%	93.00%	93.64%	94.00%	The applications covered by this indicator are, in the main, the smaller type of development (household extensions, changes of use, advertisements etc.). Virtually all applications delegated to the Head of Planning and Economic Development are being determined within the target time, and the filling of the until recently post seconded to the Forward Plan section, would slightly improve performance and free-up more senior officer time to concentrate on achieving the target set for NI 157(a). A small increase in the target is proposed for 2010/11.
NI 158	<i>Percentage of non-decent council homes.</i> This indicator measures the number of non-decent council homes and the proportion this represents of the total council housing stock, in order to demonstrate progress towards making all council housing decent (LOW).	Director of Housing	1.50%	1.50%	0.00%	Year-end	0.00%	The Government's Decent Homes Target comes to an end in 2010, and the Council is on target to have no non-decent homes by March 2010. The challenge for the Council will then be to ensure that homes that may become non-decent are addressed before this happens. The proposed target of 0% non-decent homes for 2010/11 reflects this intention.
NI 159	<i>Supply of ready to develop housing sites.</i> 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. (HIGH).	Director of Planning and Economic Development	100.00%	212.40%	100.00%	164.77% (year-end)	100.00%	The target for this indicator has been met and exceeded for 2009/10. However, it is considered that the target for 2010/11 should not be changed, as the achievement of 100.00% represents the complete fulfillment of the government's housing target assigned to the Council through the East of England Plan. Therefore performance of anything over 100.00% represents an over-provision of housing.
160	<i>Local authority tenant satisfaction with landlord services.</i> This indicator encourages the delivery of good housing management services by local authorities, where they retain ownership of council housing (HIGH).	Director of Housing	85.00%	83.50%	N/A	N/A	84%	This is already a challenging target, with performance well into the top quartile. A small increase in the target is proposed for 2010/11.
NI 170	<i>Previously developed land that has been vacant or derelict for more than 5 years.</i> 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 (LOW).	Director of Planning and Economic Development	10.00%	0.16%	1.00%	Reported at year-end	1.00%	The calculation of this indicator, which comprises the National Housing Land Use Database (NLUD) return, takes significant time and resource, and the results are not something which the Council uses for its own purposes. There have been recent indications from the Government that the NLUD system would be abandoned, or at least limited to London Boroughs only. Performance against this indicator is reported at year-end only, but it is proposed that the target for 2010/11 should remain the same as for the last year.
NI 179	<i>Value for Money: Total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year.</i> This indicator measures the total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year (HIGH).	Director of Finance and ICT	£635,000.00	£1,241,350.00	£300,000.00	Reported at year-end	£600,000.00	The proposed target for this indicator for 2010/11 is in line with the current Medium-Term Financial Strategy.
NI 180	<i>The number of changes of circumstances which affect customers' Housing Benefit/Council Tax Benefit entitlement within the year (per 1000 caseload).</i> This indicator ensures that customers receive the correct amount of HB/CTB and contributes to reducing poverty and fraud and error (N/A).	Director of Finance and ICT	975.00	Unable to report	1000.00	1242.00	1,500.00	The target for this indicator for 2009/10 was set too low, and experience to date suggests that the proposed for 2010/11 target is more realistic.
NI 181	<i>Time taken (days) to process Housing Benefit/Council Tax Benefit new claims and change events.</i> This indicator measures benefit performance, as delays in the administration of benefits can impact on some of the most vulnerable people (LOW).	Director of Finance and ICT	15.00	11.54	15.00	13.67	13.00	It is hoped that the effects of the restructure of the Benefits Division and a reduction in staff turnover, will allow an improvement in performance for 2010/11.
NI 182	<i>Satisfaction of businesses with local authority regulation services (environmental, health, licensing, public sector landlords).</i> This indicator supports the success of the economy through a business friendly environment (HIGH).	DoESS, DoH, DoCSS	Not set	50.00%	75.00%	Reported at year-end	78.00%	The methodology for the collection of data for this indicator has been radically changed from 2009/10, and a significant improvement in performance is expected for 2010/11 at the year end. That being the case, a small improvement in the target is proposed for next year.

Ref:	Summary Definition and Direction of Improving Performance (HIGH/LOW)	Responsibility	Target 2008/09	Outturn 2008/09	Target 2009/10	Quarter 3 Performance 2009/10	Proposed Target 2010/11	Comments/Justification for Proposed Target for 2010/11
NI 184	<i>Food establishments in the area which are broadly compliant with food hygiene law.</i> This indicator protects public health by ensuring food is safe and fit to eat by monitoring local authority performance in increasing compliance with food law (HIGH).	Director of Environment and Street Scene	80.00%	80.00%	80.00%	Reported at year-end	82.00%	The Council is already one of the better performing authorities in Essex for this indicator, and a modest increase in the target is therefore proposed for 2010/11.
NI 185	<i>CO2 reduction from local authority operations.</i> 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 is measured as a percentage reduction (or increase) from the 2008 baseline (HIGH).	Director of Planning and Economic Development	Not set	Not reported	Not set	Reported at year-end	10.00%	The proposed target for 2010/11 meets the requirement of the 10:10 initiative. 10:10 is an ambitious project to unite every sector of British society behind one simple idea, that by working together a 10% cut in the United Kingdom's carbon emissions can be achieved in 2010.
NI 186	<i>Per capita reduction in CO2 emissions in the local authority area (LAA Indicator).</i> 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 is measured as a percentage reduction (or increase) from the 2005 baseline (HIGH).	Director of Planning and Economic Development	Not set	Not reported	3.00%	Reported at year-end	9.00%	The Department for Energy and Climate Change (DECC) has recently published baseline data for this indicator (2005 - 6.5 tonnes CO2 per capita, 2006 - 6.4 tonnes CO2 per capita, 2007 - 6.3 tonnes CO2 per capita), which indicates an annual reduction of a little over 1.5% against the baseline year. The proposed reduction target for 2010/11 is therefore considered realistic as a cumulative position. However, given that there is a two year lag on the publication of data for the indicator, performance against the target for 2010/11 will not be published by DECC until 2013.
NI 187	<i>Tackling fuel poverty: People receiving income based benefits living in homes with a low energy efficiency rating.</i> 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 (LOW).	Director of Planning and Economic Development	Not set	12.00%	11.50%	Reported at year-end	To be set at year-end	Performance against this indicator will not be available until the year-end. At this stage, it is not therefore possible to identify a proposed target for 2010/11.
NI 188	<i>Planning to adapt to climate change (LAA Indicator).</i> 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. Performance against this indicator is reported on the basis of four levels (Level 1 - Public commitment and risk-based assessment, Level 2 - Comprehensive risk-based assessment and prioritised action in some areas, Level 3 - Comprehensive action plan and prioritised action in all areas, Level 4 - Implementation, monitoring and continuous review) (HIGH).	Director of Planning and Economic Development	Level 1	Level 1	Level 2	Reported at year-end	Level 2	Although the proposed target for 2010/11 contradicts the Council's Climate Change Strategy, it is proposed to continue the Level 2 target for this indicator for 2010/11, as the Council is unlikely to meet the criteria for the achievement of Level 3 in this period.
NI 191	<i>Residual household waste per household (cumulative Kg) (LAA Indicator).</i> This indicator supports Government wishes 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 (LOW).	Director of Environment and Street Scene	554.00	539.00	548.00	348.00	500.00	The Local Area Agreement target for this indicator is 554kg. However, the new waste management arrangements implemented in September 2009 are delivering significant reductions in residual waste and if the third quarter position of 348kg is calculated on a pro-rata basis for the full year, the predicted outturn is 464kg. However, the third quarter position is unaudited, and may not reflect the totality of additional Christmas/New Year waste. Therefore, the 2009/10 outturn is likely to be nearer to 500kg per household. Furthermore, the Cabinet will consider the collection of household waste from village halls, places of religious worship and schools etc in March 2010 and, depending on levels of service take-up, this will result in an increase in the waste stream overall and also residual waste. A target of 500kg is currently proposed for 2010/11, to be reviewed once the outturn for 2009/10 is clear.
NI 192	<i>Percentage of household waste sent for reuse, recycling and composting (LAA Indicator).</i> 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 (HIGH).	Director of Environment and Street Scene	40.00%	43.44%	42.00%	50.90%	58.00%	The Local Area Agreement target for this indicator is 42%. However, the new waste management arrangements implemented in September 2009 are delivering significant improvements in recycling performance, approaching 60% in some areas. The proposed target for 2010/11 reflects this current performance, but also allows for lower performance in some areas, which will exist until all flats and communal buildings have been provided with formal recycling facilities. The target may require review once the audited outturn for 2009/10 is known.

Ref:	Summary Definition and Direction of Improving Performance (HIGH/LOW)	Responsibility	Target 2008/09	Outturn 2008/09	Target 2009/10	Quarter 3 Performance 2009/10	Proposed Target 2010/11	Comments/Justification for Proposed Target for 2010/11
NI 194	<i>Air quality: Percentage reduction in NOx and primary PM10 emissions through the local authority's estate and operations.</i> 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 (HIGH).	Director of Planning and Economic Development	Not set	Not reported	Not set	Reported at year-end	To be set at year-end	Performance against this indicator will not be available until the year-end. At this stage, it is not therefore possible to identify a proposed target for 2010/11.
NI 195 (a)	<i>Improved street and environmental cleanliness (Litter).</i> This indicator seeks to reduce unacceptable levels of litter. Performance is reported as the percentage of relevant land and highways assessed as having deposits of litter that fall below an acceptable level (LOW).	Director of Environment and Street Scene	10.50%	11.67%	10.00%	11.00%	10.00%	Performance against this indicator is now consistently in the region of 10% to 11%. Whilst the proposed target for 2010/11 remains the same as for 2009/10, it is more resource intensive to generate improvements in standards from 10% onwards. Now that the new recycling system is fully in place, it should be possible to devote additional monitoring to the street cleansing service to ensure continued improvement.
NI 195 (b)	<i>Improved street and environmental cleanliness (Detritus).</i> This indicator seeks to reduce unacceptable levels of detritus. Performance is reported as the percentage of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level (LOW).	Director of Environment and Street Scene	15.00%	14.00%	13.00%	14.00%	13.00%	Performance against this indicator is now consistently within the 13% to 14% range. The retention of the current target for 2010/11 appears reflects the nature of the district's highway network, with significant lengths of road without kerb edges etc. Furthermore, recent damage to the highway infrastructure caused by the severe winter weather will also impact adversely on the levels of detritus. Significant improvement over present levels would require additional resources to be applied which, if available, would be more effective if directed at litter (NI 195(a)).
NI 195 (c)	<i>Improved street and environmental cleanliness (Graffiti).</i> This indicator seeks to reduce unacceptable levels of graffiti. Performance is reported as the percentage of relevant land and highways assessed as having deposits of graffiti that fall below an acceptable level (LOW).	Director of Environment and Street Scene	5.00%	0.33%	0.25%	0.00%	0.25%	Levels of graffiti within the district remain very low. Although the third quarter position for this indicator for 2009/10 was 0% (ie. no graffiti detected during formal assessment), the proposed target for 2010/11 will maintain the Council's close attention to dealing with incidences of graffiti effectively.
NI 195 (d)	<i>Improved street and environmental cleanliness (Fly-Posting).</i> This indicator seeks to reduce unacceptable levels of fly-posting. Performance is reported as the percentage of relevant land and highways assessed as having levels of fly-posting that fall below an acceptable level (LOW).	Director of Environment and Street Scene	5.00%	0.00%	0.00%	0.00%	0.00%	Levels of fly-posting within the district remain very low. Although the third quarter position for this indicator for 2009/10 was 0% (ie. no fly-posting detected during formal assessment), the proposed target for 2010/11 will maintain the Council's close attention to dealing with incidences of fly-posting effectively.
NI 196	<i>Improved street and environmental cleanliness (Fly-Tipping).</i> 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 against this indicator is reported on the basis of four grades (Grade 1 - Very Effective, Grade 2 - Effective, Grade 3 - Not Effective, Grade 4 - Poor) (LOW).	Director of Environment and Street Scene	Grade 2	Grade 2	Grade 2	Grade 2	Grade 2	The achievement of Grade 1 for this indicator is challenging, requiring both an increase in enforcement activity and a decrease in fly-tipping overall. Although the Environmental Enforcement Team is now fully in place and should be able to apply the resources necessary to deliver an increase in enforcement activity and a decrease in fly-tipping, it is considered appropriate to retain the Grade 2 target for 2010/11.

Ref:	Summary Definition and Direction of Improving Performance (HIGH/LOW)	Responsibility	Target 2008/09	Outturn 2008/09	Target 2009/10	Quarter 3 Performance 2009/10	Proposed Target 2010/11	Comments/Justification for Proposed Target for 2010/11
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## LOCAL PERFORMANCE INDICATORS

Ref:	Summary Definition and Direction of Improving Performance (HIGH/LOW)	Responsibility	Target 2008/09	Outturn 2008/09	Target 2009/10	Quarter 3 Performance 2009/10	Proposed Target 2010/11	Comments/Justification for Proposed Target for 2010/11
LPI 01	<i>The level of the Equality Standard for Local Government. The Equality Standard provides a framework for delivering continuous improvement in relation to fair employment outcomes and equal access to services (HIGH).</i>	Deputy Chief Executive	Level 2 (of EFLG)	Level 2 (of EFLG)	Level 2 (of ESLG)	Reported at year-end	Level 2 (of ESLG)	The Equality Framework for Local Government (EFLG) was introduced from 1 April 2009, replacing the previous Equality Standard for Local Government (ESLG), and provides an improved framework for delivering continuous improvement in relation to fair employment outcomes and equal access to services. The former ESLG assessed local authority performance at five levels, where Level 5 represented best performance. The new EFLG 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 ESLG contributes towards the achievement of specific levels of the new EFLG, and currently places the authority at Level 1, which supported the Level 2 target for 2009/10. A 'peer challenge' of the Council's equality performance is to be undertaken in early 2010, and it is considered appropriate to retain the Level 2 target for 2010/11, pending the outcome of this exercise.
LPI 02(a)	<i>The percentage of Premises Licence applications determined within thirty days. This indicator monitors the Council's effectiveness in the determination of statutory licences.</i>	Director of Corporate Support Services	New indicator for 2009/10	New indicator for 2009/10	100.00%	100.00%	100.00%	Current workloads within the Licensing Section have continued to increase, both in terms of volume and complexity. The ability of the Section to maintain target performance for 2010/11 will therefore be sufficiently challenging, whilst remaining realistic.
LPI 02(b)	<i>The percentage of Temporary Event Licence applications determined within five days. This indicator monitors the Council's effectiveness in the determination of statutory licences.</i>	Director of Corporate Support Services	New indicator for 2009/10	New indicator for 2009/10	100.00%	100.00%	100.00%	Current workloads within the Licensing Section have continued to increase, both in terms of volume and complexity. The ability of the Section to maintain target performance for 2010/11 will therefore be sufficiently challenging, whilst remaining realistic.
LPI 02(c)	<i>The percentage of Hackney Carriage/Private Hire licence applications determined within five days. This indicator monitors the Council's effectiveness in the determination of statutory licences.</i>	Director of Corporate Support Services	New indicator for 2009/10	New indicator for 2009/10	100.00%	100.00%	100.00%	Current workloads within the Licensing Section have continued to increase, both in terms of volume and complexity. The ability of the Section to maintain target performance for 2010/11 will therefore be sufficiently challenging, whilst remaining realistic.
LPI 04	<i>Rent collected as a proportion of rents owed on housing revenue account dwellings. This indicator is a measure of a local authority's rent collection and arrears recovery service (HIGH).</i>	Director of Housing	98.81%	99.24%	98.80%	97.2%	97.00%	Following a change in the law relating to 'tolerated trespassers', resulting in tenants with court orders now having to be considered as current tenants (whereas in the past they could be considered as former tenants), the rent collection figure will not be as high as in previous years. The proposed target for 2010/11 has been set by reference to the Quarter 3 position for 2009/10.
LPI 05	<i>Average number of days to re-let Council dwellings. 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 (LOW).</i>	Director of Housing	49.00	50.00	40.00	30.00	30.00	Current performance is on target for 2009/10. The proposed improvement in the target for 2010/11 is based on the out-turn figure for Quarter 3 of the current year.
LPI 07	<i>Emergency repairs undertaken within target time (within 24 hours). 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 (HIGH).</i>	Director of Housing	99.00%	99.00%	99.00%	98.07%	99.00%	It is proposed to retain the current target for this indicator for 2010/11.

Ref:	Summary Definition and Direction of Improving Performance (HIGH/LOW)	Responsibility	Target 2008/09	Outturn 2008/09	Target 2009/10	Quarter 3 Performance 2009/10	Proposed Target 2010/11	Comments/Justification for Proposed Target for 2010/11
LPI 08	<i>Urgent repairs undertaken within target time (within 5 working days).</i> 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 (HIGH).	Director of Housing	95.00%	86.00%	95.00%	93.66%	95.00%	Proposed retention of the current target. It is suggested that the target be reviewed for 2011/12, following the appointment of a private Repairs Management Contractor.
LPI 09	<i>Routine repairs undertaken within target time (within 6 weeks).</i> 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 (HIGH).	Director of Housing	95.00%	86.00%	90.00%	96.70%	95.00%	Proposed improvement in the target, to recognise the improvement in reponse times during 2009/10
LPI 10	<i>Satisfaction with repairs.</i> 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 (HIGH).	Director of Housing	98.00%	98.00%	98.00%	98.53%	98.00%	It is proposed to retain the current target for this indicator for 2010/11.
LPI 13	<i>Percentage of invoices paid within 30 days of receipt.</i> This indicator encourages the prompt payment of undisputed invoices for commercial goods and services (HIGH).	Director of Finance and ICT	97.00%	97.17%	97.00%	98.00%	98.00%	The proposed target for 2010/11 for this indicator is considered to be the highest sustainable, without compromising the accuracy of payments and the effectiveness of checking processes.
LPI 14	<i>Percentage of Council Tax collected.</i> This indicator monitors the rate of collection of Council Tax (HIGH).	Director of Finance and ICT	98.50%	97.60%	98.00%	77.72%	97.80%	A slightly lower target is proposed for this indicator for 2010/11, given the ongoing economic situation and the increasing number of residents experiencing financial difficulties.
LPI 15	<i>Percentage of non-domestic rates collected.</i> This indicator monitors the rate of collection of NNDR (HIGH).	Director of Finance and ICT	99.30%	97.58%	98.20%	81.50%	98.00%	A slightly lower target is proposed for this indicator for 2010/11, given the ongoing economic situation and the increasing number of residents experiencing financial difficulties.
LPI 16	<i>Average time (days) for processing new benefit claims.</i> This indicator monitors the administration of Housing and Council Tax Benefit (LOW).	Director of Finance and ICT	30.00	47.12	25.00	34.81	25.00	It is hoped that the effects of the restructure of the Benefits Division and a reduction in staff turnover, will allow an improvement in performance for 2010/11.
LPI 17	<i>Average time (days) for processing notification of changes of circumstance for benefit claims.</i> This indicator monitors the administration of Housing and Council Tax Benefit (LOW).	Director of Finance and ICT	11.00	6.05	10.00	8.49	8.00	It is hoped that the effects of the restructure of the Benefits Division and a reduction in staff turnover, will allow an improvement in performance for 2010/11.
LPI 23	<i>Capital Projects 'Cost'.</i> This indicator is intended to measure the delivery of capital projects (LOW).	Director of Finance and ICT	Not set	N/A	Not set	N/A	See comment	In view of the limited value of this indicator, it has previously been recommended that it be deleted as a Key Performance Indicator. This recommendation was not accepted by members, and the Director of Finance and ICT will report on further proposals for the development of this indicator for 2010/11.

Ref:	Summary Definition and Direction of Improving Performance (HIGH/LOW)	Responsibility	Target 2008/09	Outturn 2008/09	Target 2009/10	Quarter 3 Performance 2009/10	Proposed Target 2010/11	Comments/Justification for Proposed Target for 2010/11
LPI 24(a)	<i>The number of visits to the Council's website.</i> This indicator measures the number of visits to the Council's website (HIGH).	Deputy Chief Executive	815,000.00	733,551.00	756,000.00	641,849.00	870,000.00	The accumulated total website visits for the period from 1 April to 31 December 2009 was 641,849, maintaining an average of 210,000 visits per quarter. Based on this pattern of visits, it is estimated that the outturn for 2009/10 will be 850,000 website visits. At this rate of increase, it is appropriate to set a target of 870,000 website visits for 2010/11.
LPI 24(b)	<i>The quality of the Council's website.</i> This indicator assesses the quality of the Council's website, using a national standard developed by the Society of Information Technology Management. Performance against this indicator is reported on the basis of three grades (Grade 1 - Standard, Grade 2 - Transactional, Grade 3 - Excellent) (HIGH).	Deputy Chief Executive	New indicator for 2009/10	New indicator for 2009/10	Grade 2	Reported at year-end	Grade 3	It is hoped that the Council's website will achieve Grade 2 (Transactional) of the SOCITM standard for 2009/10, and that this position can be consolidated by the achievement of Grade 3 in 2010/11.
LPI 28	<i>Number of working days lost due to sickness absence.</i> This indicator monitors the level of staff sickness absence across the authority, and supports the implementation of the Council's Managing Absence Policy (LOW).	Director of Corporate Support Services	8.00	10.50	8.00	6.19	8.00	The Council's Managing Absence Policy sets eight days as the trigger level for management action. It is therefore reasonable that the target for this indicator should continue to reflect this trigger level.
LPI 39	<i>Rent arrears as a percentage of rental income (excluding housing property).</i> This indicator is a measure of a local authority's rent collection and arrears recovery service for its property portfolio (LOW).	Director of Corporate Support Services	3.50%	3.81%	3.00%	Reported at year-end	3.00%	The proposed target for 2010/11 has been set without knowledge of the final outturn for 2009/10. Therefore some adjustment may be necessary when the outturn for the year is known. However it would seem unrealistic to set a lower target for 2010/11, given the current economic climate.
LPI 40	<i>The occupation rate of commercial and industrial property.</i> This indicator monitors the effectiveness of the local authority's asset management function (HIGH).	Director of Corporate Support Services	97.00%	98.64%	99.00%	Reported at year-end	99.00%	The target for 2010/11 has been set without knowledge of the final outturn for 2009/10. Therefore some adjustment may be necessary when the outturn for the year is known. It is unlikely that a 100% occupation rate could be maintained on a sustained basis, as there is always an element of turnover given the size of the portfolio.
LPI 41	<i>Rental value as a percentage yield of the commercial and industrial portfolio asset value.</i> This indicator monitors the effectiveness of the local authority's asset management function (HIGH).	Director of Corporate Support Services	9.50%	7.70%	8.00%	Reported at year-end	9.00%	The target for 2010/11 has been set without knowledge of the final outturn for 2009/10. Therefore some adjustment may be necessary when the outturn for the is known. It is considered that this indicator is of limited value, as the percentage yield is subject to more than variable, i.e. rental income and capital value. A change in capital value downwards will result in a higher percentage yield even if the rental income remains approximately the same. The opposite would apply if there was an increase in capital value, i.e. the percentage yield would go down. 2009/10 saw a 10.2% reduction in capital value following the latest asset valuation.
LPI 44	<i>Achievement of milestones within Local Development Scheme.</i> This indicator ensures that local planning authorities plan effectively for their areas (N/A).	Director of Planning and Economic Development	Yes	No	Yes	No	Yes	The development of the Local Development Framework (LDF) has been delayed for several reasons, including the delayed adoption of the East of England Plan and the legal challenges thereto, and the direction placed on the Council in relation to the production of a Development Plan Document concerning gypsies and travellers, which has necessarily had to take priority. It is intended that the LDF will be in place by the middle of 2010/11, when appropriate milestones will be developed. The LDF is intended to be a rolling three year programme, and it is therefore considered appropriate to monitor performance against this indicator on an annual rather than quarterly basis in future.
LPI 45	<i>Number of appeals allowed against refusal of planning applications, as percentage of the total number of appeals against refusals.</i> This indicator seeks to assess the levels of applications that may be refused in order to meet development control performance targets (LOW).	Director of Planning and Economic Development	25.00%	40.30%	25.00%	32.00%	25.00%	More caution is needed in deciding whether there is a likelihood of the Council's refusal of a planning application being upheld on appeal. The Planning Inspectorate appears to be allowing more appeals and are not sympathetic to reasons that are assumptions without evidence in support, or reasons relying too much on detail, such as design aspects. It is recommended that the target for this indicator for 2010/1 should therefore remain the same as for previous years.

Ref:	Summary Definition and Direction of Improving Performance (HIGH/LOW)	Responsibility	Target 2008/09	Outturn 2008/09	Target 2009/10	Quarter 3 Performance 2009/10	Proposed Target 2010/11	Comments/Justification for Proposed Target for 2010/11
LPI 49	<i>Number of pupils visiting museums and galleries in organised school groups.</i> This indicator encourages local authorities to make museums more attractive to local communities and to maximise their educational value (HIGH).	Deputy Chief Executive	4,100.00	3,989.00	4,100.00	3,666.00	4,200.00	Formal education sessions are provided to schools by the Museum education officer. This officer also provides sessions and work programmes for other target audience groups and is currently working to capacity, educational usage to the service has been recognised already as achieving top quartile results. . Future growth in this area is tied to resources and linked to Museum plans to increase space and resources within the Museum buildings to support educational visits.
50	<i>The number of elderly people participating in physical activity programmes provided by the Council.</i> This indicator monitors the Council's contribution towards meeting the health and well-being needs of the ageing population.	Deputy Chief Executive	New indicator for 2009/10	New indicator for 2009/10	900.00	4,978.00	14,000.00	Performance against this indicator has increased due to the figure including participation in the Active Health, New Horizons and Lifewalks Programmes. The Sports and Health Development team will increase the number of opportunities available to older people, and there is therefore an anticipated increase in the indicator. The target for 2010/11 has been significantly increased from that for 2009/10.
51	<i>Environment and Neighbourhoods Team service standards.</i> Dealing with 'enviro-crime' is a key element of the 'Safer, Cleaner, Greener' initiative, and this indicator measures the percentage of issues raised and complaints received by the Environment and Neighbourhoods Team that are responded to within three working days (HIGH).	Director of Environment and Street Scene	New indicator for 2009/10	New indicator for 2009/10	90.00%	95.60%	95.00%	This is a new indicator for 2009/10, and a modest increase in the target is proposed for 2010/11, based on current performance.
LPI 52(a)	<i>Implementation of formal containerised recycling facilities in flats and communal buildings (Percentage of flats and communal buildings surveyed).</i> This indicator reports the percentage of flats and communal buildings that have been surveyed for the provision of containerised recycling facilities for at least two recyclable materials (HIGH).	Director of Environment and Street Scene	New indicator for 2009/10	New indicator for 2009/10	75.00%	60.84%	95.00%	The proposed target for 2010/11 is predicated on all existing flats and communal buildings being surveyed, in addition to all new developments having adequate facilities provided as part of the development control/planning process.
LPI 52(b)	<i>Implementation of formal containerised recycling facilities in flats and communal buildings (Percentage of schemes implemented).</i> This indicator reports the percentage of flats and communal buildings where containerised recycling facilities for at least two recyclable materials have been implemented (HIGH).	Director of Environment and Street Scene	New indicator for 2009/10	New indicator for 2009/10	85.00%	100.00%	100.00%	The proposed target for 2010/11 is predicated on all existing flats and communal buildings having been surveyed and systems implemented, in addition to all new developments having adequate facilities provided as part of the development control/planning process.
LPI 53	<i>The number of completed fraud investigations carried out by the Benefits Investigation Team.</i> This indicator monitors the effectiveness of the Benefit Fraud Team (HIGH).	Director of Finance and ICT	New indicator for 2009/10	New indicator for 2009/10	500.00	243.00	500.00	The achievement of this target for 2010/11 is dependant on the filling of current vacancies in the Benefits Interventions and Investigations Section.