

Scrutiny Standing Panel Agenda



Finance and Performance Management Scrutiny Panel Thursday, 9th December, 2010

Place: Council Chamber, 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 G Mohindra (Chairman), R Cohen (Vice-Chairman), W Breare-Hall, Ms R Brookes, D Jacobs, D C Johnson, B Judd, J Philip, W Pryor, Mrs J Sutcliffe and Ms S Watson

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. MINUTES FROM THE LAST MEETING (Pages 5 - 10)

To consider and agree the notes of the meeting held on 9 September 2010

5. TERMS OF REFERENCE / WORK PROGRAMME (Pages 11 - 16)

(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.

6. FINANCE RECEPTION REFURBISHMENT AND EXTENSION FEASIBILITY

The Customer Transformation Task and Finish Panel, established to consider improvements to customer services, reported its findings to the Cabinet in 2009. As a result, a number of initiatives have been taken forward to include, additional resources to improve the quality of the Council's Website, a review of the Forester publication and the establishment of the NI14 Avoidable Contact Working Group.

As part of this work, the Panel reviewed the adequacy of the reception areas within the Civic Offices. Whilst ideally there is still an aspiration to bring together the disparate reception areas into a "one stop shop", examination of the costs have demonstrated that this would be prohibitively expensive.

Subsequent to consideration of the Task and Finish Panels' final report, the Audit Commission undertook an inspection of the District Council's Benefit Service, the findings of which were reported in May 2010.

Whilst the Audit Commission deemed that there were adequate levels of access to the Service, in that customers can call at the Civic Offices in Epping or can use the housing offices as a postal drop-off point, it was found that users of the service would have liked more access points across the District, so that customers can get face-to-face advice and support more easily. The Council has responded positively to this request through the redevelopment of the Limes Farm Hall. On completion this will offer a range of co-located services to include bringing together the area housing office alongside a satellite benefits office. This initiative has been partly funded by a contribution of £802,000 from the £2.129M capital earmarked for the Customer Transformation Programme. Currently there is a remaining amount of £1.327M, within the current Capital Programme 2011/12, yet to be allocated for specific customer service projects. In addition to Limes Farm, there may also be an opportunity to provide further local services to benefit customers, as a result of the further regeneration of Debden Broadway.

However, whilst it can be seen that progress is being made with regard to geographical access, the Audit Commission Inspectors were highly critical of the Benefits/Finance Reception Area at the Civic Offices in Epping i.e.

"Customers using the Civic office at Epping are provided with limited and uninviting facilities. The Revenues and Benefits Service reception area is small with limited and uncomfortable seating. Customers being interviewed do not

have privacy as those waiting can easily overhear any discussions. Private interviews are available on request and signs are displayed telling customers of this facility. Seating and desk arrangements are not designed to meet disabled customers needs and in particular wheelchair users. Anyone needing to complete forms has the choice of using a standing height shelf for a vacant cubicle with fixed seating, which is not suitable for some disabled people. There are no facilities for people with young children. Because there is no full-time receptionist, customers must use a telephone provided to be seen by a member of staff if no-one is present in the reception area. The lack of adequate facilities for customers, and in particular for those who are disabled, may deter some people from visiting the office".

In response, Norfolk Property Services have been commissioned to undertake a feasibility study to identify options in addressing the Inspectors' concerns. A copy of the Feasibility Report has been placed in the Members' Room and is also available on the following link:

<http://haako/Published/C00000491/M00006554/AI00027814/feasibilityreceptionnps.pdf>

In addition, a representative from Norfolk Property Services will attend to take Members through the refurbishment and extension options they have identified. The presentation of the feasibility study coupled with a visit to the existing reception area should assist Members of the Panel in recommending any preferred option onward to Overview and Scrutiny Committee and Cabinet for final approval.

- 7. FINANCIAL MONITORING - QUARTER 2.- JULY TO SEPTEMBER 2010 (Pages 17 - 40)**
(Director of Finance and ICT) To consider the attached report.
- 8. KEY PERFORMANCE INDICATORS 2010/11 - QUARTER 2 (Pages 41 - 104)**
(Office of the Chief Executive) To consider the attached report.
- 9. NATIONAL INDICATOR SET - ABOLITION AND REVIEW (Pages 105 - 118)**
(Office of the Deputy Chief Executive) To consider the attached report.
- 10. SICKNESS ABSENCE - QUARTERLY UPDATE (Pages 119 - 122)**
(Director of Corporate Support Services) To consider the attached report.
- 11. FEES AND CHARGES 2011/12 (Pages 123 - 136)**
(Director of Finance and ICT) to consider the attached report.

**12. PERFORMANCE INDICATOR REPORTING - CONTENT AND PRESENTATION
(Pages 137 - 144)**

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

13. ICT UPDATE (Pages 145 - 150)

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

14. EQUALITY ACT 2010 - PUBLIC SECTOR EQUALITY DUTY (Pages 151 - 158)

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

**15. 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.

16. FUTURE MEETINGS

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

Meetings are scheduled for:

17 January 2011; and
10 March 2011

**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF FINANCE AND PERFORMANCE MANAGEMENT SCRUTINY
PANEL
HELD ON THURSDAY, 9 SEPTEMBER 2010
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.10 - 9.03 PM**

Members Present:	G Mohindra (Chairman), R Cohen (Vice-Chairman), Ms R Brookes, D Jacobs, D C Johnson, J Philip, Ms S Watson and J M Whitehouse
Other members present:	R Bassett, D Stallan and C Whitbread
Apologies for Absence:	W Breare-Hall, B Judd, W Pryor and Mrs J Sutcliffe
Officers Present	D Macnab (Acting Chief Executive), J Gilbert (Director of Environment and Street Scene), A Hall (Director of Housing), J Preston (Director of Planning and Economic Development), P Maddock (Assistant Director (Accountancy)), R Pavey (Assistant Director (Revenues)), P Maginnis (Assistant Director (Human Resources)), M Warr (Performance Improvement Officer) and A Hendry (Democratic Services Officer)

15. NOMINATION OF VICE CHAIRMAN

Due to the late arrival of Councillor R Cohen the Vice Chairman, Councillor J Philip was nominated to act as Vice Chairman for the duration of the meeting.

16. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

The Panel noted that Councillor Jon Whitehouse was substituting for Councillor Mrs Sutcliffe.

17. DECLARATION OF INTERESTS

No declarations of interest were made.

18. MINUTES FROM THE LAST MEETING

The minutes from the previous meeting held on 10 June 2010 were agreed.

19. TERMS OF REFERENCE / WORK PROGRAMME

The Panel noted their Terms of Reference and Work Programme.

20. AVOIDABLE CONTACT

The Assistant Director of Finance, Mr R Pavey introduced the report on the improvement plan on avoidable contact (LPI NI 14). The Panel noted that the focus would be on telephone contact where the majority of avoidable contact lay. It was also anticipated that it could be addressed in a much broader range of services through 2010/11 by gathering data from all channels of contact – face to face, correspondence, e-mail and telephone.

Councillor Jon Whitehouse was glad that this was directed at doing practical things to help the customers and would like to see complex letters etc. simplified. He also noted that there was an 'M3 Logging system' – was this for the Environment Services only? Mr Pavey replied that the different directorates had their own systems in place.

Councillor Bassett noted that officers were trying to simplify English used, was this because of a problem with foreign languages. Mr Pavey said that no problems like that had been reported so far, although the Council has a list of officers who could help in the translations of various languages and also had the use of translation services.

RESOLVED:

That the LPI NI 14 (Avoidable Contact) Improvement Plan, the milestones for achievement and the timetable for 2010/11 exercise be noted.

21. COST AND PERFORMANCE BENCHMARKING ANALYSIS 2010/11

The Chairman of the Panel reported on the meeting of the Value for Money Sub-group on cost and performance benchmarking analysis. It was noted that the Audit Commission had changed the way they gave us information and that we were talking to them to clarify this before their imminent demise. The Sub-group was also looking to address the presentation of data and improve it and were looking at areas for further review such as refuse collection and would ask the Safer Cleaner Greener Standing Panel to look at it. The Sub-group would also like to look at the homelessness prevention work undertaken by the Council.

22. KEY PERFORMANCE INDICATORS 2010/11 - QUARTER 1 PERFORMANCE MONITORING

The Performance Improvement Officer, Mike Warr, introduced the Quarter 1 performance monitoring report on the Key Performance Indicators for 2010/11. Each KPI was reported on individually and also included was the Key Performance Indicator Improvement Plan for 2010/11 for each of the indicators that was under target for the first three months of the year. Officers had also done away with the confusing arrow indicating the direction of improvement required.

The Panel went through the indicators individually, noting:

LPI 50: *Number of elderly people participating in physical activity programmes* - the panel was told that the overall downwards trend was a seasonal variation.

NI 192: *% of household waste sent for re-use, recycling and composting* – Mr Gilbert was congratulated on the numbers achieved.

NI 195a: *Improved street and Environment cleanliness (Litter)* – this was looking better because officers were now devoting more client officer time to street cleaning generally.

NI 196: *Improved street and environmental cleanliness (Fly-Tipping)* – this had dropped down to a grade 3. This was because officers were now recording the data in a different way and had now a solid base to work from.

Noted that: Councillor Johnson wanted a report to go to the next Safer Cleaner Greener Standing Panel on Fly-tipping and what was being done to prosecute offenders.

LPI 51: *Environmental & Neighbourhood Teams – Service Standard* – noted that the figure would have been higher and exceeded target if the sickness absence had been less.

Noted that: Councillor Johnson wanted to be informed if the data collected was used in real time to alter performance. Mr Gilbert to find out.

NI 181: *The time taken to process Housing benefit/Council Tax Benefit new claims and change events* – noted that this was monitored weekly and had reduced the target from 15 to 13 days. The current actual achieved target was 10.01 days.

Councillors wanted to know if this target was subject to seasonal changes could not an average target be used reflecting this seasonal effect. Or ideally changing resources over the year to meet that target rather than change the target. Officers were unsure if the Council had the discretion to change the target in this way, but would find out and report back.

LPI 14: *Percentage of Council Tax collected* – noted that 70% of Council Tax was paid by Direct Debit and especially now in the current financial climate each % point paid was valuable for the council's finances.

LPI 15: *Percentage of national Non-Domestic Rates collected* – Councillor Stallan praised the professionalism of the bailiffs used by the Council. He had recently been out with them to observe their work. He observed that they needed the facility to take card payments which would prove helpful in taking payments and noted that there was a growth in telephone and internet payments.

LPI 16: *Average time for processing new benefit claims* – noted that the trend was going in the right direction.

NI 156: *The number of households living in temporary accommodation* – noted that the VFM sub-group wanted to scrutinise this.

LPI 04: *Rent collected as a proportion of rents owed on Housing Revenue Account dwellings* – noted that the Quarter 4 figure should read 97.47 and not 98.71.

LPI 08: *Urgent repairs undertaken within target times* – the trend in the figures were not encouraging but a new management structure was to be introduced and all vacant post are to be filled within a few weeks; with this in place they hoped to meet the target.

LPI 53: *The number of completed fraud investigations carried out by the Benefits Investigation Team* – noted that the target of 500 was unrealistic and officers would like it changed to 300. The new target of 300 was agreed by the Panel but they also asked for a report back on the sections successes incorporating a cost benefit analysis.

AGREED: that the target for LPI 53 be reduced to 300.

NI 157b: *Processing of planning applications – 'Minor' applications types* – noted that the Planning Scrutiny Panel had set a target of 80% for this indicator.

LPI 45: *The number of appeals allowed against refusal of planning applications...* - noted that the target for this had now been set at 28%.

RESOLVED:

That the Panel considered and commented upon the Council's performance for the first three months of 2010/11, in relation to the Key Performance Indicators adopted for the year.

23. SICKNESS ABSENCE

The Assistant Director of Corporate Support Services (HR), Paula Maginnis, introduced a report on Council's absence figures for 2009/10. This report went to the last JCC meeting and will go on to the next Cabinet meeting. Along with the data given by age and reason, there was also an improvement plan. The meeting noted that in December 2006 the Cabinet reduced the trigger level, for the number of working days to 8 days from 10 days. The trigger level for the number of occasions has remained the same at 5 during a rolling twelve-month period. The outturn figure for 2009/10 was 8.35 days, compared to 10.85 days in 2008/09.

The Panel noted that:

- A high percentage of sick leave was for long term absences. The age profile had a bearing on this and a number of these cases had gone on ill health retirement or had retired.
- It was unfortunate that of the long term absences 12 had been involved in road accidents.
- 40% of staff had taken no sick leave at all.
- The Panel would like to see quarterly sick absence figures.

RESOLVED:

- (1) The Panel noted the report and agreed the actions set below:
 - (i) Obtain agreement to recruit to Management Information Officer role (completed);
 - (ii) Recruit to Management Information Officer role (advertising vacancy);
 - (iii) Update Management Board on current cases where the triggers levels have been met (reports to be provided with Q2 and Q4 figures);
 - (iv) Provide monthly reports to Directors/Assistant Directors (ongoing);
 - (v) Develop e-learning module to compliment Managing Absence training (to be finalised);
 - (vi) Submit report to Cabinet on 2009/2010 absence figures.
- (2) That sickness absence figures be brought to this Panel on a quarterly basis.

24. AUDIT COMMISSION BENEFITS INSPECTION

The Assistant Director of Finance, Peter Maddock, introduced the progress report on the action plan following the Audit Commission inspection of this Authorities' Benefits

Service. Both the Post Inspection Action Plan and the Right Benefit Action Plan was included in the report to the Panel.

The Panel noted that:

- Text messaging had been set up to communicate with clients (emailing had proved to be an unpopular method of communication);
- Liaison meeting with JCP and CAB were being formalised and will have minutes and action points;
- Benefit customers were surveyed on satisfaction with opening hours and were found to be satisfied with them;
- Benefit awareness was important in current climate, schools, the social services, leisure centres and libraries were used to step up awareness of them;
- Housing staff are trained in advising about benefits;
- All performance data collected are used by manager and staff on a weekly basis to identify any needs.

RESOLVED:

That the progress made against the Post Inspection Action Plan be noted.

25. QUARTERLY FINANCIAL MONITORING

The Assistant Director of Finance, Peter Maddock, introduced the quarterly financial monitoring report providing a comparison between the original profiled budgets for the period ended 30 June 2010 and the actual expenditure or income.

The Panel noted that:

- The salaries schedule showed an underspend of £182,000 or 3.6%;
- Building Control is managed under a ringfenced account that over a three year period should break even;
- The Works Unit has been undergoing a process of downsizing to core employees with other work being outsourced;
- The above when taken out of the equation, would take the underspends overall amounts to 2.1%;
- The Council was having some difficulties in finding parties to invest with;
- Recoveries from the Heritable Bank amounted to 34.98% of the loans made, slightly higher than expected;
- Development Control at month 3 was £20,000 below expectations;
- Hackney Carriage licensing income was again above budgeted levels;
- Due to a delay in invoicing the May payment for Waste Management Contractors had not been made by 30 June 2010, this was part of the reason for the underspend on Special Services within the HRA;
- Officers are now starting the 2011/12 budget process and part of this process is to look carefully at the 2009/10 budget;
- Members asked that consistent language be used over the various databases in operation.

RESOLVED:

That the Revenue and Capital Financial Monitoring report for the first quarter of 2010/11 be noted.

26. VALUE FOR MONEY AND DATA QUALITY STRATEGIES 2010-2013

The Acting Chief Executive, Derek Macnab, introduced the value for Money and Data Quality Strategies 2010-2013. The Council was required under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which it functions and services are exercised, having regard to economy, efficiency and effectiveness. The Value for Money strategy set out the Council's overall approach to ensure the provision of value for money services. The Data Quality Strategy set out the Council's management arrangements to secure the quality of the data used to manage its functions and services. The strategies built upon the work done over the last two years and sought to address issues arising from recent Use of Resources judgements and highlight areas of best practice.

A revised Value for Money strategy covering the three year period from 2010/11 to 2012/13 was considered by the Panel along with a revised Data Quality Strategy covering the same period. It was noted that these strategies would go to the Finance and Performance Management Cabinet Committee at the end of September.

RESOLVED:

That the Council's draft Value for Money and Data Quality Strategies for 2010 /11 to 2012/13 be noted and agreed by the Panel.

27. 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.

28. FUTURE MEETINGS

The dates for the future meetings of this Panel were noted.

TERMS OF REFERENCE - STANDING PANEL

Title: Finance and Performance Management

Status: Standing Panel

Terms of Reference:

Performance Management

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;

Council Plan

3. To undertake an annual review of performance against objectives, targets and actions contained in the Council Plan for 2006 to 2010;

Public Consultation

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.

Finance

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.

ICT

8. To monitor and review progress on the implementation of all major ICT systems and to review the Web-Casting System.

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 G Mohindra

Finance and Performance Management Standing Panel (Chairman – G Mohindra)

2010/11

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Key Performance Indicators – Performance Outturn 2009/10	Performance report to be considered at year end. Considered at the June '10 meeting.	Outturn KPI performance report for 2009/10 considered at the meeting to be held on 10 June 2010. Performance report to be produced for inclusion in E-Annual Report in place of former Best Value Performance Plan.	10 June 2010 9 September 9 December 17 January 2011 ; and 10 March
(2) Key Performance Indicators – Performance Monitoring 2010/11	Performance report to be considered on a quarterly basis.	Quarterly KPI performance report for 2010/11 to be considered at the meetings to be held on 09 September 2010, 09 December 2010 and 10 March 2011.	
(3) Quarterly Financial Monitoring	Reports to be considered on a quarterly basis.	First quarter Information to be considered September 10, 2 nd quarter in December 10 and 3 rd quarter figures at the March '11 meeting.	
(4) Council Plan 2006-2010 Performance Monitoring	Performance report considered on an annual basis. Report went to the June '10 meeting	Performance report for the final year of the Council Plan (2009/10). Considered at the meeting to be held on 10 June 2010.	

(5) Cost and Performance Benchmarking Analysis	Analysis updated on an annual basis to reflect the latest available cost and performance information published by the Audit Commission. The meeting in June '10 set up a Sub-committee.	The Audit Commission's annual 'Value for Money Profiles' are publishing during March year. The cost and Performance Benchmarking Analysis is developed from this tool and will be considered by a sub-group of the Scrutiny Panel as early as possible in the municipal year.	
(6) Annual Consultation Plan	Report considered on an annual basis. Report went to the June '10 meeting.	Consultation Plan considered at first meeting of each municipal year. Report went to the June 2010 meeting,.	
(7) Detailed Portfolio Budgets	Had been last considered at the January 2010 meeting.	Considered at the January '10 - Annual review of the Portfolio Holders Budgets. To go again to the January 2011 meeting.	
(8) Medium Term Financial Strategy	January 2011	To review the Council's medium term financial strategy January 2011.	
(9) Equality and Diversity - Monitoring and Progress	Report considered on an annual basis. Report went to the June '10 meeting.	An annual report in respect of progress against the Council's equality schemes and other initiatives will be made to the first meeting in each municipal year.	
(10) Capital Outturn 2009/10 and use of transitional relief in 2009/10	Considered at the June '10 meeting	Last considered at the June 2010 meeting	
(11) Provisional revenue Outturn 2009/10	Considered at the June '10 meeting.	Last considered at the June 2010 meeting	
(12) Fee and Charges	To December '10 meeting	Last considered at the November 2009 meeting	

<p>(13) Customer transformation T&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>Updating report to December '10 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 & Performance Management Standing Panel

Report reference: FPM-016-2010/11
Date of meeting: 09 December 2010



Portfolio: Finance & Economic Development.

Subject: Quarterly Financial Monitoring – July – September 2010.

Responsible Officer: Peter Maddock (01992 564602).

Democratic Services: Adrian Hendry (01992 564246).

Recommendations/Decisions Required:

That the Panel note the revenue and capital financial monitoring report for the second quarter of 2010/11;

Executive Summary

The report provides a comparison between the original profiled budgets for the period ended 30 September 2010 and the actual expenditure or income as applicable.

Reasons for proposed decision

To note the second quarter financial monitoring report for 2010/11.

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 second quarterly report for 2010/11 and covers the period from 1 April 2010 to 30 September 2010. 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 £345,000 or 3.4%. The report now isolates two areas where underspends are particularly evident and in both cases there are specific reasons for the underspend occurring.
4. Building Control is managed within a ring fenced account that over a three year period should break even. Income from fees has been somewhat depressed over the last two years or so. In order to keep the account in balance posts have deliberately been held vacant in recognition of this downturn.

5. The works unit has been undergoing a process of downsizing to a core of employees with other work being outsourced. This is being achieved largely through not filling vacancies. As these posts would have been included in the budget this now shows as an underspend.
6. Once the areas above are taken out of the equation the underspend overall amounts to £180,000 or 2.0%. The budget included 1.5% for pay inflation, there will now not be an award this year so this represents a saving on the budget, and given the inclusion of a 2% vacancy allowance within the budgeted figures already vacancy levels are on average running at a little over 2.5%.
7. Building Control Income shows an under achievement of £67,000 at 30 September, when compared to the three year average used for budget monitoring purposes. Income now is slightly above that achieved at this point last year, if income levels this financial year are to be consistent with last year and reach last years outturn position there will need to be a couple of larger schemes come through in the second half of the year. The original budget however will not be met. As mentioned earlier there is a significant underspend on salaries which counteracts the loss in income to a degree however a breakeven position is now looking unlikely unless additional work can be attracted during the remaining six months of the year.
8. Investment interest levels in 2010/11 will be lower than that in the estimate and rates look unlikely to recover much for at least two years. Rates on short term investments under a year for example are still not even as high as 1%. Income at month 6 is £148,000 below expectations. There is little that can realistically be done to improve returns at the moment other than lending for longer periods. Clearly any decision to lend longer term needs to be balanced against the Council's need for cash in the medium term.
9. With regard to the Heritable Bank, a further payment has been received amounting to 4.14% (£103,864) bringing the total repayment of loans to 45.6%. Notification has also been received stating that a further dividend is intended to be distributed during January 2011. It is expected that at least 85p in the pound will eventually be returned to the Council. The budget assumes that the expected shortfall of £375,000 will be charged to the District Development Fund (DDF) during this financial year and that any additional monies received back in excess of 85% will then be credited back to the DDF.
10. Development Control income at Month 6 is £38,000 below expectations. There have not been any large scheme fees coming through so far this year and income in months 5 and 6 were significantly below expectations. As with Building Control the budget will not be met and will need to be revised downwards as a result.
11. Hackney Carriage licensing income is above expectations and other licensing income below expectations. If the two are taken together income is broadly on track.
12. Income from MOT's carried out by Fleet Operations is now exceeding last year. The Original Budget was set at £292,000. There would appear to be scope to increase the budget for the probable outturn.
13. Income from Local Land Charges is more or less in line with expectations, a report to the Cabinet of 13 September 2010 highlighted some of the issues around access to the information concerned and the introduction of the Local Land Charges (Amendment) Rules 2010. The Department for Environment, Food and Rural Affairs in a letter dated 28 September 2010 has assured Local Authorities that there will be no overall cost in the current financial year as a result of the introduction of the 2010 Rules referred to above.
14. The Housing Repairs Fund shows an underspend of £404,000. Much of the underspend is because there tends to be a higher proportion of repairs occurring during the winter months. However some minor savings have also been identified.
15. Due to the long lead in time between completion of work and agreeing invoices, the

Waste Management contractor payments have been assumed to be paid within two months of the work being done rather than one. The payments are in line with the revised budget profile.

16. 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)

17. Tables for capital expenditure monitoring purposes (annex 10 -16) are included for the six months to 30 September. There is a brief commentary on each item highlighting the scheme progress.

18. The full year budget for comparison purposes is the original budget plus agreed carry forwards from 2009/10.

Major Capital Schemes

19. All three major schemes exceeding £1m reported on during 2009/10 reached practical completion in that year. A Final Account report has been presented to Cabinet for the Loughton Broadway Town Centre Enhancement, the Bobbingworth Tip report is due at the next Cabinet and the Springfields report will follow shortly. Going forward the only scheme falling into this category is the Limes Farm Hall Development which will be included once spending on the project commences.

Conclusion

20. The situation regarding Local Land Charges was reported to the Cabinet during the last cycle. There will be a Continuing Services Budget (CSB) income loss of at least £25,000 and potential for repayments of past fees relating to personal searches, which could be significant. A letter was received from The Department for Environment, Food and Rural Affairs stating that in this financial year no authority will bear additional cost as a result of the Local Land Charges (Amendment) Rules 2010. Officers are investigating exactly what mechanism is in place to ensure this occurs.

21. Income from Development Control and Building Control will also need to be closely monitored. Both are below expectations and, unless some larger schemes do come through, meeting the budgets is unlikely. With the latter it is likely that a deficit will be recorded on the ring-fenced account.

22. Investment interest is not going to reach the budget level. Returns do not look likely to improve in the foreseeable future either. There is little that can be done other than managing the situation as best we can, including funding investment interest shortfalls from the DDF.

23. The committee is asked to note the position on both revenue and capital budgets as at Month 6.

Resource Implications:

Additional resource requirements may arise due to shortfalls in income. These issues will be kept under review. The 2011/12 budget process is in progress, which includes a review of the 2010/11 budget, this will look to find savings in 2010/11 to mitigate the effects, as far as possible, of the likely income losses identified above.

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.

Consultation 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.

Background Papers:

Various budget variance working papers held in Accountancy.

Impact Assessments:

Risk Management

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.

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

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? No

What equality implications were identified through the Equality Impact Assessment process?
None.

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.

SEPTEMBER 2010 - SALARIES

DIRECTORATE	2010/11		2009/10		VARIATION FROM BUDGET FROM BUDGET (ORIGINAL) %
	EXPENDITURE TO 30/09/10 £000	BUDGET PROVISION (ORIGINAL) £000	EXPENDITURE TO 30/09/09 £000	BUDGET PROVISION (ORIGINAL) £000	
OFFICE OF THE CHIEF EXECUTIVE	386	427	419	426	-1.6
DEPUTY CHIEF EXECUTIVE	743	742	699	710	-1.5
CORPORATE SUPPORT SERVICE DIRECTORATE	1,255	1,275	1,228	1,205	1.9
FINANCE & ICT DIRECTORATE *	1,972	1,992	1,938	1,870	3.6
HOUSING DIRECTORATE * (Less Works Unit)	2,049	2,043	1,842	1,863	-1.1
WORKS UNIT	574	680	646	706	-8.5
ENVIRONMENT & STREET SCENE DIRECTORATE *	1,722	1,795	1,799	1,872	-3.9
PLANNING & ECONOMIC DEVELOPMENT DIRECTORATE * (Less Building Control)	957	990	891	943	-5.5
BUILDING CONTROL *	131	190	130	194	-33.0
TOTAL	9,789	10,134	9,592	9,789	-2.0

* Agency costs are included in the salaries expenditure.

The Budget Provision figures for 2010/11 include 2.35% inflation (1.50% Pay award & 0.85% Ers superannuation)

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

	10/11 Full Year Budget £'000		Second Quarter			10/11 Variance Budget v Actual		Comments
	10/11 Budget £'000	178	10/11 Actual		Budget v Actual £'000	%		
			10/11 Budget £'000	09/10 Actual £'000				
<u>Major expenditure items:</u>								
Grants to Voluntary Groups	153	178	77	75	73	-2	-2.60	Grants carried forward from previous years as committed amount to £46,800, of which £30,830 is still outstanding at the end of Quarter 2. Grants approved in the first half of the year amount to £54,540 of which £51,430 has been paid out.
Voluntary Sector Support	331	153	76	76	82	0	0.00	The figures include grants to the CAB and VAEF which are paid twice yearly in 50% instalments in April and October 2010.
			153	151	155			

	10/11 Full Year Budget £'000		Second Quarter		10/11 Variance Budget v Actual £'000	10/11 Variance Budget v Actual %	Comments
	10/11 Budget £'000	10/11 Actual £'000	09/10 Actual £'000	10/11 Actual £'000			
<u>Major expenditure items:</u>							
Building Maintenance	365	55	87	87	-66	-54.55	The budget Profiling has been based on the expenditure pattern for the previous three years. Significant delays have occurred in the maintenance programme for the current year due to the heating/windows works at the Civic Offices taking priority in the first half of the year. This is Capital expenditure and is reported within the Capital Monitoring Report.
	365	55	87	87			

	10/11 Full Year Budget £'000		Second Quarter		10/11 Variance Budget v Actual £'000	10/11 %	Comments
	10/11 Budget £'000	10/11 Actual £'000	09/10 Actual £'000				
			10/11 Budget £'000	10/11 Actual £'000			
<u>Major income items:</u>							
Hackney Carriages	150	93	98	98	19	25.68	The number of applications for driver and vehicle licences remains higher than the original budget. The decrease in comparison to the previous year is due to the introduction of driver knowledge tests.
Licensing & Registrations	103	31	28	28	-16	-34.04	The first half of 2010/11 has seen the fee income achieved remain constant with that achieved in the previous quarter 2. This is below the budget set due to a reduction of the number of premises and temporary events licenses being issued.
Fleet Operations MOTs	292	160	151	151	14	9.59	MOTs are undertaken by the Fleet Operations Unit at Langston Road depot. The facility is now very popular and has established a firm customer base in Loughton, with income to the second quarter exceeding both the budget and the previous years actual.
Local Land Charges	177	99	89	89	1	1.02	There has been a slight improvement in the housing market which has led to an increase in land charges income. A government direction has been issued that revoked the charge for personal searches from 17 August 2010. As a result income loss in 2010/11 is likely to be in the region of £25,000 to £30,000.
	722	383	366	366	365		

	10/11 Full Year Budget £'000		Second Quarter		09/10 Actual £'000	10/11 Variance Budget v Actual £'000		10/11 %	Comments
			10/11 Budget £'000	10/11 Actual £'000					
<u>Major income items:</u>									
Industrial Estates	897		638	652	644	14	2.19		Rents from the Industrial units at Brooker Road, Oakwood Hill, Oakwood Hill Workshop units and Langston Road, are on target with the second quarter including income billed in advance for the third quarter.
Land & Property	249		85	91	90	6	7.06		Rental income for miscellaneous Land and Property, which includes the David Lloyd Centre and general wayleaves, is higher than budgeted, but in line with the previous year. The commission from the David Lloyd Centre has now been received for 2009/10.
	1,146		723	743	734				

	10/11 Full Year Budget £'000		Second Quarter		10/11 Variance Budget v Actual %		Comments
	10/11 Budget £'000	10/11 Actual £'000	09/10 Actual £'000	10/11 Actual £'000	10/11 Budget £'000	10/11 Actual £'000	
<u>Major expenditure items</u>							
Forward Planning	877	52	90	52	-4	-7.32	The recent change in government has resulted in much uncertainty regarding the Local Development Framework (LDF) and the work councils are required to undertake. This has caused significant delays in the expenditure but is reflected in the budget profile. However three quarters of the DDF budget for this of £400,000 will not now be spent until 2011/12.
<u>Major income items</u>							
Development Control	605	222	277	222	-37	-14.29	Despite an increase in the number of planning applications received in the second quarter (5%), Development Control income is lower than the previous year as a fee of £48,000 was included in that period. Recent government legislation allowing time extensions to planning permission for a flat fee as opposed to a re-application will have an adverse impact on future income.
Building Control Fee Earning	642	283	277	283	-67	-19.14	Although significantly lower than the budgeted income, which is profiled on the average of the previous three years, Building Control fees received are comparable with the first half of the previous year. The charging regulations 2010 which were introduced from 1 April 2010 now allow local authorities to more accurately relate charges to the actual costs of individual building projects. However it is still necessary for charges to remain competitive.
	1,247	505	554	505			

	10/11 Full Year Budget £'000		Second Quarter		09/10 Actual £'000	10/11 Variance Budget v Actual £'000		10/11 %	Comments
	10/11 Budget £'000	10/11 Actual £'000	10/11 Actual £'000	09/10 Actual £'000		10/11 Actual £'000	10/11 Actual £'000		
<u>Major expenditure items:</u>									
Information Technology	814	609	664			-74	-10.8	The decrease in expenditure from the previous year is due to the renegotiation of a number of maintenance contracts which will result in some savings being achieved in 2010/11.	
Telephones	174	97	90			-4	-3.96		
Bank & Audit Charges	227	34	43			3	9.68	Expenditure to date represents the first quarters Audit Fee, the fee for the second quarter becomes payable in quarter three. The Audit Commission have refunded a proportion of the current years fees that relate to the transition to IFRS.	
	1,215	740	797						
<u>Major income items:</u>									
Investment Income	897	301	708			-148	-32.96	Investment interest has been lower than expected due to lower interest rates, and from the early return of a long term investment by the borrower. The estimated level of investment interest will not be achieved.	
	897	301	708						

	10/11 Full Year Budget £'000		Second Quarter		10/11 Variance Budget v Actual		Comments
	10/11 Budget £'000	10/11 Actual £'000	09/10 Actual £'000	10/11 Budget £'000	10/11 Actual £'000	£'000	
						%	
<u>Major expenditure items:</u>							
Museum	102	38	44	35	38	3	9
							No major variances arising.

	10/11 Full Year Budget £'000	Second Quarter			10/11 Variance Budget v Actual		Comments
		10/11 Budget £'000	10/11 Actual £'000	09/10 Actual £'000	£'000	%	
<u>Major expenditure items</u>							
Bed & Breakfast Accommodation	100	50	41	45	-9	-18.00	Bed & Breakfast accommodation is only allocated to the homeless as a last resort and the Homelessness Prevention Team are keeping levels low. The income is where tenants are billed to recover charges that fall outside their housing benefit assessment. The low actual in 2009/10 relates to write offs of uncollectable debts.
<u>Major income items</u>							
Bed & Breakfast Accommodation	100	50	47	21	-3	-6.0	

	10/11 Full Year Budget £'000		Second Quarter				10/11			Comments
	10/11 Budget £'000	10/11 Actual £'000	10/11		09/10 Actual £'000	Variance Budget v Actual		%		
			Budget £'000	Actual £'000		£'000	%			
<u>Major expenditure items:</u>										
Refuse Collection	1,377	448	406	406		-26	-5.49		} Invoices from the Waste Management contractor have been received and paid in line with expectations in 2010/11.	
Street Cleansing	1,373	458	328	328		7	1.55			
Recycling	3,778	1,366	731	731		24	1.79			
Highways General Fund	172	56	50	50		-5	-8.20		} No major variances.	
Off Street Parking	562	275	275	275		-20	-6.78		} No major variances.	
On Street Parking	379	148	128	128		-10	-6.33			
North Weald Centre	339	128	113	113		26	25.49		} The overspend relates to NDR for Hangar 5. A part refund has been made as the hangar is now occupied.	
Land Drainage & Contaminated Land	238	72	21	21		-51	-70.83		} The budget is profiled evenly as expenditure patterns are unknown at the start of the year. Having said that expenditure tends to be higher during winter months.	
	8,218	2,955	2,900	2,900						
				2,057						

	10/11 Full Year Budget £'000		Second Quarter				10/11 Variance Budget v Actual		Comments
	10/11 Budget £'000	10/11 Actual £'000	10/11 Actual		09/10 Actual £'000	£'000	%		
			Budget	Actual					
<u>Contract cost Monitoring</u>									
<u>Leisure Facilities:-</u>									
Loughton Leisure Centre	24	5	5	10	10	0	0.00	}	
Epping Sports Centre	291	96	95	96	96	-1	-1.04	}	
Waltham Abbey Swimming Pool	441	147	146	151	151	-1	-0.68	}	No major variances arising.
Ongar Sports Centre	281	94	97	98	98	3	3.19	}	
		342	343	355	355				
<u>Major income items:</u>									
Refuse Collection	209	38	24	41	41	-14	-36.84		Tipping away contributions relating to the first quarter of 2010/11 are still awaited. The verification process between the Council and Essex County Council is quite time consuming and leads to quite long delays in receiving payment.
Recycling	2,136	807	840	248	248	33	0.00		The variance relates to income from 2009/10 being higher than estimated. The difference between years relate to the change in service, and therefore additional income being received.
Off Street Parking	1,088	475	508	595	595	33	6.95		For ease of administration pay and display income is now received on a monthly basis which has meant income for month 6 will fall into month 7. In 2009/10 income in month 6 would have contained most income for that month. Income is up due to increased Penalty Charge Notice income.
On Street Parking	518	248	269	241	241	21	8.47		
North Weald Centre	1,360	840	800	838	838	-40	-4.76		Much of the variance relates to the vacancy of Hangar 5. This has now been re-let, but at a reduced rent.
	5,311	2,408	2,441	1,963	1,963				

	10/11 Full Year Budget £'000		Second Quarter				10/11 Variance Budget v Actual		Comments
	10/11 Budget £'000	10/11 Actual £'000	10/11 Actual		09/10 Actual £'000	£'000	%		
			10/11 Budget £'000	10/11 Actual £'000					
<u>Major expenditure items:</u>									
Management & General	396	21	189	21	25	-168	-88.89	The underspend relates to a number of variances, including professional and consultant fees and publicity. Some savings have been identified here particularly relating to publicity.	
Housing Repairs	5,788	2,490	2,894	2,490	2,435	-404	-13.96	The underspend relates to the responsive repairs and gas servicing & maintenance to Council houses. The budget is profiled evenly across the year, as it is unknown when these works will take place. The other major variance relate to the external decorations, however this should be fully spent by the end of the year.	
Special Services	1,732	64	415	64	133	-351	-84.58	The main areas showing an underspend are: Heating and Lighting where there is likely to be an underspend at the year end; building and ground maintenance where expenditure will be spent by the end of the year; and tree felling, where expenditure is waiting to go through.	
	<u>7,916</u>	<u>2,575</u>	<u>3,498</u>	<u>2,593</u>					
<u>Major income items:</u>									
Non-Dwelling Rents	2,606	1,325	1,303	1,284	1,284	22	1.69	There are no major variances arising	
Gross Dwelling Rent	25,752	12,813	12,876	12,680	12,680	-63	-0.49	There has been five Council House sales in the first half of the year. Voids levels are slightly higher than forecasted.	
	<u>28,358</u>	<u>14,138</u>	<u>14,179</u>	<u>13,964</u>					

	10/11 Full Year Budget £'000		Second Quarter 10/11		10/11 Variance Budget v Actual		Comments
	£'000	1,046	10/11 Budget	10/11 Actual	£'000	%	
			£'000	£'000			
Civic Office Works		1,046	523	208	-315	-60	The largest projects in the programme, being the replacement of the windows and heating systems in the condor building, are progressing well although payment will not be made on the window contract until the job is finished. The air conditioning in the Civic Offices and the heating and ventilation in the Council Chamber have been completed. Work on other projects have taken second place and some works will slip into next year. Adjustments have already been taken into account within the Capital Review and the annual progress report on the Council's Five Year Planned Maintenance Programme will be presented to Cabinet in December when the timing of all schemes will be reassessed for purposes of the Capital Strategy.
Other Capital Building Works		103	52	7	-45	-87	The original budget includes five building projects on properties other than the Civic Offices. The two largest projects are the works to the flat roof at Waltham Abbey Swimming Pool and roofing works at the Industrial Estates; neither of which will now be undertaken in 2010/11. The budget for these projects, and the budget for re-surfacing the car park at Epping Sports Centre, were carried forward to future years as part of the Capital Review. The Council's Five Year Planned Maintenance Programme to be reported to Cabinet in November will provide more information on the progress on these schemes.
Brooker Road Purchase		210	210	212	2	1	This purchase was finalised in May 2010 and the small overspend has now been taken into account by means of a virement from the General Capital Contingency agreed as part of the Capital Review.
Black Lion Car Park Purchase		152	0	0	0	0	This purchase has now been completed (October 2010) and the costs will show in the next monitoring report.
Total		1,359	785	427			

2010/11 CAPITAL MONITORING -
FINANCE ICT

ANNEX 11

	10/11 Full Year Budget £'000	Second Quarter		10/11		Comments
		10/11 Budget £'000	10/11 Actual £'000	Variance		
				Budget v Actual £'000	%	
General Capital Contingency	177	0	0	0	0	As part of the Capital Review this budget has been largely re-phased into future years leaving £23,000 in 2010/11. This unallocated sum is currently profiled into month 12 and will only be amended if authority is granted to use it on a specific scheme when the appropriate sum would then moved to the relevant General Fund Capital heading.
ICT	523	261	195	-66	-25	Progress is being made on most ICT projects and expenditure has been incurred on 10 of the schemes. A recent re-assessment of each scheme has been completed and some budgets have subsequently been updated and rephased between financial years as part of the Capital Review. So far this year the Enterprise Agreement, Information at Work (phase 1), Website (phase 2), Training Room Upgrade and Cash Receiving & Income System have been completed.
Total	700	261	195			

	10/11 Full Year Budget		Second Quarter		10/11 Variance Budget v Actual		Comments
	£'000		£'000		%		
	Budget	Actual	Budget	Actual	Budget	Actual	
Leisure Centre Works	1,048	1	524	1	-523	-100	This budget includes the refurbishment and extension of the Loughton Leisure Centre as well as fitness equipment at Epping and Ongar Leisure Centres. The latter includes the supplementary capital estimate of £62,000 which was approved in July 2010. The budget also includes the cost of feasibility works at Waltham Abbey Sports Centre although the actual scheme has been put on hold for the time being. All these works are expected to be completed in 2010/11 except the new fitness equipment at Epping and Loughton Leisure Centres which will be installed early in 2011/12. The Revised budget agreed at Cabinet in October reflected this.
Car Parking & Traffic Schemes	939	-128	469	-128	-597	-127	The original budget shown here includes the General Fund allocation of £585,000 for off street parking on housing estates but this has been subsequently revised down to £13,000 to cover the initial costs of three schemes which are currently progressing to tender stage, the difference having been carried forward to future years. The budget also includes an original allocation of £347,000 for the three Parking Reviews, which was revised down to £147,000 as part of the Capital Review. The negative actual figure relates to payments charged to 2009/10 which were in dispute but this has now been resolved and paid during November.
North Weald Airfield	126	0	63	0	-63	-100	This allocation relates to capital works to the infrastructure at North Weald Airfield undertaken by the Council funded by the market operators; this year the allocation has been used to construct a new toilet block at the Airfield. The works are essentially complete with just some outstanding groundworks and "skirting" of the blocks remaining. The budget for this project was increased to £155,000 as part of the Capital Review.
Bobbingworth Tip	79	0	39	0	-39	-100	The restoration and remediation capital works undertaken by Veolia at the Bobbingworth Tip site are now complete and the final account and report was presented to Cabinet in September 2010.
Other Environmental works	260	82	130	82	-48	-37	This section includes the remaining original budgets of £147,000 for waste and recycling containers; £64,000 for grounds maintenance vehicles; £47,000 for flood alleviation schemes; and £2,000 for safer, greener, cleaner equipment. To date only the budget for Grounds Maintenance Vehicles has been spent in full.
Total	2,452	-45	1,225	-45			

	10/11 Full Year Budget £'000		Second Quarter 10/11		10/11 Variance Budget v Actual		Comments
	£'000	Budget	10/11 Actual		£'000	%	
			Budget	Actual			
Limes Farm Hall Development	1,062	531	0	0	-531	-100	The management consultants have commenced work on the project and are currently in the process of tendering and appointing building contractors. The original 2010/11 budget shown here has been revised down to £197,000 as part of the Capital Review to allow for slippage into 2011/12.
Customer Services Transformation Programme	887	444	0	0	-444	0	The original budget of £887,000 was revised down to £20,000 by the Capital Review to cover the cost of feasibility works on the reception area at the Civic Offices. The remainder has been approved for carry forward to 2011/12.
Waltham Abbey All Weather Pitch	527	39	0	0	-39	-100	The works contract has been awarded to Surfacing Standards Ltd and construction is expected to be completed by June/July 2011. A carry forward of £385,000 was approved by the Capital Review leaving £142,000 in 2010/11.
Young Peoples Leisure Facilities	83	42	74	74	32	0	All the projects within the Children's Play programme have now been completed and the invoices paid. There is also a budget of £9,000 which remains unspent of the original £300,000 allocation to the Youth Sports Facilities programme. This has been allocated to two projects and should be spent by the end of the year.
Total	2,559	1,056	74	74			

	10/11 Full Year Budget		Second Quarter		10/11 Variance		Comments
	£'000	Budget	10/11		Budget v Actual	%	
			Budget	Actual			
	£'000	£'000	£'000	£'000	£'000		
Loughton Broadway Cctv	100		50	0	-50	-100	This installation of new CCTV systems and the enhancement and improvement in the Broadway area is planned for later in the year
Loughton Broadway T.C.E Review	25		13	-20	-33	-254	All works on the Town Centre Enhancement scheme are complete and the final account was reported to Cabinet on 1 February 2010. This identified savings of £595,000 and a sum of £25,000 was set aside for final works at the end of the 12 month defects period, signing off legal agreements and internal staff costs. The negative actual figure represents the outstanding retention due to Volka Highways.
Planning Services Capital Works	15		8	3	-5	-63	This relates to works funded by Housing and Planning Delivery Grant brought forward from 2009/10.
Total	140		71	-17			

	10/11 Full Year Budget		Second Quarter		10/11 Variance		Comments
	£'000		£'000		Budget v Actual		
	Budget	Actual	Budget	Actual	£'000	%	
Contributions to Affordable Housing	375	0	0	0	0	0	The budget provision of £375,000 has been set aside within the Capital Programme for the provision of Local Authority 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 off the open market to let at affordable rents. It is anticipated that the grant will be made by the end of this financial year.
Home Ownership Schemes	656	153	68	-85	-56		The original budget in respect of Home Ownership Grants allowed for four grants of £34,000 each, two of which were paid by 30 September 2010, and six grants of £28,000 each. Approval was given within the Capital Review to make some adjustments and carry £112,000 forward to 2011/12. The allocation in respect of the Open Market Shared Ownership scheme has been amended to include the additional £435,000 contribution from McCarthy & Stone and the original £350,000 has been carried forward as agreed. The Director of Housing is continuing with discussions with Broxbourne Housing Association regarding a partnership scheme.
Disabled Facilities Grants	442	221	163	-58	-26		The budget provision for Disabled Facilities Grants was re-assessed as part of the Capital Review and the underspend of £42,000 carried forward from 2009/10 was identified as surplus to requirements and it was agreed this sum would be withdrawn from the Capital Programme. DCLG funding for the year is cash limited to £290,000.
Other Private Sector Grants	576	288	183	-105	-36		The Capital Review also updated Members on the position with regard to other private sector grants. Again, the underspend carried forward from 2009/10 was identified as surplus to requirements and it was agreed this £46,000 would be withdrawn from this year's allocation. The original budget also included a contingency sum of £180,000, which was re-phased into future years.
Cpo 8/8a Sun Street W Abbey	378	189	0	-189	-100		Work is currently being carried out by the owner of 8/8a Sun Street and should be completed in the Summer of 2011. If the work does not progress to completion, however, the Council will still be in the position of pursuing the CPO and it has been agreed that the funding will be held in 2011/12 for this purpose.
Total	2,427	851	414				

	10/11 Full Year Budget		Second Quarter		10/11 Variance Budget v Actual		Comments
	£'000		£'000		£'000		
	Budget	Actual	10/11 Budget	10/11 Actual	Budget v Actual	%	
Springfields, Waltham Abbey	98		49	-97	-146	-298	Practical completion was achieved on 14 August 2009 and it is anticipated that the final account will be finalised shortly. Once the final account has been agreed, a report will be presented to Cabinet.
Heating/Rewiring	1,144		572	723	151	26	The existing heating and boiler replacement contracts are progressing well but demand is high and it has been identified that additional funds are required. High levels of rewiring work have also been necessary in conjunction with the new heating installations at Marlescroft Way and Ninefields Estate and also because of the rise in void properties caused by tenants vacating council properties in favour of new housing association properties in the district. Additional resources of £475,000 were approved for heating and rewiring installations, in total, as part of the Capital Review.
Windows/Roofing / Asbestos / Water Tanks	793		397	477	80	20	Expenditure on roofing and window replacements are underway and, while roofing is on target, the double glazing programme has been identified as requiring additional funding of £80,000 due to additional ad-hoc front entrance doors. Work started on communal water tanks early in 2010 and is progressing well, as is work on domestic water tank replacements. Once the asbestos programme got underway last year, it progressed more rapidly than expected and nearly £60,000 worth of work was brought forward from 2010/11 to 2009/10. This year potential underspends were identified on balcony resurfacing, asbestos removal and water tank renewals and reductions in the allocations were approved in these areas as part of the Capital Review..
Other Planned Maintenance	408		191	98	-93	-49	Overall this budget is underspent on all works so far this year due to delays in letting contracts, however the communal TV upgrade programme is back on track. No major drainage schemes have been scheduled this financial year but are expected to commence in 2011/12. Many energy efficiency works have already been completed on most properties and the budget for this year is to be used to purchase two new energy efficient generators.
Other Capital Works	4,375		2,186	1,487	-699	-32	The three year bathroom and kitchen replacement programme commenced in August 2008 but was put on hold in December 2009 in order to allow essential rewiring works to be undertaken prior to the programme recommencing. The original HRA budget for off street parking on housing estates was £621,000 in 2010/11 but approval has subsequently been given to carry forward £608,000, leaving sufficient to cover the costs of progressing three schemes to tender stage. Slippage has also been identified on environmental improvements to shops and a carry forward of £216,000 was approved as part of the Capital Review, which will leave a revised estimate of £210,000. The backlog of disabled adaptations has been essentially cleared and the programme is on target. Additional workload has been identified on small capital repairs particularly to void properties and an increase of £382,000 was approved as part of the Capital Review.
Total	6,818		3,395	2,688			

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Report to: Finance and Performance Management Scrutiny Panel

Date of Meeting: 9 December 2010

Portfolio: Performance Management (Councillor R. Bassett)

Subject: Key Performance Indicators 2010/11 – Quarter 2 Performance Monitoring

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

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

That the Scrutiny Panel consider the Council's performance for the first six months of 2010/11, in relation to the Key Performance Indicators adopted for the year.

Executive Summary:

1. (Officer of the Deputy Chief Executive) Pursuant to the Local Government Act 1999, the Council is required to make arrangements to secure continuous improvement in the way in which its functions and services are exercised, having regard to a combination of economy, efficiency and effectiveness.

2. As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's activities and key objectives are adopted each year. Performance against the KPIs is monitored on a quarterly basis by Management Board and the Finance and Performance Management Scrutiny Panel, and has previously been an inspection theme in external judgements of the overall performance of the authority.

Reasons for Proposed Decision:

3. It is important that relevant performance management processes are in place to review and monitor performance against the Council's 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:

4. No other options are appropriate in this respect. Failure to monitor and review performance against key objectives and to take corrective action where necessary, could have negative implications for judgements made about the Council in corporate assessment processes, and might mean that opportunities for improvement were lost.

Report:

5. (Acting Chief Executive) As the Scrutiny Panel will be aware, a range of forty-eight Key Performance Indicators (KPIs) has been adopted for 2010/11. Summary details of the KPIs for the year are attached as Appendix 1 to this report.

6. The KPIs are important to the Council's business and its key objectives, and comprise a mixture of statutory National Indicators (NI) and Local Performance Indicators (LPI) (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.

7. Extensive guidance was issued by the Department for Communities and Local Government in 2008/09 in relation to individual NIs, and a copy of the full guidance document has previously been placed on deposit in the Members' Room.

8. Improvement plans are produced for all of the KPIs each year, setting out actions to be implemented in order to achieve or maintain target performance, and to reflect year on year changes in service delivery. In view of the corporate importance attached to the KPIs, the improvement plans for 2010/11 were considered and agreed by the former Corporate Executive Forum (now replaced by Management Board), and are subject to ongoing review between the relevant Service Director and Portfolio Holder over the course of the year.

9. A number of the NIs introduced from April 2008 are designed to be reported annually at year-end only, or are subject to annual (or other frequency) performance reporting by external agencies. In addition, members have previously agreed that performance in relation to some of the KPIs also be subject to detailed scrutiny at year-end only, as little change is likely over each three month quarterly period. These indicators are identified in Appendix 1.

10. In adopting the KPIs for 2010/11, a corporate target was set for the achievement of improvement against 70.00% of the adopted indicators for the year. Progress in achieving target performance in respect of the majority of KPIs is reported to the Scrutiny Panel and the relevant Portfolio Holder at the conclusion of each quarter.

KPI Performance – 1 April to 30 September 2010

11. Performance reports for each of the thirty-one quarterly monitored KPIs for the period from 1 April to 30 September 2010 are attached as Appendix 2 to this report. Performance against National Indicator 195 is measured over three four-month periods (April-July, August-November and December-March) during the year, rather than quarterly, and results for the second period were not available at the time of the preparation of this report.

12. The six-month position with regard to the achievement of target performance for the KPIs for 2010/11 is as follows:

- (a) 21 (72.41%) have achieved the second quarter performance target for 2010/11;
- (b) 8 (27.59%) have not achieved the second quarter performance target for 2010/11; and
- (c) 2 (6.5%) cannot currently be reported (paragraph 7 above refers).

13. The improvement plans for each of the KPIs that did not achieve the first quarter performance target for 2010/11, were submitted to the last meeting of the Scrutiny Panel for consideration. One additional KPI has not achieved the second quarter performance target for 2010/11 (LPI 7 Emergency Repairs (Housing Revenue Account Dwellings)), and the improvement plan for this indicator is therefore attached as Appendix 3 to this report.

14. The Scrutiny Panel is requested to consider the Council's performance for the first six months of 2010/11, in relation to the quarterly monitored KPIs for the year. Service Directors will be in attendance at the meeting to respond to any issues in respect of current performance against specific indicators.

Other KPI Issues

15. The Department for Communities and Local Government has recently announced the cessation of the National Indicator set, and a report in this respect is included elsewhere in this agenda.

16. The Scrutiny Panel has previously requested that investigation be undertaken into the possibility of profiling performance targets for specific KPIs, according to anticipated performance patterns throughout the year. A report in this respect is also included elsewhere in this agenda.

Resource Implications:

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

Legal and Governance Implications:

There are no legal implications or Human Rights Act issues arising from the recommendations in this report, which ensure that the Council monitors progress against its aim of achieving target performance and improvement against 70% of its KPI for 2010/11, 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 areas of current KPI 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 Management Board. The individual KPI improvement plans for 2010/11 have also been considered and agreed by Management Board.

Background Papers:

First and second quarter KPI submissions held by the Performance Improvement Unit. KPI calculations and supporting documentation held by respective service directorates

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 KPI 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 areas of current KPI 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

KEY PERFORMANCE INDICATORS 2010/11

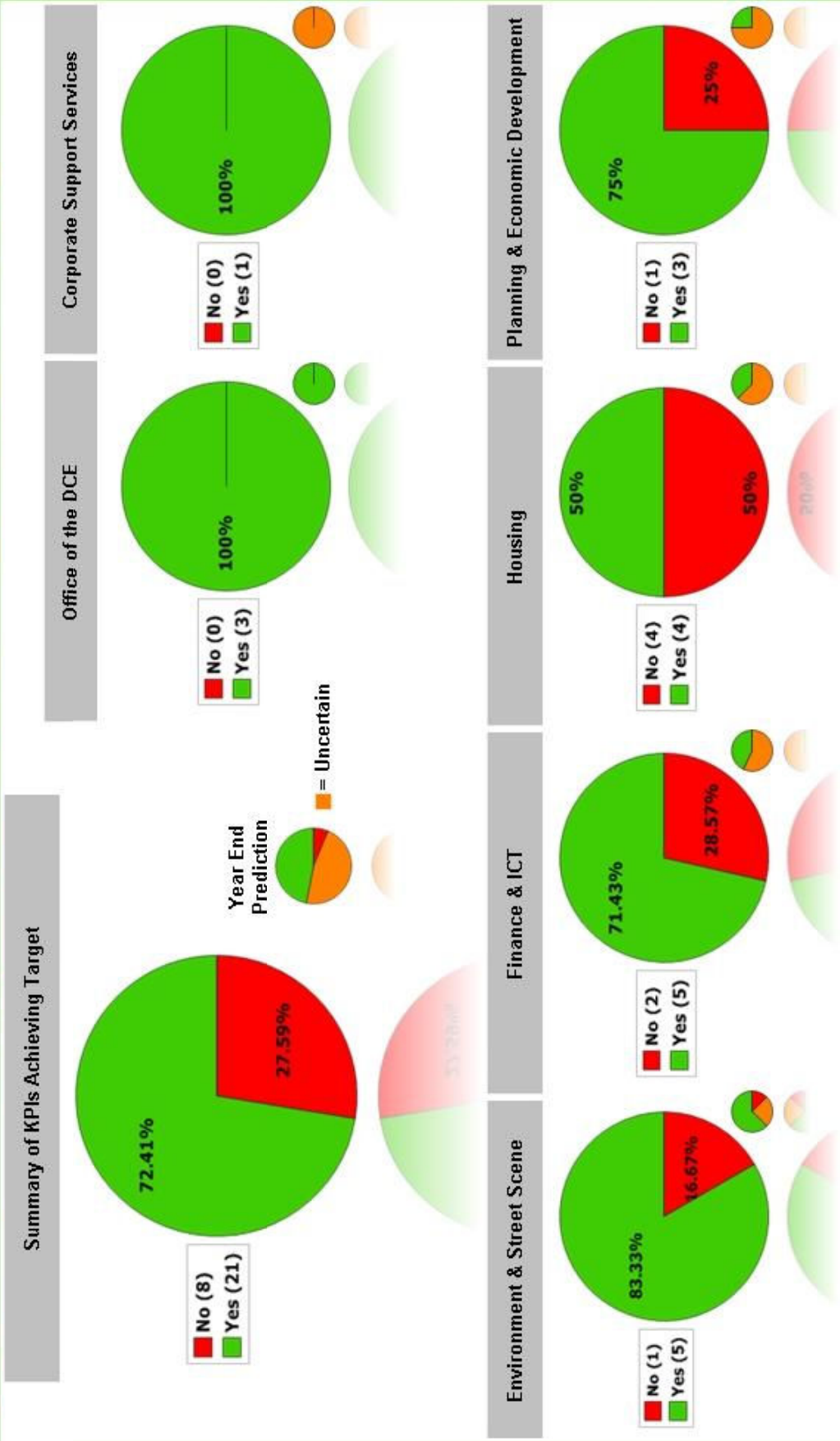
NATIONAL INDICATORS	
1.	NI 14 Reducing avoidable contact (Milestones)
2.	NI 154 Net additional homes provided
3.	NI 155 Affordable homes delivered (gross)
4.	NI 156 Households living in temporary accommodation
5.	NI 157(a) Processing of planning applications - 'Major' applications
6.	NI 157(b) Processing of planning applications - 'Minor' applications
7.	NI 158 Percentage of decent council homes*
8.	NI 159 Supply of ready to develop housing sites*
9.	NI 179 Value for money*
10.	NI 181 Housing/Council Tax Benefit – Claims processing
11.	NI 182 Satisfaction with local authority regulation services*
12.	NI 185 CO ² reductions from local authority operations*
13.	NI 186 Per capita reduction in CO ² emissions*
14.	NI 187 Tackling fuel poverty*
15.	NI 188 Planning to adapt to climate change*
16.	NI 189 Flood and Coastal Erosion Risk Management*
17.	NI 191 Residual household waste per household
18.	NI 192 Household waste recycled and composted
19.	NI 194 Air quality (local authority estate and operations)*
20.	NI 195(a) Improved street and environmental cleanliness (Graffiti)
21.	NI 195(b) Improved street and environmental cleanliness (Litter)
22.	NI 196 Improved street and environmental cleanliness (Fly-tipping)
LOCAL PERFORMANCE INDICATORS	
23.	LPI 1 Equality Framework for Local Government*
24.	LPI 4 Rent collection (Housing Revenue Account dwellings)
25.	LPI 5 Re-letting of council dwellings
26.	LPI 7 Emergency repairs (Housing Revenue Account dwellings)
27.	LPI 8 Urgent repairs (Housing Revenue Account dwellings)
28.	LPI 9 Routine repairs (Housing Revenue Account dwellings)
29.	LPI 10 Satisfaction with repairs (Housing Revenue Account dwellings)
30.	LPI 13 Payment of invoices
31.	LPI 14 Council Tax collection
32.	LPI 15 National Non-Domestic Rates collection
33.	LPI 16 Housing/Council Tax Benefit – Claims processing (Time)
34.	LPI 17 Housing/Council Tax Benefit – Changes of circumstance
35.	LPI 23 Capital projects (Cost)*

36.	LPI 24(a) Visits to the Council's website
37.	LPI 24(b) Quality of the Council's website*
38.	LPI 28 Working days lost due to sickness absence
39.	LPI 39 Rent arrears (Commercial and industrial property)*
40.	LPI 40 Occupation rate (Commercial and industrial property)*
41.	LPI 41 Rental yield (Commercial and industrial property) *
42.	LPI 44 Local Development Scheme (Milestones)*
43.	LPI 45 Planning appeals
44.	LPI 50 Participation in physical activity programmes
45.	LPI 51 Complaints response (Enviro-Crime and Rapid Response)
46.	LPI 52(a) Recycling facilities (flats and communal buildings) – Percentage surveyed
47.	LPI 52(b) Recycling facilities (flats and communal buildings) – Percentage implemented
48.	LPI 53 Housing/Council Tax Benefit – Fraud investigation

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

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

Epping Forest District Council Quarterly Key Performance Indicators 2010/11 - Summary Dashboard & Performance Report:



Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual
Office of the DCE Quarterly KPIs								
LPI 24a	217,500	248,772	435,000	448,376	652,500		870,000	
LPI 50	3,500	4,141	3,500	3,851	3,500		3,500	
LPI NI 014	100%	100%	100%	100%	100%		100%	
Corporate Support Services Quarterly KPIs								
LPI 28	2.00	1.88	4.00	3.69	6.00		8.00	
Environment & Street Scene Quarterly KPIs								
LPI 51	95.00%	94.70%	95.00%	96.20%	95.00%		95.00%	
LPI 52a	95.00%	100.00%	95.00%	100.00%	95.00%		95.00%	
LPI 52b	100.00%	100.00%	100.00%	100.00%	100.00%		100.00%	
NI191	125	99	250	195	375		500	
NI192	58.00%	61.53%	58.00%	61.25%	58.00%		58.00%	
NI195a	10%	9%	10%	10%	10%		10%	
NI195b	13%	8%	13%	13%	13%		13%	
NI196	2	3	2	3	2		2	

Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual
Finance & ICT Quarterly KPIs								
LPI 13	Percentage of invoices paid within 30 days of receipt	98%	98%	98%	98%	98%	98%	98%
LPI 14	Percentage of Council Tax collected	24.45%	27.39%	48.90%	52.43%	73.35%	97.80%	
LPI 15	Percentage of National Non-Domestic Rates collected	24.50%	30.19%	49.00%	56.30%	73.50%	98.00%	
LPI 16	Average time for processing new benefit claims	25.00	29.45	25.00	24.95	25.00	25.00	
LPI 17	Average time for processing notification of changes of circumstance for benefit claims	8.00	10.67	8.00	9.39	8.00	8.00	
LPI 53	The number of completed fraud investigations carried out by the Benefits Investigation Team	125	48	250	117	375	500	
NI181	The time taken to process Housing Benefit/Council Tax Benefit new claims and change events	13.00	14.86	13.00	12.64	13.00	13.00	

Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual
Housing Quarterly KPIs								
LPI 04	97.00	98.71	97.00	98.14	97.00	97.00	97.00	97.00
Rent collected as a proportion of rents owed on Housing Revenue Account dwellings								
LPI 05	30	34	30	32	30	30	30	30
The average number of days taken to re-let Council dwellings								
LPI 07	99%	99%	99%	98%	99%	99%	99%	99%
Emergency repairs undertaken within target time								
LPI 08	95%	85%	95%	57%	95%	95%	95%	95%
Urgent repairs undertaken within target time								
LPI 09	95%	92%	95%	89%	95%	95%	95%	95%
Routine repairs undertaken within target time								
LPI 10	98.00%	99.60%	98.00%	99.00%	98.00%	98.00%	98.00%	98.00%
Satisfaction with repairs								
NI155	17	27	35	37	52	52	70	70
The number of affordable homes delivered (gross)								
NI156	60	52	60	56	60	60	60	60
The number of households living in temporary accommodation								
Planning & Economic Development Quarterly KPIs								
LPI 45	28.00%	36.40%	28.00%	28.10%	28.00%	28.00%	28.00%	28.00%
No. of appeals allowed against refusal of planning applications, as a % of the total no. of appeals made								
NI154	45	59	90	142	135	135	180	180
Net additional homes provided								
NI157a	81.00%	85.71%	81.00%	92.86%	81.00%	81.00%	81.00%	81.00%
Processing of planning applications - 'Major' application types								
NI157b	80.00%	76.04%	80.00%	83.33%	80.00%	80.00%	80.00%	80.00%
Processing of planning applications - 'Minor' application types								



2010 / 11 Key Performance Indicators

Office of the Deputy Chief Executive

NI

LPI

024(a)

050

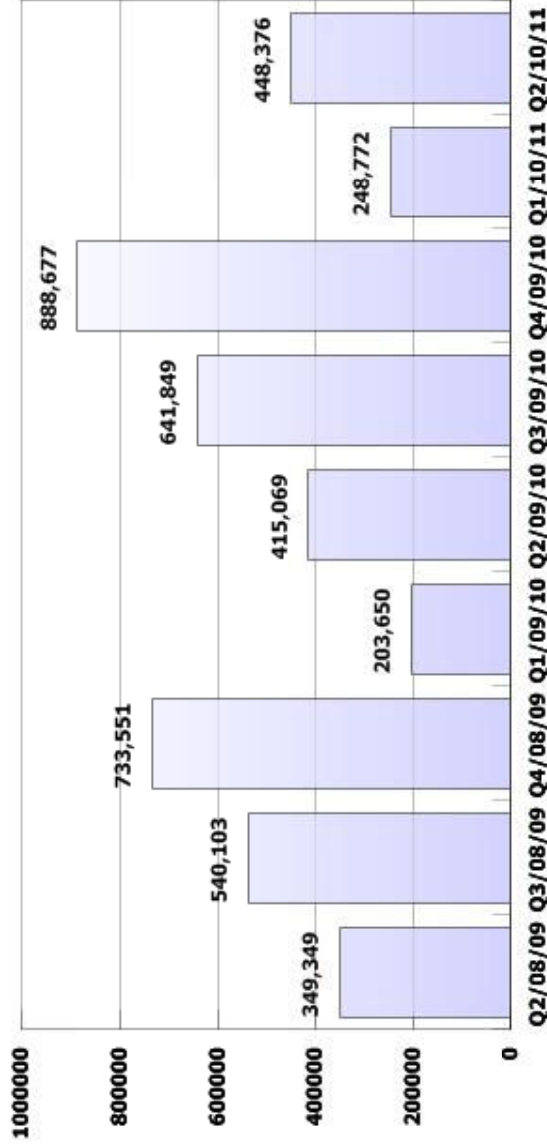
NI 14

LPI 24a 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 performance



Quarter	Target	Actual
Q2/10/11	435,000	448,376
Q1/10/11	217,500	248,772
Q4/09/10	756,000	888,677
Q3/09/10	567,000	641,849
Q2/09/10	378,000	415,069

Annual 2010/11 - 870,000
Target: 2009/10 - 756,000

Indicator of good performance:
A higher number of visitors is good

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

Yes

Comment on current performance (including context):

(Quarter 2 2010/11) The target for the year is 870,000 and the number of actual recorded visits for the first half of the year is 448,376 (51.5% of the target), an increase of 7.4% on the same period last year.

Corrective action proposed (if required):

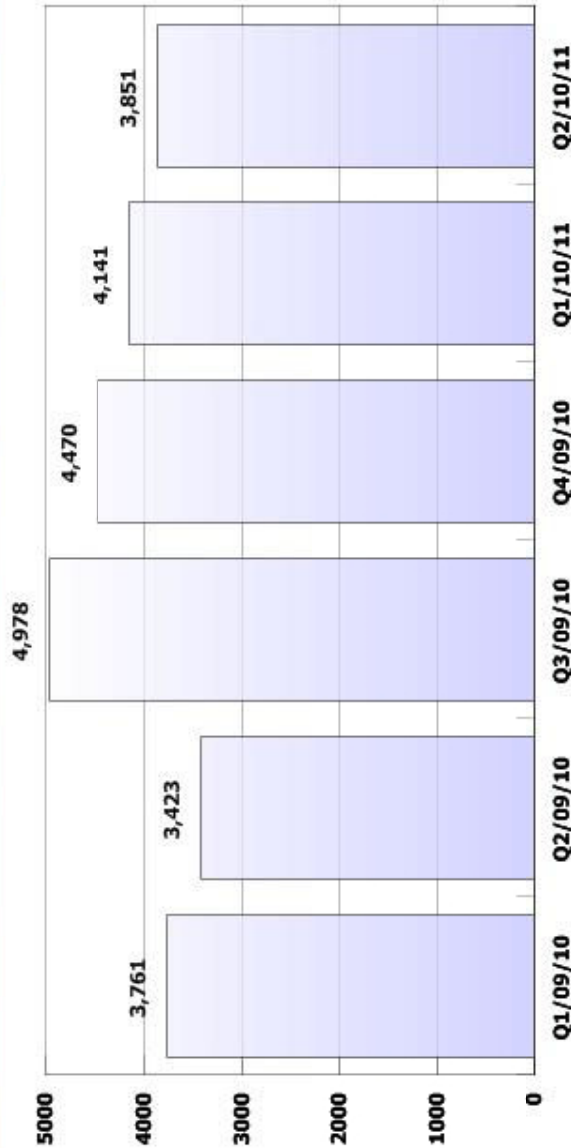
(Quarter 2 2010/11) The number of recorded visits for quarters 1 and 2 is 448,376. At this rate the total will exceed the target of 870,000 for the year. No corrective action currently required.

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 performance



Quarter	Target	Actual
Q2/10/11	3,500	3,851
Q1/10/11	3,500	4,141
Q4/09/10	225	4,470
Q3/09/10	225	4,978
Q2/09/10	225	3,423

Annual 2010/11 - 14,000
Target: 2009/10 - 900

Indicator of good performance:
A higher number is good

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

Yes

Comment on current performance (including context):

(Quarter 2 2010/11) Performance for this quarter on target.
 New Horizons = 1442
 Lifewalks = 1251
 Active Health = 1158

Corrective action proposed (if required):





(Quarter 2 2010/11) Target is anticipated to be met for the year. No corrective action currently proposed.

Responsible officer: **Derek Macnab**

Corporate lead officer: **Robert Pavay**

Additional Information: This indicator was previously National Indicator NI 14. As a local indicator the emphasis is more about the identification of effective improvement actions than achieving a particular 'level' or percentage of avoidable contact. Also, the scope of the exercise now it is a local indicator will be wider and will seek to identify instances and causes of avoidable contact across all service areas within the Council.

As there is no specific target for this indicator, successful performance will be measured through the achievement of milestones set throughout the year as well as the implementation of the improvement plan.

Milestone	Quarter	Description	Status
LPI NI 14.1 M1a	Q1	Production of improvement plan for 2010/11	Completed 
LPI NI 14.1 M2a	Q1	Production of timetable for current year's exercise	Completed 
LPI NI 14.2 M3a	Q2	Q2 update on progress against improvement plan	Completed 
LPI NI 14.2 M4a	Q2	Q2 report on this year's exercise	Completed 
LPI NI 14.3 M5a	Q3	Q3 update on progress against improvement plan	Pending
LPI NI 14.3 M6a	Q3	Q3 report on this year's exercise	Pending
LPI NI 14.4 M7a	Q4	Production of annual report summarising results, improvements and planned action	Pending

Comments on Indicator / Update on Improvement Plan Actions

(Quarter 2 2010/11)

A progress update on the improvement plan for 2010/11 is attached to this report and will continue to be updated and submitted to each future Finance & Performance Management Scrutiny Panel in this way.

This year's exercise will begin in Q3 with the Invoicing and Sundry Debtors sections of Finance undertaking the exercise for the first time. Benefits and Council Tax will also take part with Licensing moving to a later part of the year. Estates section will no longer take part in the exercise.

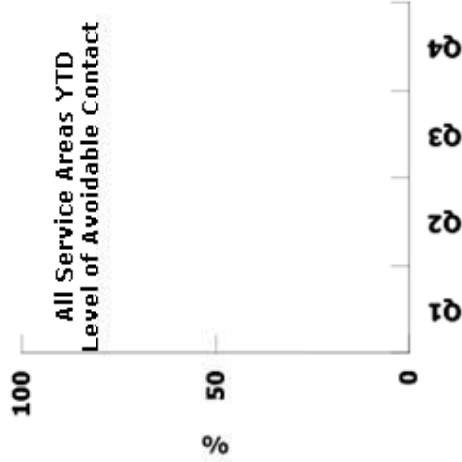
Timetable / Results of Current Year's Exercise

Q3: Invoicing & Sundry Debtors Benefits Council Tax

Result: Timetable:
October
November
December

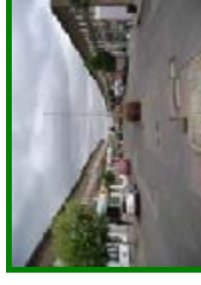
Q4: Housing Management, Repairs & Options
Hornall Street & Civic Offices Reception
Waltham Abbey Town Hall
Environment & Street Scene Contact Centre
Planning & Economic Development
Committee Section
Licensing

Result: Timetable:
January
February
February
February
March
March
March



Key Performance Indicator Improvement Plan 2010/11

LPI NI 14 - The achievement of milestones towards the reduction of avoidable contact



Avoidable Contact Improvement Plan Corporate

Issue No.	Issue identified	Improvement Action(s)	Resource implications	Target Date	Progress	Responsible Officer
1	<p>Out of date contact information, hyperlinks, event notices etc. on the EFDC website.</p> <p>Out of contact information contained within EFDC literature, leaflets, pdfs, posters etc.</p>	<p>(a) Comprehensive and systematic review of all website pages, leaflets available etc. to identify out of date details.</p> <p>System of review, identify, notify, action and follow-up to be out in place with senior management backing to ensure any errors are addressed and put right.</p> <p>Acceptable timetable for corrections to be established.</p>	<p>Initial stages of review to be undertaken within PIU. Guidance and advice will be sought from EFDC web team but responsibility for corrections should fall predominantly within directorates. Resources for all corrections to come from existing within directorate.</p>	<p>To be begun immediately & continued as an ongoing task throughout the year. Quarterly report on pages & literature checked / errors found to be made as part of Scrutiny Report</p>	<p>Survey is underway.</p> <p>282 website notices have been issued to date.</p> <p>135 have been fully actioned to date.</p> <p>All initial notices have been followed up with a reminder.</p> <p>Full findings will be reported to a future meeting of the Website Development Board.</p>	Mike Warr
2						
3	<p>Inconsistent approach to use of the EFDC switchboard number instead of direct dial numbers</p>	<p>(b) Feedback to be sought from directorate management teams on establishing a consistent corporate approach to the use of switchboard no. against direct dial nos.</p>	<p>PIU to investigate current situation at EFDC and compile report for Management Board consideration.</p>	<p>March 2011</p>		Mike Warr

Avoidable Contact Improvement Plan Directorate: Finance & ICT – Local Taxation

Issue No.	Issue identified	Improvement Action(s)	Resource implications	Target Date	Progress	Responsible Officer
1	Council Tax payers contacting the Council Tax office but require the Benefits Division instead	Improved display of Benefit contact details on notices sent out. Update Benefit contact details on Council Tax web pages	Within existing resources	September 2010	Still in progress. Full completion at annual billing. Web details complete.	Rob Pavay
2	People contacting the Local Taxation office when they want to make a payment.	Provide an option on the telephone system upon receipt of the call which transfers the caller to the automated telephone payment line	Within existing resources	October 2010	Deferred to November due to resource issues	Rob Pavay David Newton
3	People contacting the Local Taxation office to check details on their account	Channel migration of enquiries - The Capita system has the functionality to allow Council Tax payers and Business Rate payers to access and view their own accounts via a web-based module.	Software already part of current system. Requires resource internally and from Capita to implement the relevant module, the costs of which are to be determined.	Cost implications October 2010. Potential go-live summer 2011.	No further cost implications from supplier. Target date remains next summer.	Rob Pavay
4	An increasing number of enquiries are now coming via e-mail. A number of people contact the office to check the e-mail has been received.	Explore with ICT the provision of an automated response to confirm the e-mail has been received and response timescale.	Within existing resources	September 2010	With ICT awaiting implementation	Rob Pavay David Newton
5	Business Rate payers contacting the Business Rates section but instead need to speak to the Valuation Office Agency	Clearer signposting on notices and documents providing Valuation Office contact details.	Within existing resources	December 2010	In progress	Rob Pavay
6	Call transfers within Local Taxation between the Council Tax and Recovery sections	Review of payment arrangement documentation to provide better signposting for Council Tax payers	Within existing resources	Completed	Completed	Rob Pavay

Avoidable Contact Improvement Plan Directorate: Finance & ICT – Benefits Division

Issue No.	Issue identified	Improvement Action(s)	Resource implications	Target Date	Progress	Responsible Officer
1	Customers requesting further information about the Benefit schemes	<p>Promote the Benefits section on the website.</p> <p>Review the current range of leaflets available</p>	Within existing resources	August 2010	<p>The Benefits section of the website has been reviewed and updated as necessary. This will remain an ongoing process. A quick link to Benefits from the home page has been set up. Customers are encouraged to download forms and to make use of the benefit calculator link.</p> <p>The range of leaflets has been reviewed and orders placed as appropriate. Use is being made of the National Benefit Leaflet service provided by Dover Council.</p>	I Willis
2	Customers telephoning because they do not understand letters that have been sent to them due to the complexity of the scheme.	<p>Review documentation to ensure that plain English is used.</p> <p>Consider where appropriate to telephone customers to discuss a problem with their claim instead of just writing</p> <p>Promote the Benefits section of the website.</p>	Within existing resources	August 2010	<p>Documents have been reviewed for plain English.</p> <p>Assessment: staff have made more use of telephoning customers to resolve queries.</p> <p>On the EFDC website, a quick link to Benefits from the home page has been set up. Customers are encouraged to download forms and to make use of the benefit calculator link.</p>	J Lewis
3	Customers contacting the Division to query when payments of benefit would be made to them	<p>Payment schedule to be put on the Benefits section of the website to include changes to payment dates around bank holidays.</p> <p>Include information flyer on payment run prior to any potential disruption to normal payment schedule due to bank holidays.</p>	Within existing resources	August 2010	<p>Christmas payment schedule to be published in November 2010.</p> <p>Flyer to be sent with rent allowance payments in December.</p>	I Willis

4	Customers chasing progress of their claim	Minimise any backlog of work. Advertise expected average processing times	Should be within existing resources but additional resource may be required if contractors need to be employed.	August 2010	Average processing times have gradually decreased since April 2010. New claims are currently being processed in under 20 days and changes in 8 days. This has led to a reduction in calls chasing progress of a claim. Target processing times are advertised as they are KPI's. More prominence still to be given to advertising processing times on the Benefits section of the website.	J Lewis
5	People contacting the Benefits Division when they actually wanted a discount on their Council Tax	Promotion of what the Benefit service is responsible for and clearly indicate that discounts are not part of Benefits. Consult with Council Tax to minimise unnecessary calls to Benefits of this nature	Within existing resources	September 2010	Not achieved. Further consultation required with Council Tax to move this forward.	J Lewis
6	People contacting the Benefits Division when they actually wanted the Housing Service	Consult with Housing to minimise unnecessary calls to Benefits of this nature	Within existing resources	September 2010	Not achieved. Further consultation required with Housing to move this forward.	J Lewis
7	Out of date information displaying old telephone numbers for Benefits	Review all documentation and consult with other Service areas to update contact numbers Promote direct dial numbers to Benefits	Within existing resources	October 2010	In progress. Exercise not yet completed. Some old numbers are still being held by other services but if dialled, will still be routed to the Benefits Division. Direct dial numbers are promoted on correspondence from the Benefits Division and on the website.	I Willis / J Lewis

Directorate: Environmental & Street Scene

Avoidable Contact Improvement Plan

Issue No.	Issue identified	Improvement Action(s)	Resource implications	Target Date	Progress	Responsible Officer
1	<p>Poor call transfer / poor signage That staff were not sure where a service sits following the Council's restructure. This issue is further heightened by the mixture of the old names and new services/directorates which are used on the website and the intranet pages.</p> <p>That staff are not sure which staff covers which areas</p> <p>The forms from the Environmental Customer Services gave more detail to the separate issues and have been analysed. The Calls to other depts. emphasises the item with regards to the insufficient clarity of who does what .</p> <p>The post was sent to the wrong Directorate so again clarity is required</p>	<p>Within ESS we produced a Roles and Responsibilities list of Senior Officers, which was issued to all staff and the main telephonists so that it is clear what the Directorate is responsible for, and the names etc of the lead managers.</p> <p>Recommend that the Website and intranet pages reflect the present structure clearly- Website Manager to deal with Corporate issue the to be populated with Services information</p>	<p>None</p> <p>Corporate Issue</p>	<p>Completed</p> <p>Awaiting the new role out of the Council's systems which we hope will clarify matters</p>	<p>Completed</p> <p>Unknown</p>	<p>L MacNeil</p> <p>Issue for ICT and then Rob Purse for ESS</p>
2.	<p>Progress chasing</p> <p>There has been a lot of discussion with regards to what was an avoidable / unavoidable contact with regards to the Waste services and missed bins/recycling as to whether a missed bin/recycling was one not left out or whether the customer was genuinely missed. To understand the figure for Progress Chasing (PC) The definition of Progress</p>	<p>It then seemed logical to see if there is big problem with our contractor and the percentage of bins missed. Statistics for the two week period were therefore analysed</p> <p>The figures show that there is not a problem with the contractor when looking at the overall number of bin collections compared with missed collections reported.</p>				

<p>Chasing was reviewed as there was concern that there was a problem with the service not answering queries put to either the contact centre or service officers. The definition given was 'a contact because of failure of a service'. It therefore transpires that all missed bin collections are put down as PC (progress chasing). A missed bin is caused by either the occupant not putting out the bin at the correct place/time or it was genuinely missed by the contractor (Sita). Because of the limitations of the recording on the NI14 data it is not possible to differentiate what the split was between these reasons.</p> <p>Were enquiries being answered in a timely manner</p>	<p>One other item that could be investigated here is whether once a bin is reported as missed, is whether the actions taken by the Contact Centre are acceptable to our customers. This review will be incorporated into the Customer Satisfaction Survey that Julie Barnard is to undertake on the customers' view of how the Customer Contact Centre deals with enquiries.</p> <p>Letter/enquiry Monitoring, (Environmental services M3 system and Confirm system):- A computer-generated report gives details of the response period to letters. Officers are now notified of items that have not been logged back onto the system so that any letters that have gone unanswered can be highlighted at an early stage thus reducing the customers' need to chase items. All work is logged back on the system so if a customer calls then the stage the enquiry has reached is to hand</p> <p>A set of Customer standards to being written up to establish what work is undertaken with regards to enquiries. This is in work in progress stage.</p>	<p>Staff time to create the questionnaire</p> <p>None</p> <p>None</p>	<p>November 2010</p> <p>Completed</p> <p>October 2010</p>	<p>Questionnaire ready to be issued</p> <p>Completed</p> <p>Completed</p>	<p>Julie Barnard</p> <p>Jo Ellis Julie Barnard</p> <p>Laura MacNeill</p>
<p>3. Unnecessary clarification This was very difficult to analyse due to the lack of specific information that the forms ask for</p> <p>The requests for Calendars</p>	<p>ESS will continue to review what and how it communicates its services with the public. Once the new Waste Roll was completed the Customer Services section began to create a customer response survey to see how it is communicating with customers as this is a major frontline service for ESS</p> <p>The issue re the calendars was caused by the lateness of the calendars being produced. This was a one off issue that the waste service has resolved and this should not occur again</p>	<p>Staff time to create the questionnaire</p> <p>None</p>	<p>November 2010</p> <p>Completed</p>	<p>Questionnaire ready to be issued</p> <p>Completed</p>	<p>Julie Barnard</p> <p>David Marsh</p>

4.	There was a variety of other small issues	<p>An analysis of the specific areas was completed. The post and call issues Admin will take up with CSS to see why these issues arise and if they or we need to do anything to improve matters.</p> <p>Service Managers were tasked with looking at specific items such as non-response to calls etc and to come back with specific actions. As no specific items were brought forward there are to be random checks undertaken on enquiries to get to the source issue and then to analyse</p>	Staff time	Completed	Completed	<p>Julie Barnard</p> <p>Julie Barnard and L MacNeill</p>
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Avoidable Contact Improvement Plan Directorate: Housing

Issue No.	Issue identified	Improvement Action(s)	Resource implications	Target Date	Progress	Responsible Officer
1	Some of the Council's telephone numbers are easily misdialled and customers can ring the wrong person by mistake	Arrange for some telephone extension numbers to be changed	Within existing resources	December 2010	The advantages of changing extension numbers across the Council needs to be considered against the disadvantages as many existing numbers are known by the public and may cause further avoidable calls. IC advise that they cannot make alternative arrangements as the Council has 800 direct dial numbers. Therefore, similar numbers have to occur frequently	Keith Gardner
2	A number of customers are contacting Housing Repairs for matters that concern either Housing Assets or other contractors	Publish an article in the tenants' magazine, "Housing News" giving contact information, and make leaflets more clearer.	Within existing resources	December 2010	Contact information was included in "Housing News" in the September 2010 issue. Information will be provided in an updated leaflet within the deadline. Also, an item will be included in the Housing Directorate's staff magazine "In House", asking all staff to include clear contact numbers and e-mail addresses in prominent positions in all letters sent out.	Paul Pledger
3	Generally we need to check that all telephone numbers in all our leaflets are correct	All Managers will be asked to check all contact numbers in all of our leaflets	Within existing resources	October 2010	Leaflets have been found to be accurate and will be updated to reflect any future changes	All Managers
4	Telephone numbers publicised to the general public sometimes give the main switchboard number	All Managers will be asked to change the number to direct dial numbers wherever possible	Within existing resources	October 2010	In the next Housing Directorate's staff magazine "In House" all staff will be asked to provide direct dial numbers wherever possible.	All Managers

5	<p>Housing Applicants often ring the Housing Options Section asking information about their place on the list and how long they will need to wait.</p>	<p>Under the Government's new guidance on Allocations Schemes, the Council must make appropriate information about allocations widely available in a way that is easy to access and understand, including how long applicants are likely to have to wait and the general profile of the housing stock. This information will be published to all tenants and applicants in a future edition of the tenants' magazine, "Housing News"</p>	<p>Within existing resources</p>	<p>October 2010</p>	<p>Extensive information on the Allocations Scheme was included in the September 2010 edition of "Housing News" as part of the consultation exercise for the review of the Scheme which was agreed by Cabinet on 25 October 2010.</p>	<p>Roger Wilson</p>
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Avoidable Contact Improvement Plan Directorate: Planning

Issue No.	Issue identified	Improvement Action(s)	Resource implications	Target Date	Progress	Responsible Officer
1	Applicants/agents monitoring progress on their applications.	Improve Web Site. It has arranged for the 'view related documents' section to now read 'view plans and related documents' since how to view plans, probably the reasons for most customer hits, was poorly sign posted. Other improvements proposed are a) the need for a section 'to view decision notice' – currently this too is hidden in the 'view related documents' field b) the word 'old' decisions or similar should be inserted alongside 'view current applications' on the Planning page, c) One page still has contact Barry Land on it. d) use class information on applications eg what is included in the Class C3 is misleading. Other issues relate to customers difficulty with the 'pop up blocker' and should the web site wording be more helpful to customers trying to find info.	Within existing resources	December 2010	The issues identified have been resolved and a user group has been set up to improve the web site.	John Kershaw
2	Poor signposting, poor call transfer	The largest group of such calls were for Building Control, and secondly, for enforcement with calls going to others eg planning officers/planning duty officer. An improvement would be to make the contact details of planning officers more readily available on the Website and Intranet.	Within existing resources	December 2010	This has been actioned.	John Kershaw
3	Customer seeking unnecessary clarification	Calls related to the web site eg plans not on web site, customers unable to find what they needed etc. Web site review panel to be set up.	Within existing resources	December 2010	A user group has been set up to improve the web site.	John Kershaw
4	A number of calls for Planning were unanswered	The dedicated planning officer duty handset works well between 10.30 and 12. A similar dedicated handset line should be set up between 12 and 5pm to be answered by reception, customer contact team, planning applications processing, and possibly planning officers but not seniors/principals.	Within existing resources	December 2010	This has not been actioned.	John Kershaw
5	1000's of letters are sent out on planning applications are currently signed off by the stamp bearing John de Wilton Preston, Director of.....	The case officers name should be stamped or written instead. This would reduce calls going to John Preston.	Within existing resources	December 2010	This has been actioned.	John Kershaw

6	Poor signposting	Make the contact details of officers more readily available on the website, but also giving direct numbers instead of sending the customer through to the switchboard first, as is the case at present. It should also perhaps be made more clear on the website the times Officers are available to speak to the public. At present the website states that planning reception is open until 5:15 which whilst true, leads some people to believe that Officers are also available until this time, therefore making an avoidable contact as they come into reception in the afternoon to speak to an officer	Within existing resources	December 2010	This is being actioned.	John Kershaw
7	The numbers of requests that come through for applications that are on microfiche.	These take longer to deal with than requests for more recent applications so by providing the information on the website, it could reduce the time spent dealing with these requests	Within existing resources	December 2010	Scanning of Planning information is an on-going task.	John Kershaw
8	Re-Checking of meetings	This happens on a very regular basis. To a certain extent this can be avoided if people/staff are aware that they can set up a meeting appointment on Groupwise e-mail and give more proxy access.	Within existing resources	December 2010	Proxy access has been improved and the Management Assistant now has access to all diaries.	John Kershaw
9	Enquiries being answered in a timely manner	Corporate Customer Standards being monitored	Within existing resources	December 2010	Corporate Customer Standards are constantly being monitored	John Kershaw
10	General	Generally we need to check that all telephone numbers in all our leaflets are correct Review documentation to ensure that plain English is used.	Within existing resources	December 2010	This is being actioned.	John Kershaw

Corporate Support Services

NI

LPI
028

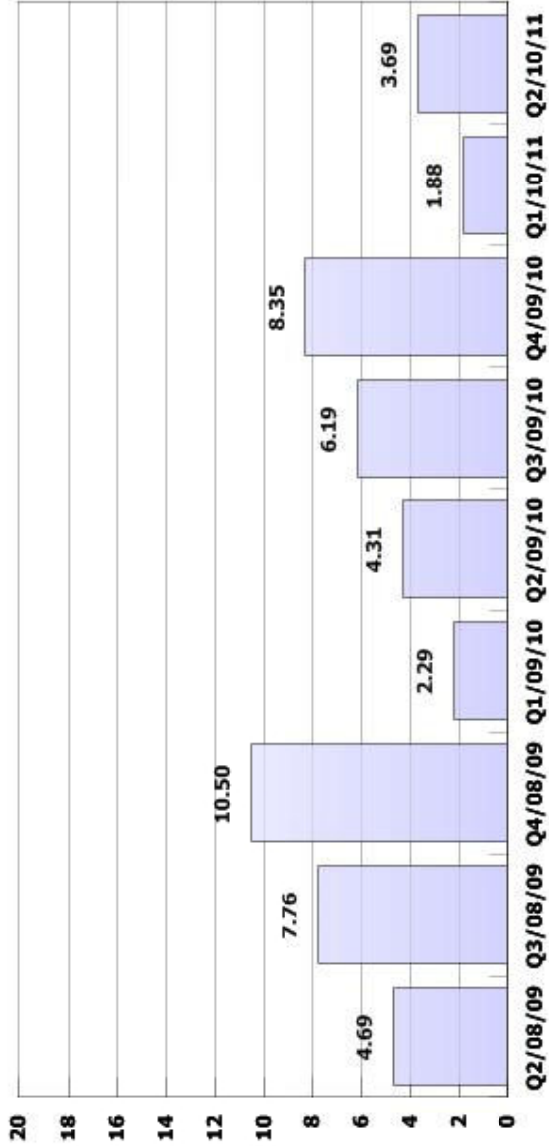
LPI 28 The number of working days lost due to sickness absence

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 performance

Quarter	Target	Actual	
Q2/10/11	4.00	3.69	✓
Q1/10/11	2.00	1.88	✓
Q4/09/10	8.00	8.35	✗
Q3/09/10	6.00	6.19	✗
Q2/09/10	4.00	4.31	✗



Annual 2010/11 - 8.00 days
Target: 2009/10 - 8.00 days
Indicator of good performance:
A lower number of days is good

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

Corrective action proposed (if required):

(Quarter 2 2010/11) Performance has improved on the first and second quarters of 2009/10 and is below the target of 2 days per quarter for 2010/11.

(Quarter 2 2010/11) Director of Corporate Support Services to report as necessary

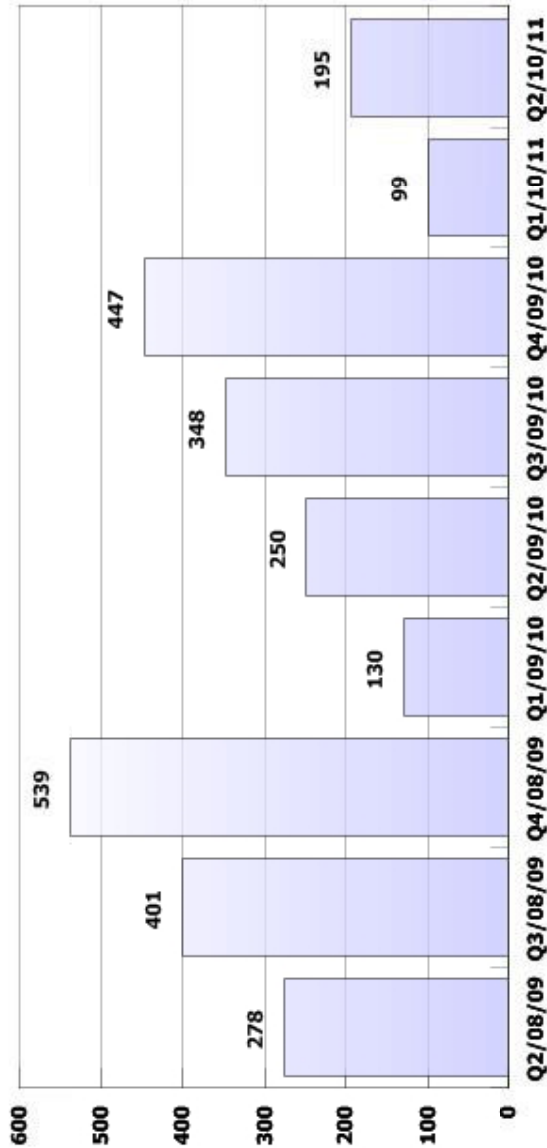
Environment & Street Scene

<u>NI</u>	<u>LPI</u>
191	051
192	052(a)
195(a)	052(b)
195(b)	
196	

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 performance



Quarter	Target	Actual
Q2/10/11	250	195
Q1/10/11	125	99
Q4/09/10	548	447
Q3/09/10	411	348
Q2/09/10	274	250

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

Annual 2010/11 - 500 kg
Target: 2009/10 - 548 kg

Indicator of good performance:
A lower waste figure is good

Comment on current performance (including context):

(Quarter 2 2010/11) The significant 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 has had a positive impact on the residual waste stream. It should be noted that the data provided remains subject to verification by Essex County Council and may therefore change.

Corrective action proposed (if required):

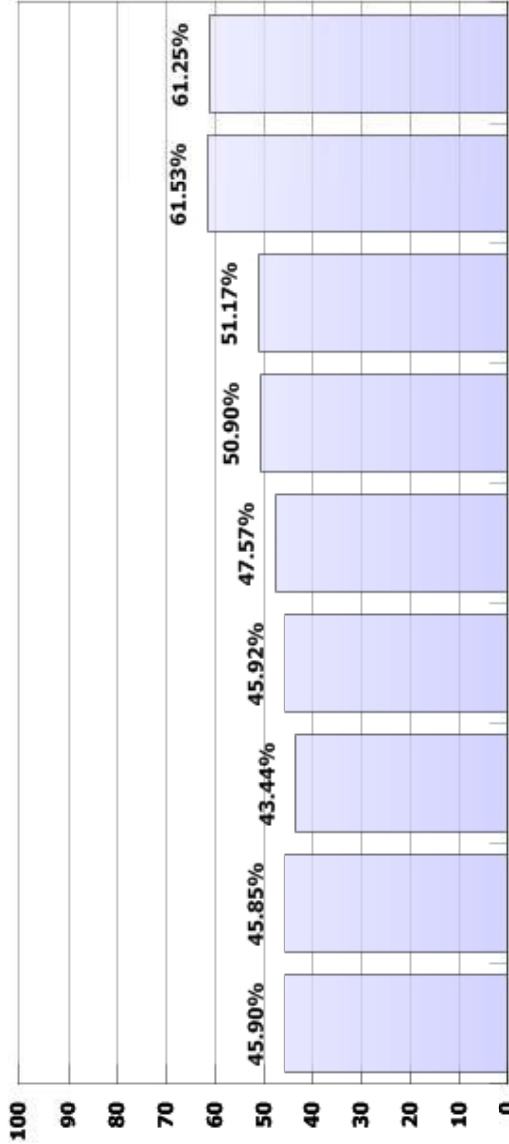
(Quarter 2 2010/11) Director of Environment & Street Scene to report as necessary

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 arising sent for reuse, recycling, composting or anaerobic digestion.

Current and previous quarters performance

Quarter	Target	Actual	
Q2/10/11	58.00%	61.25%	✓
Q1/10/11	58.00%	61.53%	✓
Q4/09/10	42.00%	51.17%	✓
Q3/09/10	42.00%	50.90%	✓
Q2/09/10	42.00%	47.57%	✓



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

Annual 2010/11 - 58.00%
 Target: 2009/10 - 42.00%
 Indicator of good performance: A higher percentage recycled is good

Corrective action proposed (if required):

(Quarter 2 2010/11) Director of Environment & Street Scene to report as necessary

Comment on current performance (including context):

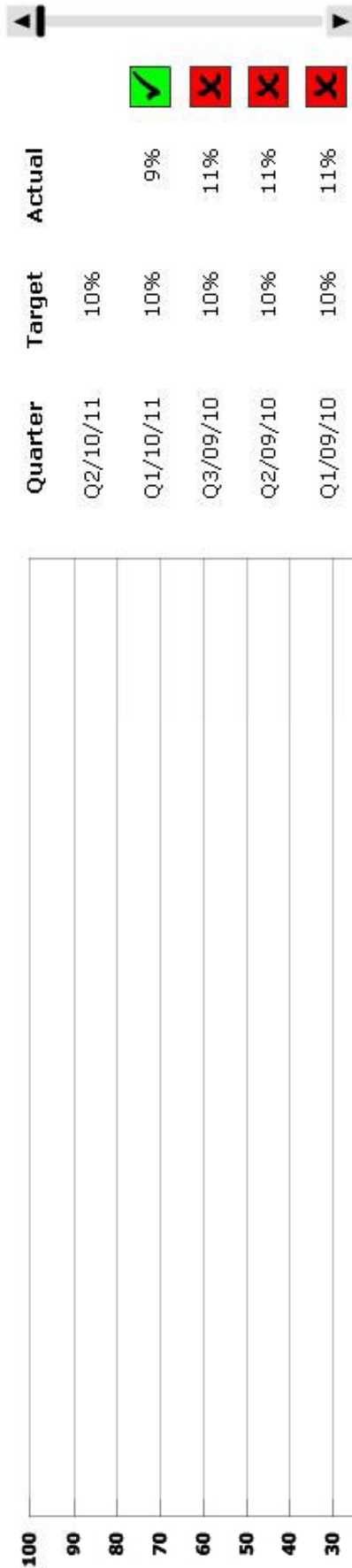
(Quarter 2 2010/11) Target performance for quarter achieved

NI195a 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, Aug-Nov, Dec-March) each year. % represents the percentage of relevant land with deposits of litter below an acceptable level.

Current and previous quarters performance



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

Annual 2010/11 - 10%
 Target: 2009/10 - 10%
 Indicator of good performance:
 A lower percentage is good

Corrective action proposed (if required):

(Period 2 2010/11) Performance against this indicator is measured over the three four-month periods April - July, August - November and December - March. The first of these periods was reported under Q1 but the second period results are not ready at the time of preparing this report and will therefore be reported at the next scrutiny panel meeting

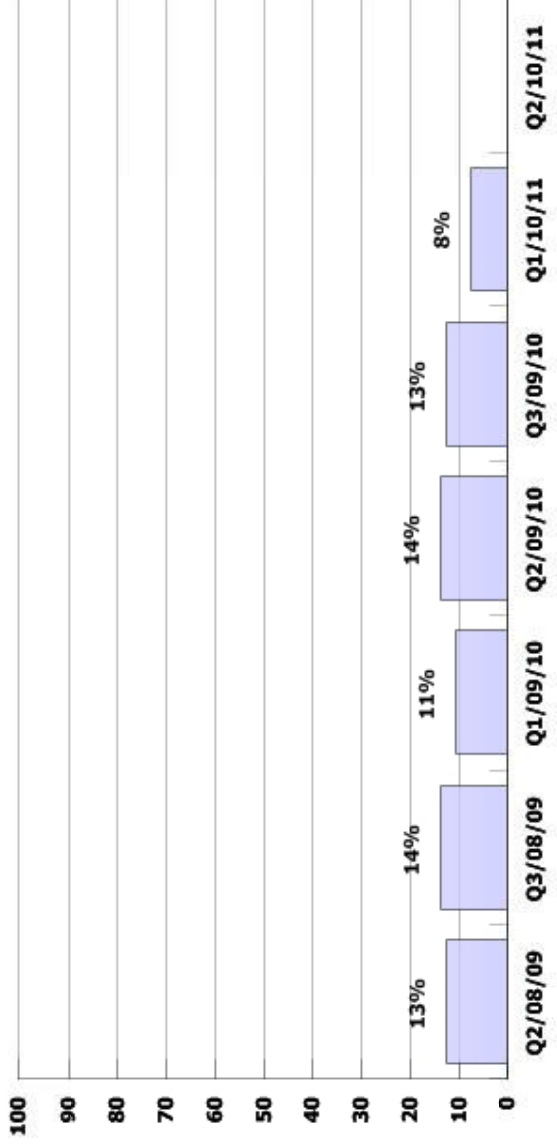
NI195b Improved street and environmental cleanliness (Detritus)

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, Aug~Nov, Dec~Mar) each year, and represents the percentage of relevant land with deposits of detritus below an acceptable level.

Current and previous quarters performance

Quarter	Target	Actual
Q2/10/11	13%	
Q1/10/11	13%	8%
Q3/09/10	13%	13%
Q2/09/10	13%	14%
Q1/09/10	13%	11%



Annual 2010/11 - 13%
Target: 2009/10 - 13%
Indicator of good performance: A lower percentage is good

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

Corrective action proposed (if required):

Comment on current performance (including context):
 (Period 1 2010/11) Target performance for the first period has been achieved.

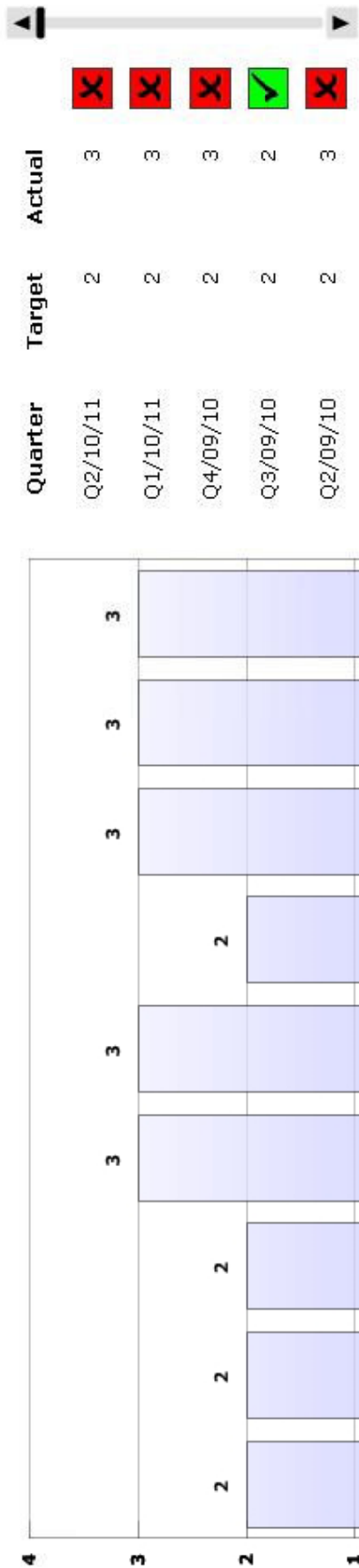
Corrective action proposed (if required):
 (Period 1 2010/11) Director of Environment & Street Scene to report as necessary

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 performance



Annual 2010/11 - Grade 2
 Target: 2009/10 - Grade 2
 Indicator of good performance:
 A lower grade is good

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

Comment on current performance (including context):

(Quarter 2 2010/11) This indicator has been completely reassessed to ensure that the data required to report it is collected and presented correctly. This reassessment has shown that the data was not being properly handled and this has resulted in a drop in reported performance. Whilst disappointing, the data does now provide an accurate baseline position from which to go forward.

Corrective action proposed (if required):

(Quarter 2 2010/11) Director of Environment & Street Scene to report as necessary

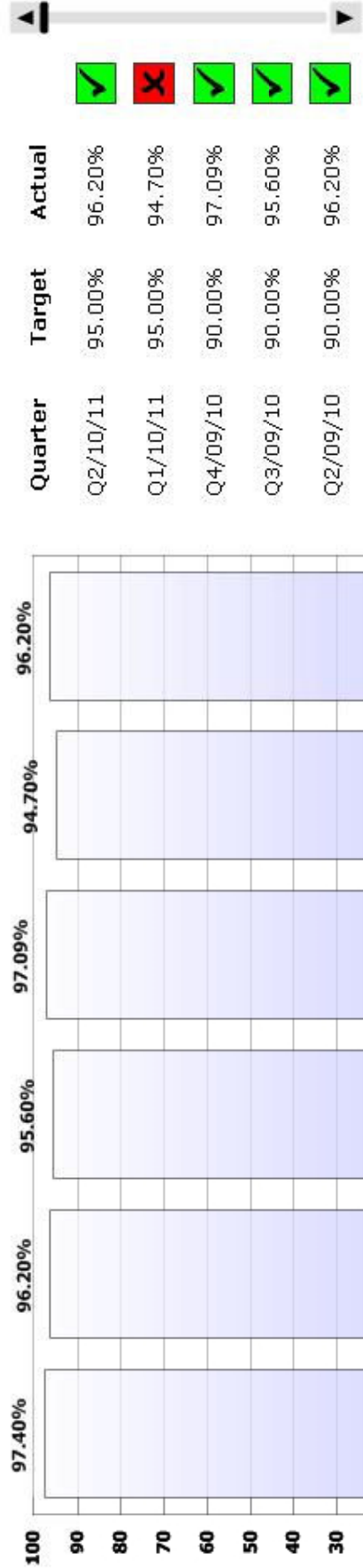
LPI51 Environment and Neighbourhoods Team - Service Standards

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 performance



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

Annual 2010/11 - 95.00%
 Target: 2009/10 - 90.00%
 Indicator of good performance: A higher percentage is good

Corrective action proposed (if required):

(Quarter 2 2010/11)

Comment on current performance (including context):

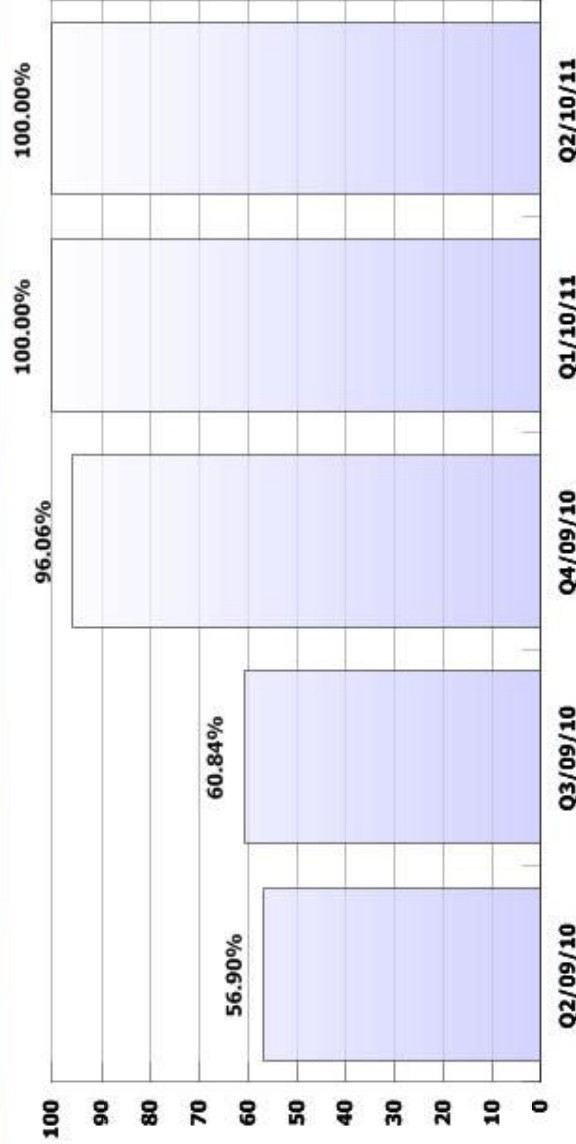
(Quarter 2 2010/11)

LPI52a Implementation of formal containerised recycling facilities in flats & 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 performance



Quarter	Target	Actual
Q2/10/11	95.00%	100.00% <input checked="" type="checkbox"/>
Q1/10/11	95.00%	100.00% <input checked="" type="checkbox"/>
Q4/09/10	75.00%	96.06% <input checked="" type="checkbox"/>
Q3/09/10	50.00%	60.84% <input checked="" type="checkbox"/>
Q2/09/10	25.00%	56.90% <input checked="" type="checkbox"/>

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

Annual 2010/11 - 95.00%
Target: 2009/10 - 75.00%
Indicator of good performance: A higher percentage is good

Comment on current performance (including context):

(Quarter 2 2010/11) Target performance achieved

Corrective action proposed (if required):

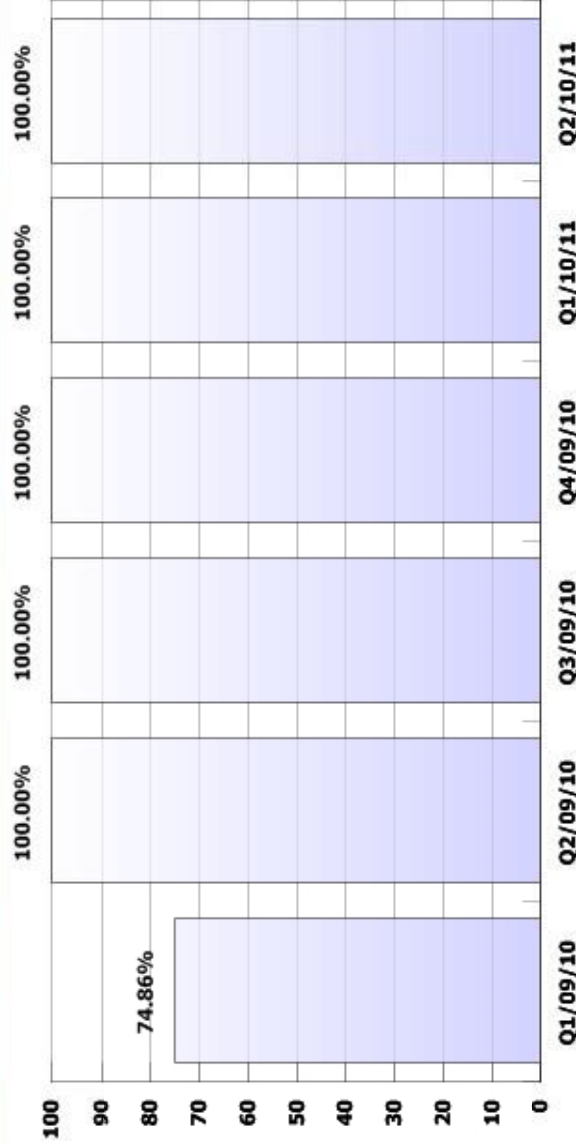
(Quarter 2 2010/11) Director of Environment & Street Scene to report as necessary

LPI 52b Implementation of formal containerised recycling facilities in flats & communal buildings (% 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 performance



Quarter	Target	Actual
Q2/10/11	100.00%	100.00%
Q1/10/11	100.00%	100.00%
Q4/09/10	85.00%	100.00%
Q3/09/10	63.75%	100.00%
Q2/09/10	42.50%	100.00%

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

Annual 2010/11 - 100.00%
Target: 2009/10 - 85.00%

Indicator of good performance:
A higher percentage is good

Comment on current performance (including context):

(Quarter 2 2010/11) All flats etc where facilities can be provided and where consent has been given, have been provided with recycling facilities

Corrective action proposed (if required):

(Quarter 2 2010/11) Director of Environment & Street Scene to report as necessary

Finance & ICT

NI
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LPI
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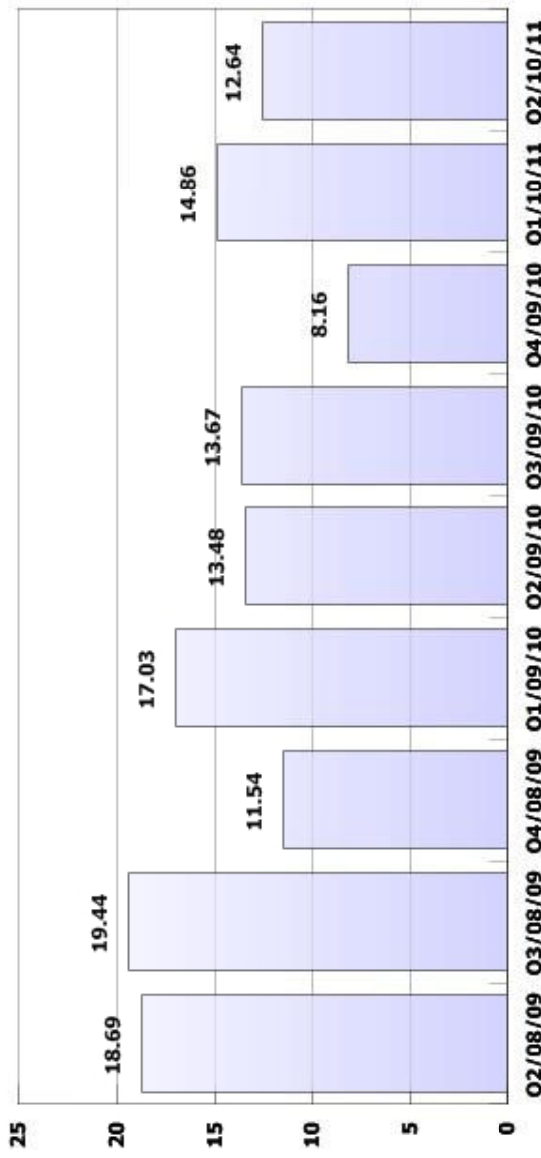
053

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 performance

Quarter	Target	Actual	
Q2/10/11	13.00	12.64	✓
Q1/10/11	13.00	14.86	✗
Q4/09/10	15.00	8.16	✓
Q3/09/10	15.00	13.67	✓
Q2/09/10	15.00	13.48	✓



Annual 2010/11 - 13.00 days
 Target: 2009/10 - 15.00 days
 Indicator of good performance:
 A lower number of days is good

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

Comment on current performance (including context):

(Quarter 2 2010/11) Performance was affected by the number of changes that normally occur at the start of the new financial year and therefore April showed longer processing times. However, since May, performance has improved and is on target for the year.

Corrective action proposed (if required):

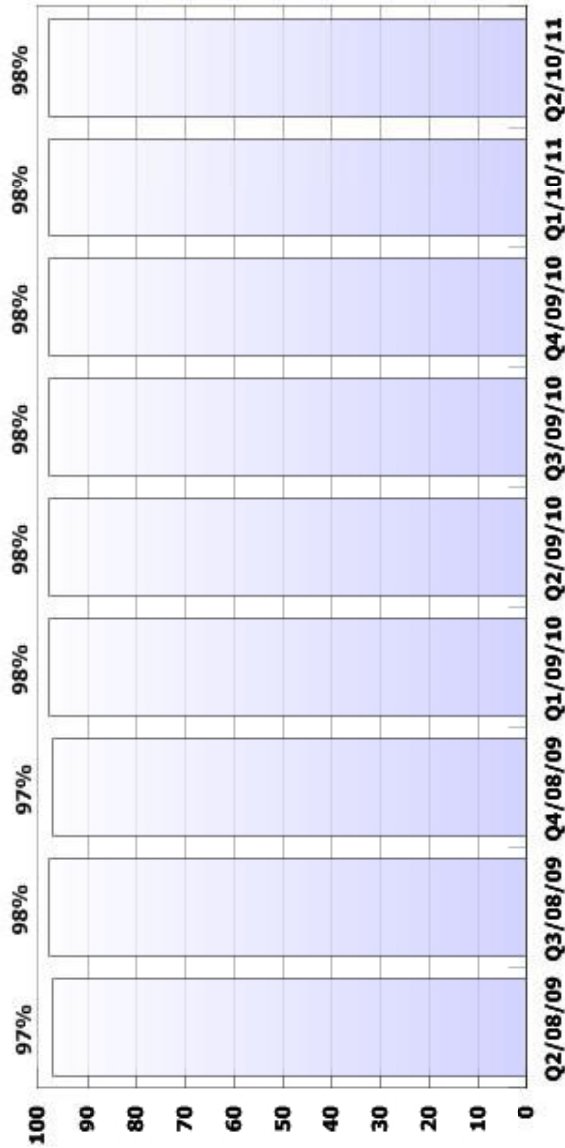
(Quarter 2 2010/11) Target achieved

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 performance



Quarter	Target	Actual
Q2/10/11	98%	98%
Q1/10/11	98%	98%
Q4/09/10	97%	98%
Q3/09/10	97%	98%
Q2/09/10	97%	98%

Annual 2010/11 - 98.00%
Target: 2009/10 - 97.00%

Indicator of good performance: A higher percentage is good

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

Comment on current performance (including context):

(Quarter 2 2010/11) Current performance against this indicator remains high and the target was achieved for the second quarter. The figure for the percentage of local suppliers paid within twenty days for the second quarter is 92%. This has fallen from 93% in quarter 1.

Corrective action proposed (if required):

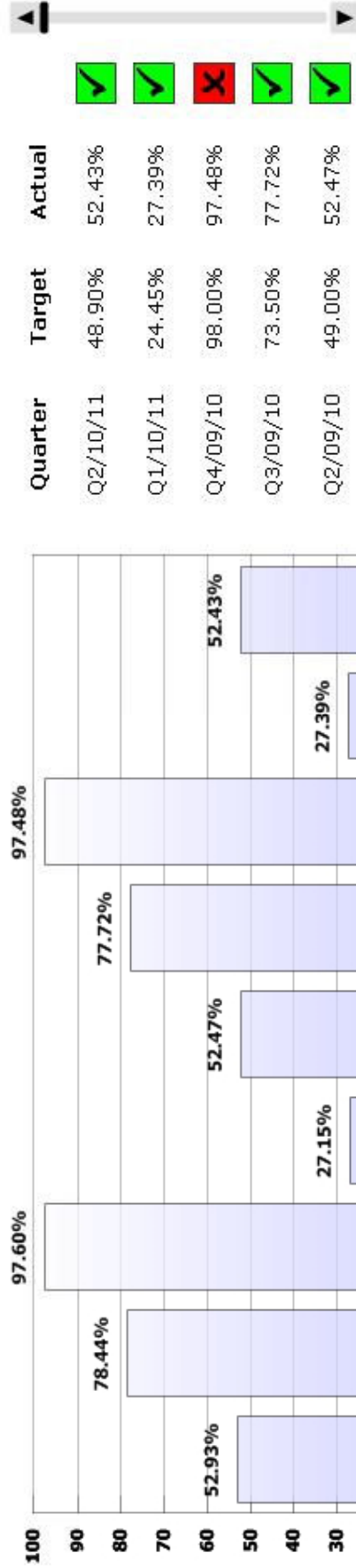
(Quarter 2 2010/11) The thirty-day target is being met. Officers calculate the indicator on a monthly basis and the invoice register report is reviewed weekly. Any areas of concern are highlighted and remedial action taken if necessary.

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 performance



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

Uncertain

Corrective action proposed (if required):

(Quarter 2 2010/11) Council Tax collection, although 0.04% down, is broadly running at the same level as last year.

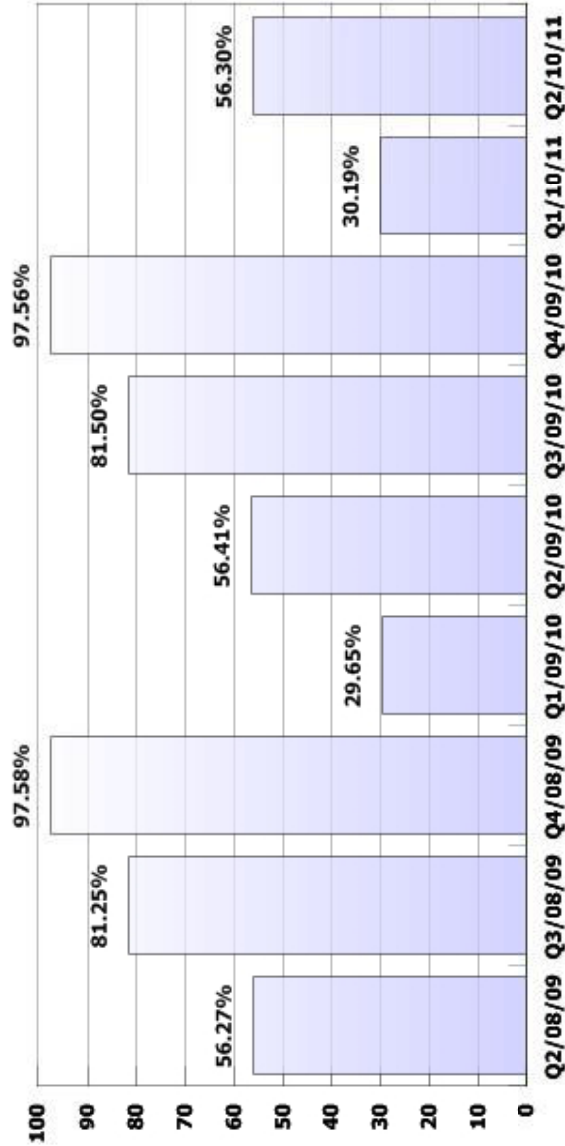
(Quarter 2 2010/11) The current target requires a 0.3% improvement on last year and collection and recovery procedures are in place to collect any outstanding debts to endeavour to reach the target.

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 performance



Quarter	Target	Actual
Q2/10/11	49.00%	56.30%
Q1/10/11	24.50%	30.19%
Q4/09/10	98.20%	97.56%
Q3/09/10	73.65%	81.50%
Q2/09/10	49.10%	56.41%

Annual 2010/11 - 98.00%
Target: 2009/10 - 98.20%

Indicator of good performance:
A higher percentage is good

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

Uncertain

Comment on current performance (including context):

(Quarter 2 2010/11) NNDR collection is 0.11% down on the same stage last year. There have been several new backdated assessments which have recently entered the valuation list and are yet to be collected.

Corrective action proposed (if required):

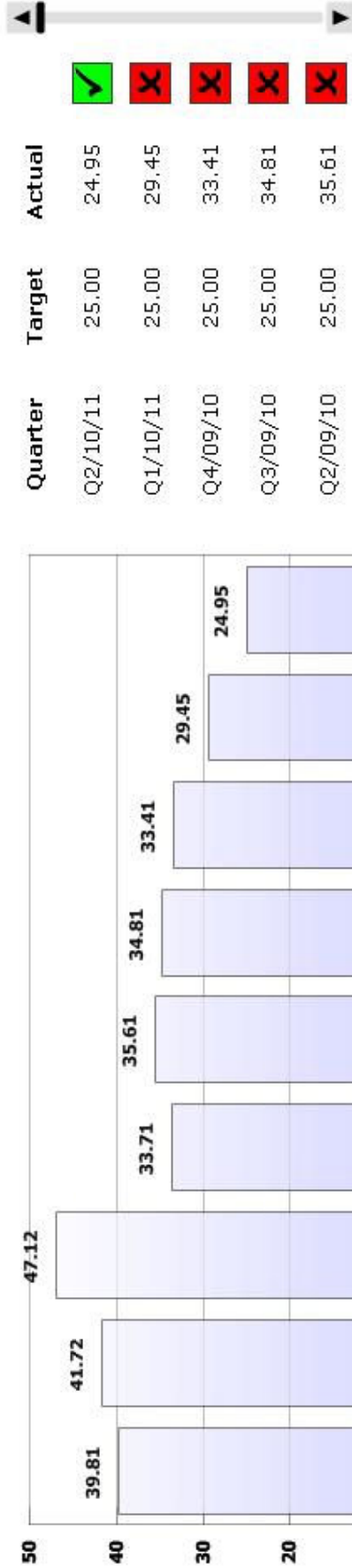
(Quarter 2 2010/11) This year's target requires a 0.44% increase in performance from last year. Billing and recovery procedures are in place to collect any outstanding debts.

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 performance



Annual 2010/11 - 25.00 days
Target: 2009/10 - 25.00 days
Indicator of good performance:
A lower number of days is good

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

Comment on current performance (including context):

(Quarter 2 2010/11) Performance was affected by the number of changes that normally occur at the start of the new financial year and therefore April showed longer processing times. However, since May, performance has improved and is on target for the year. Performance for July to September averaged 19.94 days. The caseload has remained at just under 9400 for the second quarter which compares to a caseload of 8861 for the same period in 2009/10. The number of documents requiring processing also continues to increase at 23,710 for the quarter, compared to 17,769 for the same period last year.

Corrective action proposed (if required):

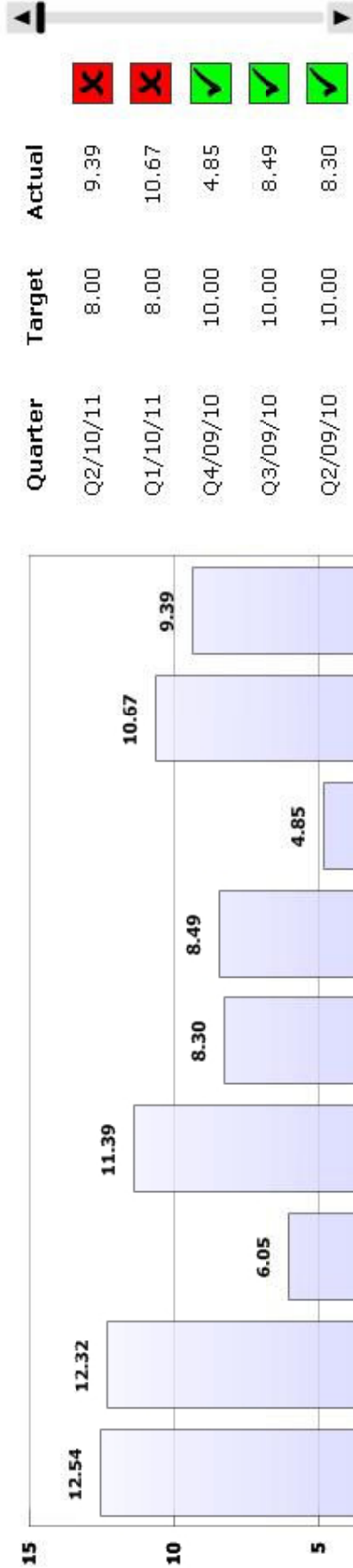
(Quarter 2 2010/11) Methods of speeding up the new claims processing continue to be explored. Following the inspection of the Benefits Service by the Audit Commission in 2009/10, an Action Plan was produced to assist in speeding up processing times and is being implemented.

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 performance



Annual 2010/11 - 8.00 days
Target: 2009/10 - 10.00 days
Indicator of good performance:
A lower number of days is good

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

Comment on current performance (including context):

(Quarter 2 2010/11) Performance was affected by the number of changes that normally occur at the start of the new financial year and therefore April showed longer processing times. However, since May, performance has improved and the target should be achieved for the year. Performance for July to September averaged 8.17 days.

Corrective action proposed (if required):

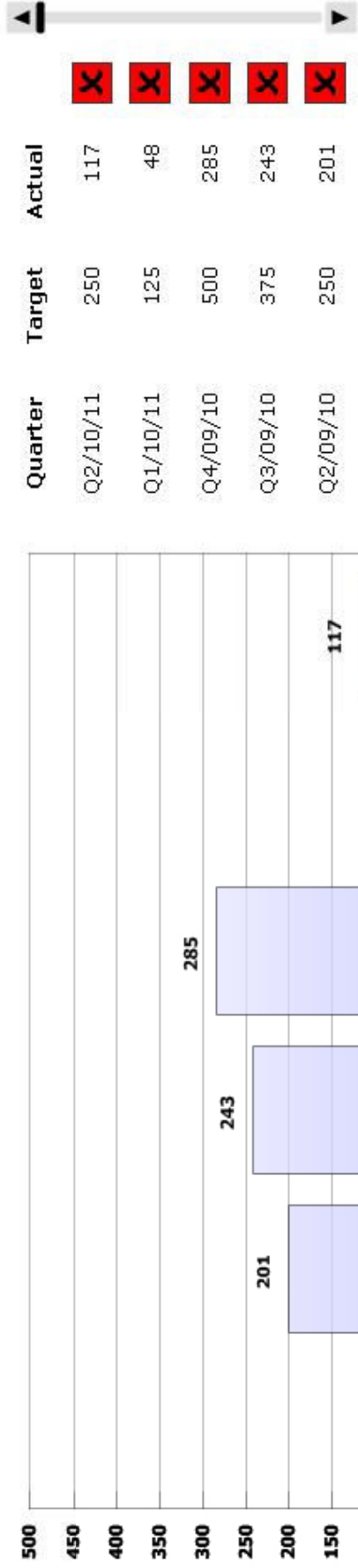
(Quarter 2 2010/11) Methods of speeding up processing times continue to be explored. Following the inspection of the Benefits Service by the Audit Commission, an Action Plan was produced to assist in speeding up processing times and is being implemented.

LPI53 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 performance



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

Annual 2010/11 - 500
 Target: 2009/10 - 500
 Indicator of good performance: A higher number is good

Corrective action proposed (if required):

(Quarter 2 2010/11) The number of completed investigations for the first six months was low due to one vacant Investigation Officer post and the inexperience of the other two Officers. An experienced Officer joined the Authority in August and performance has improved since this time. The target has been reduced this year due to the staffing problems. The target should be achievable as it is based on individual targets for each Investigation Officer post but it does rely on a full and experienced establishment.

(Quarter 2 2010/11) An experienced Officer joined the Authority in August and the number of investigations is increasing. Training is continuing for the less experienced members of staff.

Housing

<u>NI</u>	<u>LPI</u>
155	004
156	005
	007
	008
	009
	010

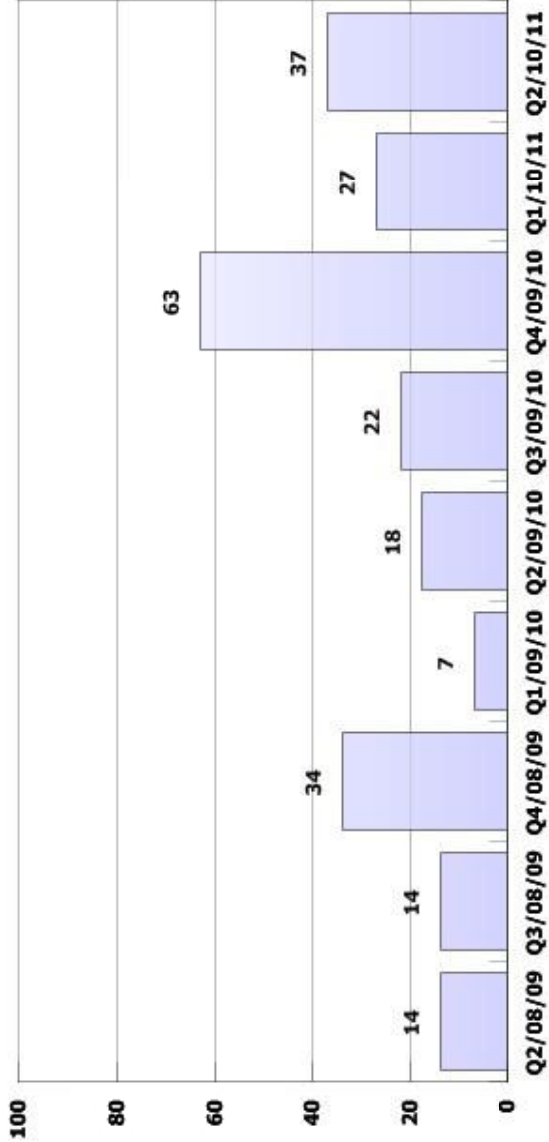
NI155 The number of affordable homes delivered (gross)

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 performance

Quarter	Target	Actual	
Q2/10/11	35	37	✓
Q1/10/11	17	27	✓
Q4/09/10	57	63	✓
Q3/09/10	42	22	✗
Q2/09/10	28	18	✗



Annual 2010/11 - 70
Target: 2009/10 - 57
Indicator of good performance:
A higher number is good

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



Comment on current performance (including context):

(Quarter 2 2010/11) The latest estimate out-turn for 2010/11 is 126 new affordable homes

Corrective action proposed (if required):

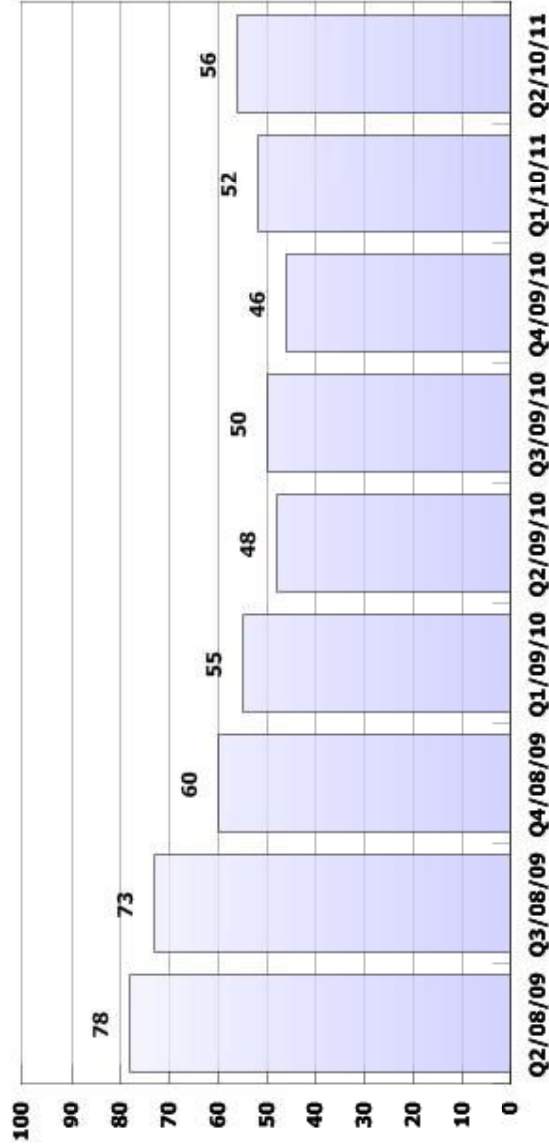
(Quarter 2 2010/11)

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. Annual performance is judged on the return for quarter 4.

Current and previous quarters performance



Quarter	Target	Actual
Q2/10/11	60	56
Q1/10/11	60	52
Q4/09/10	100	46
Q3/09/10	100	50
Q2/09/10	100	48

Annual 2010/11 - 60
Target: 2009/10 - 100

Indicator of good performance:
A lower number is good

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

Uncertain

Comment on current performance (including context):

(Quarter 2 2010/11) The number of households in temporary accommodation reduced from 201 as at 31 December 2004 to 50 on 31 December 2009. The number of households in temporary accommodation is likely to increase steadily in coming months and may rise above 60 by the end of the financial year due to the state of the economy.

Corrective action proposed (if required):

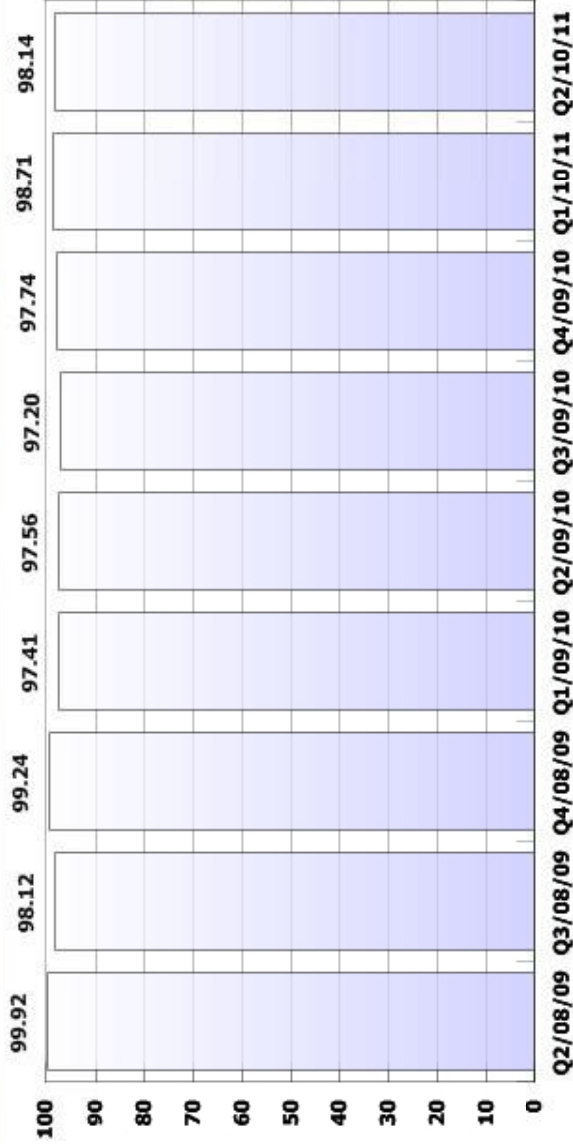
(Quarter 2 2010/11) Additional funding for Homelessness Prevention Schemes (i.e. Rental Loan Scheme and Epping Forest Housing Aid Scheme) would enable staff to limit the number of households placed in temporary accommodation. Uncertainty regarding a number of posts in the Prevention Team also affects the likelihood of meeting the target.

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

Responsible officer: Alan Hall

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

Current and previous quarters performance



Quarter	Target	Actual	Performance
Q2/10/11	97.00	98.14	✓
Q1/10/11	97.00	98.71	✓
Q4/09/10	98.80	97.74	✗
Q3/09/10	98.80	97.20	✗
Q2/09/10	98.80	97.56	✗

Annual 2010/11 - 97.00%
Target: 2009/10 - 98.80%

Indicator of good performance:
A higher percentage is good

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

Uncertain

Corrective action proposed (if required):

(Quarter 2 2010/11) No corrective action currently required

Comment on current performance (including context):

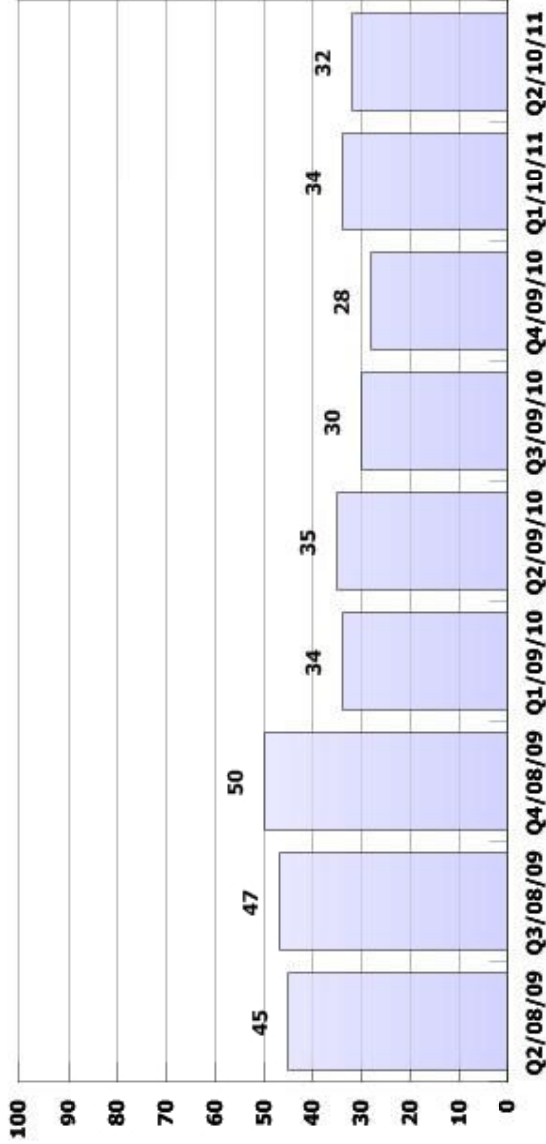
(Quarter 2 2010/11) Director of Housing to report as necessary

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 performance



Quarter	Target	Actual	Status
Q2/10/11	30	32	X
Q1/10/11	30	34	X
Q4/09/10	40	28	✓
Q3/09/10	40	30	✓
Q2/09/10	40	35	✓

Annual 2010/11 - 30.00 days
Target: 2009/10 - 40.00 days

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

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

Yes

Comment on current performance (including context):

(Quarter 2 2010/11) Director of Housing to report as necessary

Corrective action proposed (if required):

(Quarter 2 2010/11)

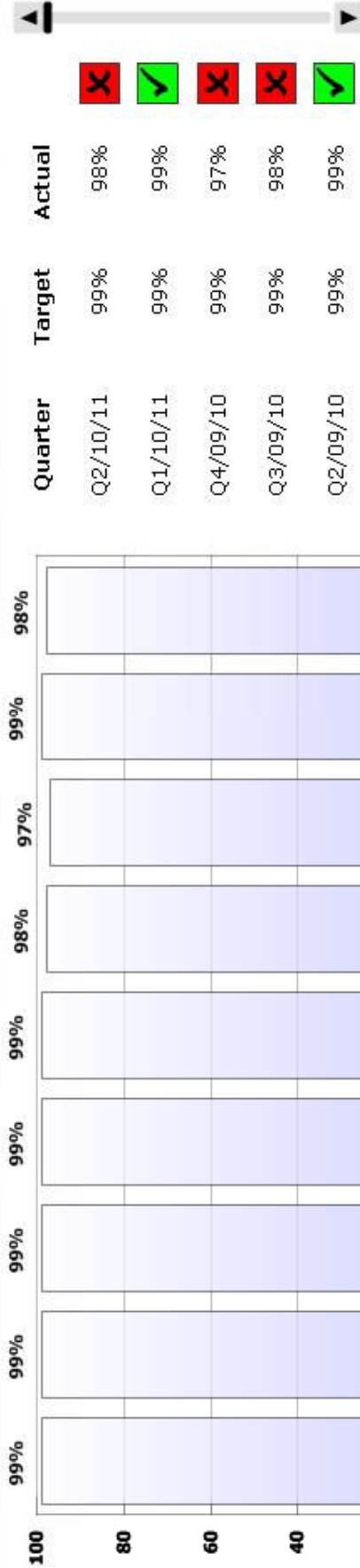
LPI07 Emergency repairs undertaken within target time

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 performance



Annual 2010/11 - 99%
Target: 2009/10 - 99%

Indicator of good performance:
A higher percentage is good

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

Uncertain

Comment on current performance (including context):

(Quarter 2 2010/11)

Corrective action proposed (if required):

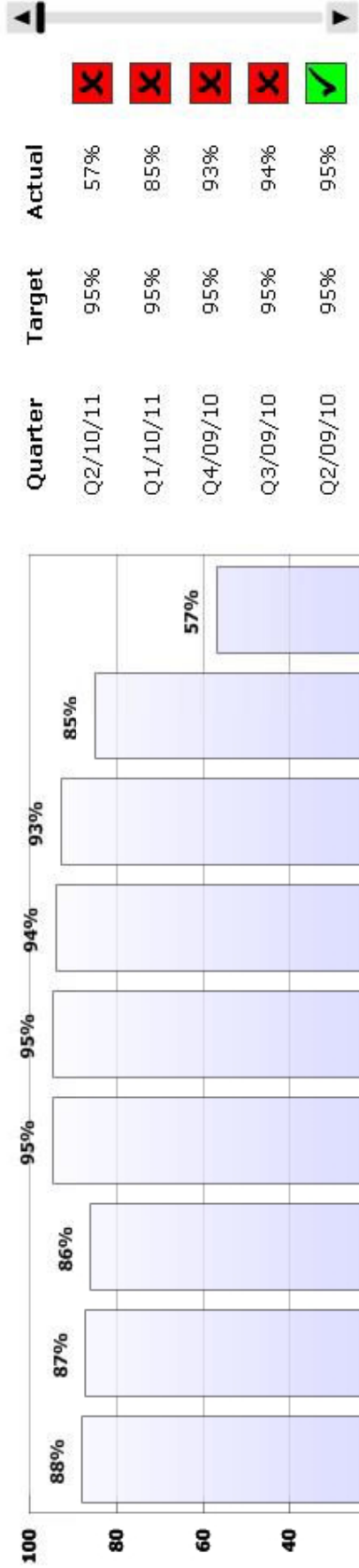
(Quarter 2 2010/11) New managers in post to lead improved supervision. New monitoring reports to be produced by Housing IT team; again to assist supervision

LPI08 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 performance



Annual 2010/11 - 95%
Target: 2009/10 - 95%

Indicator of good performance:
A higher percentage is good

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

Uncertain

Comment on current performance (including context):

(Quarter 2 2010/11) The number of Urgent jobs completed for quarter 2 is 720 and completed within the target time is 410, the percentage within target time is 56.94% for quarter 2.

Corrective action proposed (if required):

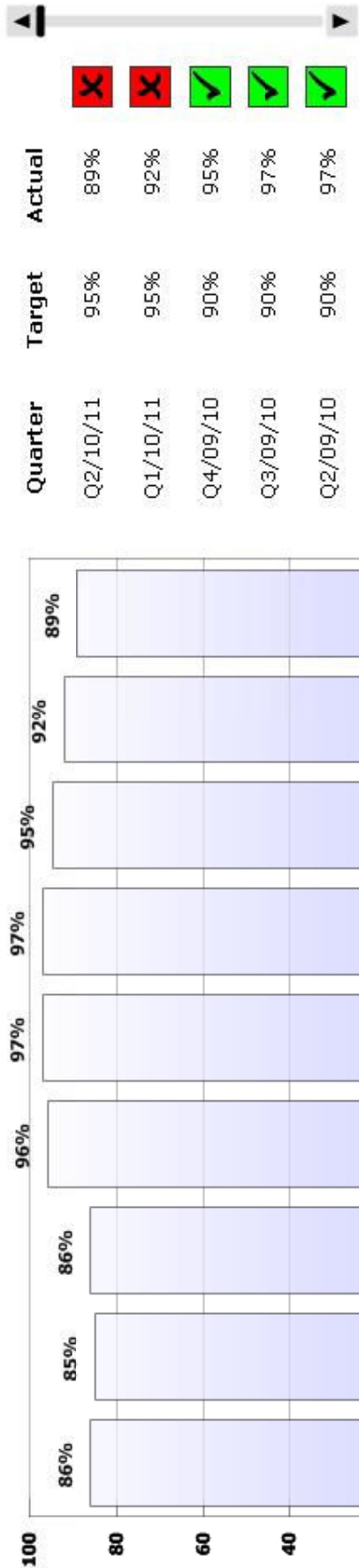
(Quarter 2 2010/11) New managers in post to lead improved supervision. New monitoring reports to be produced, again to improve supervision. No access jobs to be cancelled and reissued as appointments if customer responds to card left at dwelling.

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 performance



Annual 2010/11 - 95%
Target: 2009/10 - 90%

Indicator of good performance:
A higher percentage is good

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

Uncertain

Comment on current performance (including context):

(Quarter 2 2010/11) The number of jobs completed for quarter 2 is 1740 and completed within the target time is 1541, the percentage within target time is 88.56% for quarter 2.

Corrective action proposed (if required):

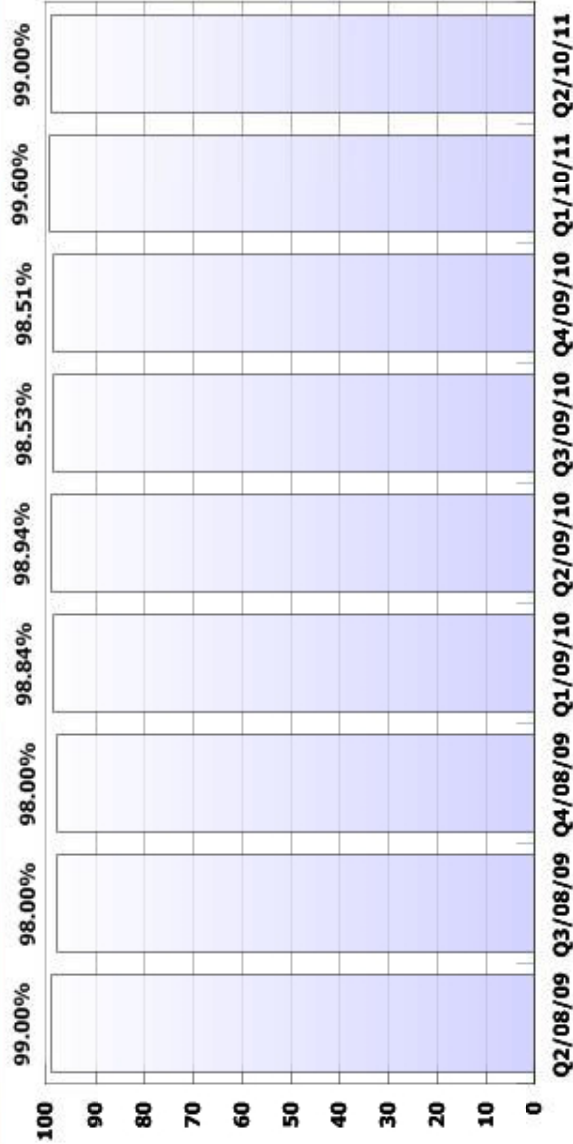
(Quarter 2 2010/11) New managers in post to lead improved supervision. New monitoring reports to be produced, again to improve supervision. No access jobs to be cancelled and reissued as appointments if customer responds to card left at dwelling.

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 performance



Quarter	Target	Actual
Q2/10/11	98.00%	99.00% <input checked="" type="checkbox"/>
Q1/10/11	98.00%	99.60% <input checked="" type="checkbox"/>
Q4/09/10	98.00%	98.51% <input checked="" type="checkbox"/>
Q3/09/10	98.00%	98.53% <input checked="" type="checkbox"/>
Q2/09/10	98.00%	98.94% <input checked="" type="checkbox"/>

Annual 2010/11 - 98.00%
Target: 2009/10 - 98.00%

Indicator of good performance:
A higher percentage is good

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

Yes

Comment on current performance (including context):

The calculation is the number of good and satisfactory responses, expressed as a percentage of all responses. Satisfaction levels relating to repairs completed remain high.

Corrective action proposed (if required):

Planning & Economic Development

<u>NI</u>	<u>LPI</u>
154	045
157 (a)	
157 (b)	

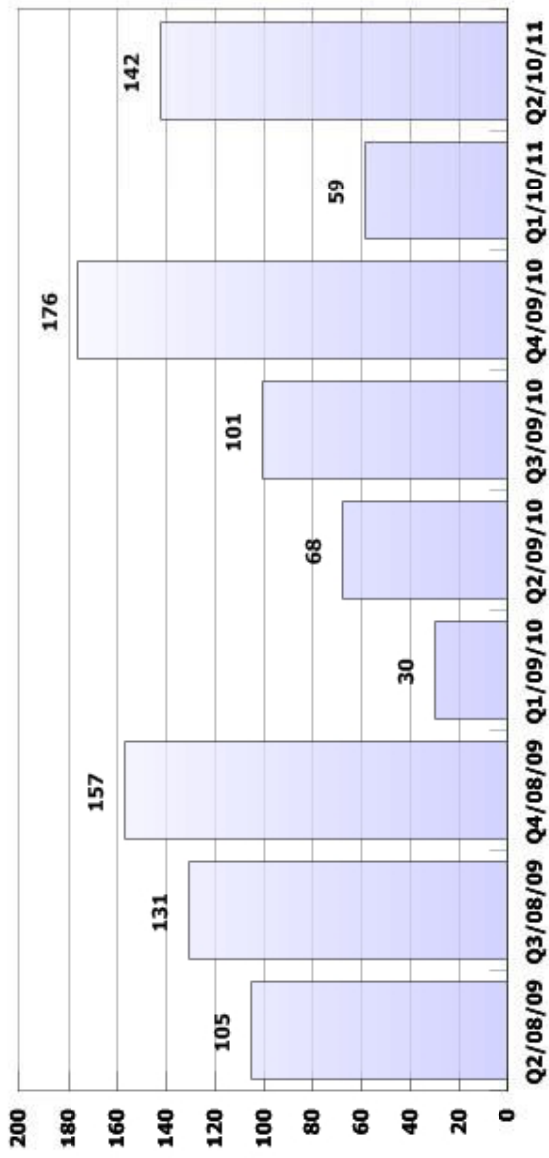
NI154 Net additional homes provided

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 performance

Quarter	Target	Actual	
Q2/10/11	90	142	✓
Q1/10/11	45	59	✓
Q4/09/10	144	176	✓
Q3/09/10	108	101	✗
Q2/09/10	72	68	✗



Annual 2010/11 - 180
 Target: 2009/10 - 144
 Indicator of good performance:
 A higher number is good

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

Comment on current performance (including context):

(Quarter 2 2010/11) 83 net new homes were completed in this quarter, resulting in a cumulative total of 142. This is a good performance against the target, and significantly higher than the second quarter for the last 2 years. Most of these units were completed on large sites, e.g. Epping Forest College, St Margaret's Hospital and the Parade Ground on North Weald Airfield.

Corrective action proposed (if required):

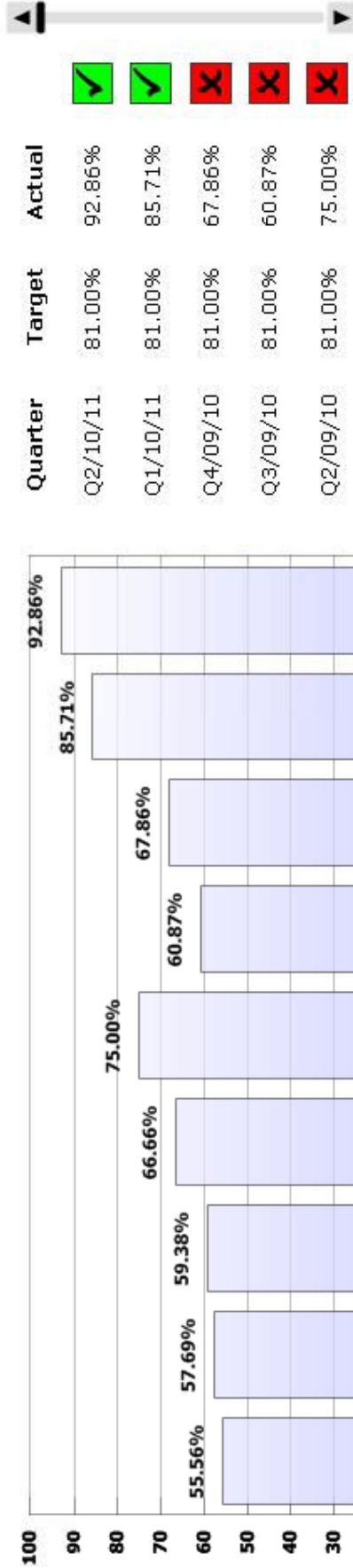
(Quarter 2 2010/11) No corrective action is proposed.

NI157a 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 performance



Annual 2010/11 - 81.00%
Target: 2009/10 - 81.00%

Indicator of good performance:
A higher percentage is good

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

Uncertain

Comment on current performance (including context):

(Quarter 2 2010/11) A low number of applications in this category, but target achieved (13 out of 14 applications for combined Q1 and Q2) because very few of them were subject to a legal agreement that otherwise inevitably delays the issue of the decision. Without legal agreements, the performance figures demonstrate that target can realistically be achieved, as borne out by 100% performance for this quarter (6 out of 6) for only the second time in recent years.

Corrective action proposed (if required):

(Quarter 2 2010/11) Target achieved. No corrective action planned at time of report

NI157b Processing of planning applications - 'Minor' application types

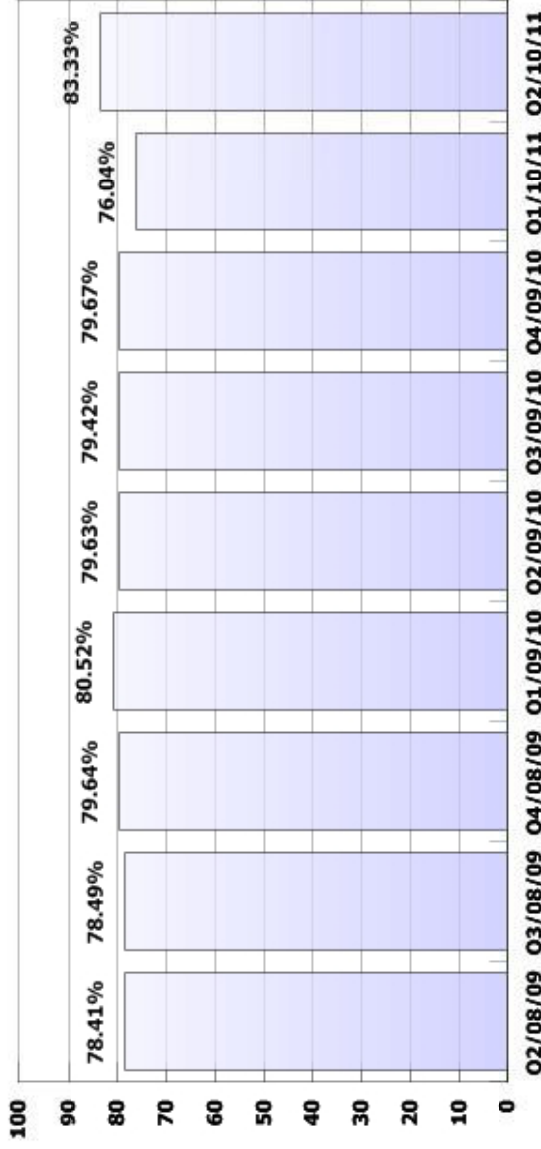
Responsible officer: John Preston

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



Current and previous quarters performance

Quarter	Target	Actual	
Q2/10/11	80.00%	83.33%	✓
Q1/10/11	80.00%	76.04%	✗
Q4/09/10	84.00%	79.67%	✗
Q3/09/10	84.00%	79.42%	✗
Q2/09/10	84.00%	79.63%	✗



Annual 2010/11 - 80.00%
Target: 2009/10 - 84.00%
Indicator of good performance: A higher percentage is good

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

Corrective action proposed (if required):

(Quarter 2 2010/11) Target achieved. No corrective action planned at time of report

Comment on current performance (including context):

(Quarter 2 2010/11) Slight tweaking of delegated powers and only a low no. in this quarter going beyond 8 week decision has resulted in this quarters fine performance (155 out of 186 applications decided in time). Lower no. of applications decided at planning committee may also be contributing as well as considerable effort made being made by staff to hit the target.

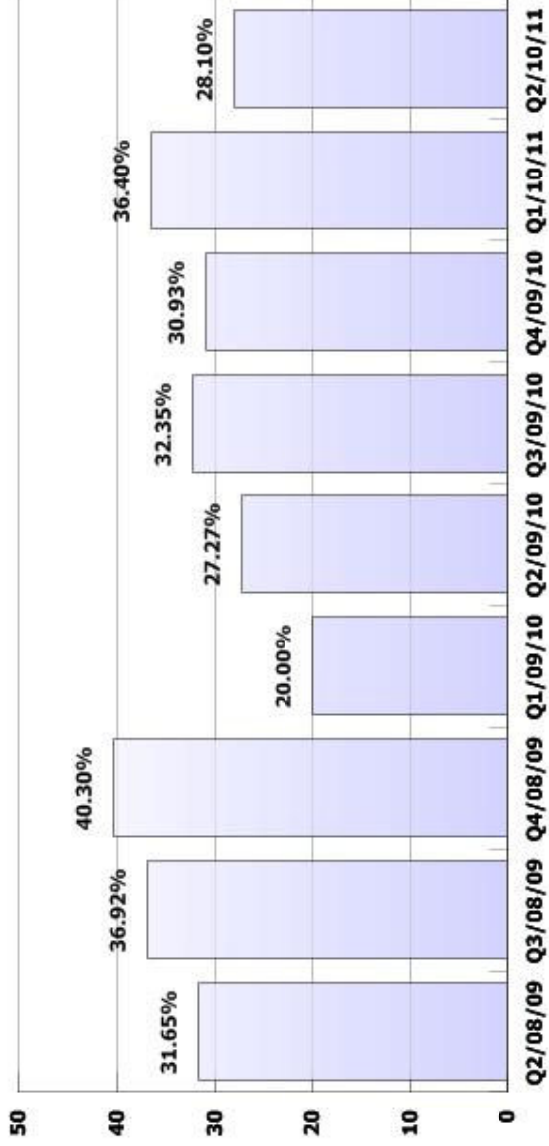
LPI 45 No. of appeals allowed against refusal of planning applications, as a % of the total no. of appeals made

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 performance

Quarter	Target	Actual	
Q2/10/11	28.00%	28.10%	X
Q1/10/11	28.00%	36.40%	X
Q4/09/10	25.00%	30.93%	X
Q3/09/10	25.00%	32.35%	X
Q2/09/10	25.00%	27.27%	X



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

Annual 2010/11 - 28.00%
 Target: 2009/10 - 25.00%
 Indicator of good performance: A lower percentage is good

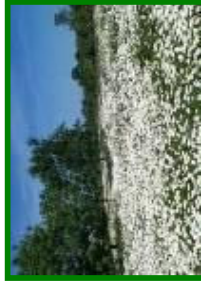
Corrective action proposed (if required):

(Q2: 2010/11) Just outside the target, but an improved performance on the previous quarter, where so far for Q1 and Q2 together, only 9 out of 32 appeals have been allowed. Of the 5 allowed in Q2, 3 were Committee reversals (refusals) where Officers recommendation to Members was to grant planning permission.

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Key Performance Indicator Improvement Plan 2010/11

LPI 7 – Emergency Repairs (Housing Revenue Account Dwellings)



LP 7 – Emergency Repairs (Housing Revenue Account Dwellings)



KPI IMPROVEMENT PLAN 2010/11	
KPI reference and description	LP 07: The percentage of Emergency repairs completed within target time (24 hours)
Responsible officer	Alan Hall
Outturn 2007/08	99.00%
Outturn 2008/09	99.00%
Outturn 2009/10	97.26%
Target 2010/11	99.00%
What actions are needed to achieve or maintain target performance for the KPI in 2010/11?	<p>Following the top management restructure in 2007, the Housing Repairs and Building Maintenance Works Unit were amalgamated in May 2008. A review of the combined sections and their working practices has led to the decision to appoint an External Management Contractor to oversee a range of improvements and new targets. One particular improvement that has been identified is to make use of existing framework agreement contracts let for planned maintenance works to carry out a range of specialist activities arising from responsive repairs. This will allow the Works Unit to focus of a faster turn around for routine, urgent and emergency works.</p> <p>An OJEU notice has been posted and a shortlist of applicants for the role of External Management Contractor has been agreed. Tenders will be sought, and an appointment made during 2010/11.</p> <p>Recruitment to the 5 newly created positions within the combined Housing Repairs Service will be completed in 2010. This will help to focus on managing the repairs to achieve the targets.</p>

<p>What are the timescales and milestones for improvement of the KPI in 2010/11?</p>	<p>The appointment of the External Management Contractor is likely to take place by January 2011. Recruitment to the 5 newly created posts in the Housing Repairs Service are likely to be in post by September 2010. However, a number of framework agreements are already in place with others due to be set up and implemented with 12 months.</p>
<p>What is the cost of providing the service measured by the KPI?</p>	<p>Annually, the Council spends around £2m on responsive repairs and a further £600k on void refurbishment. It is envisaged that there will be no additional cost, other than that already budgeted for, to provide this service.</p>
<p>What resources are required to achieve or maintain target performance for the KPI in 2010/11? Are these existing or additional resources?</p>	<p>The restructure of the newly formed Housing Repairs Service, as reported to the Cabinet in November 2009, has generated a saving of around £20,000 per annum in staff costs.</p> <p>With the exception of the appointment of an External Management Contractor, all other resources will be from the existing establishment.</p>
<p>If additional resources are required to achieve or maintain target performance for the KPI in 2010/11, how will these be secured?</p>	<p>All additional resources will be appointed based on EU procurement rules in accordance with Contract Standing Orders.</p>
<p>Progress</p>	<p>15 Framework agreements for specialist services used for planned maintenance have been set up over the last 4-years. 4 new frameworks are currently in the process of being procured.</p> <p>The former Repairs Section have relocated to the Epping Depot site, electronic ordering via the Marketplace has successfully been introduced and an improved post inspection procedure, Craft workers undertaking pre-inspections to increase the number of jobs "Fixed first time" and Trackers fitted in all fleet vehicles.</p> <p>The Repairs Advisory Group continues to monitor progress, and a new Tenants Repairs Focus Group has been formed and has met. This group were very supportive of the initiatives already put into place and being planned.</p>
<p>Corporate Executive Forum Comments/Approval</p>	

LP 7 – Emergency Repairs (Housing Revenue Account Dwellings)

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Report to Finance and Performance Management Scrutiny Panel

Date of Meeting: 9 December 2010

Portfolio: Performance Management (Councillor R. Bassett)

Subject: National Indicator Set – Abolition and Review

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

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

- (1) That the abolition of the National Indicator Set be noted;**
- (2) That, subject to the views of the Finance and Performance Management Cabinet Committee, monitoring and member reporting of each of the National Indicators forming part of the Council's adopted Key Performance Indicator set for 2010/11, continue until the end of the year;**
- (3) That, as part of a review of the National Indicator Set, the Scrutiny Panel provisionally identify those existing Key Performance Indicators that should be retained for 2011/12; and**
- (4) That, subject to recommendation (3) above, proposed Local Performance Indicator 24(c) (User Satisfaction With The Council's Website), be adopted as a new Key Performance Indicator for 2011/12.**

Executive Summary:

1. (Office of the Deputy Chief Executive) Pursuant to the Local Government Act 1999, the Council is required to make arrangements to secure continuous improvement in the way in which its functions and services are exercised, having regard to a combination of economy, efficiency and effectiveness.

2. As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's activities and key objectives are adopted each year. Performance against the KPIs is monitored on a quarterly basis by Management Board and the Finance and Performance Management Scrutiny Panel, and has previously been an inspection theme in external judgements of the overall performance of the authority.

Reasons for Proposed Decision:

3. It is important that relevant performance management processes are in place to review and monitor performance against the Council's 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:

4. No other options are appropriate in this respect. Failure to monitor and review performance against key objectives and to take corrective action where necessary, could have negative implications for judgements made about the Council in corporate assessment processes, and might mean that opportunities for improvement were lost.

Report:

5. The Scrutiny Panel will be aware that a range of thirty-one Key Performance Indicators (KPI) have been adopted for the 2010/11, comprising a mixture of National Indicators and Local Performance Indicators. Improvement plans have been produced for each of the KPIs, setting out actions to be implemented in order to achieve or maintain target performance, and to reflect changes in service delivery. In adopting the KPIs for 2010/11, a corporate target was set for the achievement of improvement against 70.00% of the indicators for the year. Details of the indicators are included in the second quarter KPI performance monitoring report for 2010/11, to be found elsewhere in this agenda.

6. The Secretary of State for Communities and Local Government has recently written to the Leaders and Chief Executives of all local authorities, setting out changes to existing performance arrangements. A copy of the letter from the Secretary of State is attached as Appendix 1 to this report. The new arrangements detailed by the Secretary of State, provide for the revocation of statutory requirements to participate in the Local Area Agreement process, and the replacement of the existing National Indicator Set with a single list of data required to be provided to the Government by local authorities. This report addresses issues around the future of the National Indicator Set only.

7. It is clear from the Secretary of State's letter, that the abolition of the Local Area Agreement process takes effect immediately. However, the position is less certain with regard to the National Indicator Set, which appears to remain in force until 31 March 2011. This position is supported by guidance published by the Audit Commission, which indicates that data collection for the National Indicators will continue unless the Government makes specific announcements on individual indicators. Since the Secretary of State announced the demise of the National Indicator Set, the Department for Communities and Local Government has confirmed that local authorities will not be required to submit efficiency savings data through National Indicator 179 (Value For Money) in 2010/11. Additionally, the Department for the Environment, Food and Rural Affairs has reviewed the value of continuing to report NI 188 (Climate Change) data, and has advised that local authorities are no longer be required to report relevant data to the Government. These indicators have therefore clearly been 'deleted', although no specific guidance has been issued in respect of any of the remaining National Indicators.

8. Whatever the exact position with regard to the cessation of the National Indicator Set, it is considered appropriate for the Council to continue to monitor and internally report performance against each of the National Indicators that form part of it's adopted KPI set until the end of 2010/11, even if not formally required to do so for the purpose of submitting performance returns to the Government. A number of the existing National Indicators are used as performance measures for the Council's Key Objectives for 2010/11, and therefore clearly need to be retained until at least the end of the year. The majority of Essex authorities are similarly unclear about the current status of the National Indicator Set (with the exception of NI 179 and NI 188), but most are generally intending to continue to monitor performance against the indicators for the remainder of the year, where these are used to monitor service delivery. However, some authorities are intending to immediately cease the collection and reporting of data for National Indicators that are regarded as being resource intensive or of limited value.

9. In the absence of any guidance to suggest the immediate demise of the remainder of the National Indicator Set, Management Board has recently considered whether monitoring and reporting of the existing KPI set should continue until the end of 2010/11. Given the original intention of the KPIs to secure improved performance in key areas and the use of certain indicators to measure performance against the Key Objectives for 2010/11, the Board has recommended that for the time being, all of the existing KPIs (including NI 179 and NI 188) should remain in force for the remainder of the year, even if further individual indicators are subsequently deleted by the Government over the remaining four months of the year.

10. Since the changes to existing performance arrangements were announced by the Secretary of State, a review of the existing KPI set has been undertaken to identify any National Indicators that could be deleted as KPIs for 2011/12, on the grounds that data collection is resource intensive or over burdensome, or where issues of limited value and validity have arisen in respect of data previously collected. As part of this review process, Service Directors have been asked to highlight ongoing and future activities in the areas where KPIs may be deleted, in order to ensure that the Council maintains appropriate focus on key areas in the absence of corporate assessment or centralised performance reporting arrangements. This exercise has resulted in proposals for some National Indicators to be carried forward into 2011/12 as Local Performance Indicators, as was previously the case with the cessation of the Best Value Performance Indicator regime in 2007/08. As with Local Area Agreements, the Government's new arrangements allow for National Indicators to be retained on a local basis, without the need for central performance reporting.

11. The results of this review exercise are attached as Appendix 2 to this report, and the Scrutiny Panel is requested to provisionally agree the adoption of identified indicators as KPIs for 2011/12. In accordance with established arrangements, proposed targets for the KPIs for 2011/12 will be considered at the meeting of the Scrutiny Panel to be held in March 2011, based on third quarter performance (to 31 December 2010) and the anticipated outturn of the year. Improvement plans will be produced for each 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.

12. Notwithstanding the demise of the National Indicator Set (whenever this may formally take effect), the annual identification of KPIs provides an opportunity for the Council to focus specific attention on how areas for improvement will be addressed, opportunities exploited and better outcomes delivered for local people. For the future, it will remain important that relevant performance management processes are in place to review and monitor performance against the Council's objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of under performance.

13. It is also essential to note that the changes to existing performance arrangements announced by the Secretary of State for Communities and Local Government, do not remove the Council's duty to illustrate value for money in the provision of its services. As part of the annual governance report, the Council's external auditors will still be required to be satisfied that proper arrangements have been made to secure economy, efficiency and effectiveness in the authority's use of resources (i.e value for money).

14. A further report will be made to the Scrutiny Panel once the Government's requirements for data to be provided by local authorities from April 2011, in place of the National Indicator Set, has been published.

Resource Implications:

The review of the National Indicator Set will be met from within existing resources.

Legal and Governance Implications:

There are no legal implications or Human Rights Act issues arising from this report, which seeks to ensure that appropriate arrangements are in place to secure continuous improvement in the way in which the Council's functions and services are exercised.

Safer, Cleaner and Greener Implications:

There are no legal implications arising from 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 content of this report has been considered by Management Board, and the report was made available to the Performance Management Portfolio Holder in advance of the preparation of this agenda. The review of the National Indicator Set will be considered by Management Board and the Finance and Performance Management Cabinet Committee and Scrutiny Panel, in January 2011.

Background Papers:

None.

Impact Assessments:

Risk Management

A failure on the part of the Council to monitor and review performance against key objectives and to take corrective action where necessary, could mean that opportunities for improvement were lost, and might adversely affect the reputation of the authority.

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 identified any equality issues arising from proposals for corrective action in respect of current or future areas of KPI under-performance

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



The Rt Hon Eric Pickles MP
Secretary of State for Communities and Local
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Leaders of all Councils
cc. Chief Executives of all Councils

Dear Colleagues,

13 OCT 2010

Changes to Local Authority Performance Arrangements

I am writing to you today to announce important changes to Local Area Agreements. Back in June we scrapped the Comprehensive Area Assessment, saving councils up to £39 million per year. I want to go further. Luton and Central Bedfordshire, for example, have told us that the annual cost to each authority of the National Indicator Set and statutory data returns is nearly half a million pounds. We are committed to relieving you of the bureaucracy that diverts money away from the frontline. So today I am announcing the end of other burdensome aspects of the old command-and-control regime, linked to Local Area Agreements and the National Indicator Set.

I am therefore giving you notice under section 109 of the Local Government and Public Involvement in Health Act 2007 that I am revoking all designations of local improvement targets in your Local Area Agreement from the date of this letter. What this means is that I am handing over full control of all current Local Agreements to you - if you wish to amend or drop any targets you are now free to do so, without needing my approval. Where you choose to keep any of your targets, we will no longer monitor your performance. I will also not be requiring you to prepare a new agreement from April 2011. In addition, I will not be making any payments for Performance Reward Grant against the 2008-11 LAA targets. Deficit reduction and ensuring economic recovery are the most pressing issues facing Britain today, and of course local government has to take its share of the cuts.

I am also announcing today the replacement of the National Indicator Set with a single, comprehensive list of all the data we expect local government to provide to central government. My aim is to make the data requirements we place on local government transparent and to review and reduce this for April 2011 and I will involve local government in this review, to help us ensure the list contains only the minimum of central government data needs. My pledge to you is that in future, if it's not on the list you won't have to provide it.

My aim is to give you the flexibility you need to protect key services, by removing ring-fences around your money, scrapping CAA and getting rid of unnecessary top-down targets and their related bureaucracy. Where central Government can help you do more to collaborate and redesign better services at reduced cost I continue to welcome suggestions.

A handwritten signature in black ink that reads "Eric Pickles".

THE RT HON ERIC PICKLES MP

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KEY PERFORMANCE INDICATORS 2010/11 - REVIEW

NATIONAL INDICATORS

REF	SUMMARY DEFINITION AND DIRECTION OF IMPROVING PERFORMANCE (HIGH/LOW)	RESPONSIBILITY	OUTTURN 2008/09	OUTTURN 2009/10	TARGET 2010/11	QUARTER 2 2010/11	RETAIN FOR 2011/12	COMMENTS/JUSTIFICATION FOR RETENTION/DELETION AS KPI FOR 2011/12. ONGOING AND FUTURE ACTIVITIES TO BE DETAILED FOR ALL KPI PROPOSED FOR DELETION	FREQUENCY
NI 154	ADDITIONAL HOMES PROVIDED (NET) 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	157.00	176.00	180.00	142.00	YES	The Government has recently issued a consultation document in respect of the proposed New Homes Bonus (NHB) to encourage sustainable new housing development, through payments to authorities reflective of the national average for the Council Tax Band for each additional new property paid over a six year period as un-ringed grant. The consultation document was considered by the Planning Services Scrutiny Panel on 2 December 2010 and, in view of the importance of the NHB proposal, the views of the Scrutiny Panel will be referred to the full Council for ratification later in the month. If the NHB is introduced, the need for this indicator will be removed but, in the meantime, it is important to maintain a focus on housing delivery even in times of recession, because of the local level of housing need. For the time being therefore, this indicator should be retained as a KPI for 2011/12.	Quarterly
NI 155	AFFORDABLE HOMES DELIVERED (GROSS) This indicator promotes an increase in the supply of affordable housing through new-build completions, changes of use and conversions (HIGH).	Director of Housing	20.00	63.00	70.00	37.00	YES	Subject to the Government's proposed revocation of Regional Spatial Strategies and regional housing targets through the proposed Localism Bill, local planning authorities will have responsibility for setting their own targets for housing growth in their districts, including affordable housing, in view of the proposed introduction of the supplement to the New Homes Bonus for affordable housing provision (£350 per property for six years), and the desperate need for affordable housing in the district, this continues to be an important KPI and should be retained for 2011/12.	Quarterly
NI 156	HOUSEHOLDS LIVING IN TEMPORARY ACCOMMODATION This indicator monitors progress towards reducing the number of households in temporary accommodation provided under homelessness legislation (LOW).	Director of Housing	70.00	46.00	60.00	56.00	YES	There is a general expectation that homelessness will increase when the Government introduces proposed reductions in Housing Benefit. Added to the current economic climate, this KPI should be retained for 2011/12 in order to measure the effect of reductions in Housing Benefit, especially if greater use of bed and breakfast accommodation is necessary, with associated increased costs for the Council's General Fund.	Quarterly
NI 157 (a)	PROCESSING OF PLANNING APPLICATIONS 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	59.38%	67.86%	81.00%	92.86%	YES	The speed of the delivery of decisions on planning applications has long been an important measure of performance, and was carried forward as a National Indicator from the former Best Value Performance Indicator regime in 2007/08. This indicator has traditionally been of particular interest to members as a priority of the Council, and should be retained as a KPI for 2011/12.	Quarterly
NI 157 (b)	PROCESSING OF PLANNING APPLICATIONS 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	79.64%	79.67%	80.00%	83.33%	YES	The speed of the delivery of decisions on planning applications has long been an important measure of performance, and was carried forward as a National Indicator from the former Best Value Performance Indicator regime in 2007/08. This indicator has traditionally been of particular interest to members as a priority of the Council, and should be retained as a KPI for 2011/12.	Quarterly
NI 158	NON-DECENT COUNCIL HOMES 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%	0.00%	0.00%	N/A	YES	Although the Council currently has no non-decent homes, every year a number of Council properties become potentially non-decent on an ongoing basis, requiring repairs/improvements to ensure that they remain decent. Many other councils still have a long way to go until all their homes are decent, and it is important to monitor this issue, to ensure that the Council is keeping on top of the task to ensure no homes become non-decent. This indicator should therefore be retained as a KPI for 2011/12.	Year-end

REF	SUMMARY DEFINITION AND DIRECTION OF IMPROVING PERFORMANCE (HIGH/LOW)	RESPONSIBILITY	OUTTURN 2008/09	OUTTURN 2009/10	TARGET 2010/11	QUARTER 2 2010/11	RETAIN FOR 2011/12	COMMENTS/JUSTIFICATION FOR RETENTION/DELETION AS KPI FOR 2011/12. ONGOING AND FUTURE ACTIVITIES TO BE DETAILED FOR ALL KPI PROPOSED FOR DELETION	FREQUENCY
NI 159	SUPPLY OF READY TO DEVELOP HOUSING SITES 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	212.40%	164.76%	100.00%	N/A	YES	This indicator complements NI 154 (Additional Homes Provided (Net)) if an authority does not have an adequate supply of housing sites, it is likely to lose appeals for proposals which would otherwise have been rejected. This indicator should therefore be retained as a KPI for 2011/12.	Year-end
NI 179	VALUE FOR MONEY 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	£1,241,350	£311,076	£600,000	N/A	NO	The guidance for this indicator was inadequate and reliable comparisons between authorities have not been possible. What is far more relevant and reliable, is actual reductions achieved in the Continuing Service Budget, which are reported as part of the budget process, and then as part of annual outturn reports. This indicator should not therefore be retained as a KPI for 2011/12.	Year-end
NI 181	TIME TAKEN (DAYS) TO PROCESS HOUSING BENEFIT/COUNCIL TAX BENEFIT NEW CLAIMS AND CHANGE EVENTS 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	11.54	8.16	13.00	12.64	NO	This is a standard indicator required by the Department for Work and Pensions, and calculation does not present any additional burden. However, if Members are happy to just receive data on new claims and change of circumstance processing, this indicator could be deleted as a KPI for 2011/12, as it is a combination of two existing separate indicators (LPI 16 and LPI 17).	Quarterly
NI 182	SATISFACTION OF BUSINESSES WITH LOCAL AUTHORITY REGULATION SERVICES (ENVIRONMENTAL, HEALTH, LICENSING, PUBLIC SECTOR LANDLORDS) This indicator supports the success of the economy through a business friendly environment (HIGH).	DeESS (as lead officer), DoH, DoCSS	50.00%	69.00%	78.00%	N/A	NO	This is a very complex indicator to collect data for, the outcome of which relies entirely upon responses from local businesses. The outcome of the indicator does little to genuinely inform the Council about what local businesses think of its enforcement activity. It is however important that business satisfaction is gauged in some way, and it is therefore proposed that the indicator be deleted as a KPI from 2011/12 and that previous arrangements (where in place) for the issue of pre-paid satisfaction cards at the time of inspection are reverted, to and reported through the business planning process.	Year-end
NI 185	CO2 REDUCTION FROM LOCAL AUTHORITY OPERATIONS 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 (HIGH).	Director of Planning and Economic Development	Not reported	Not reported	10.00%	N/A	YES	CO2 reduction is an important issue. The Council will continue to be assessed in terms of its provision of value for money, specifically in terms of how it is making effective use of natural resources. This indicator should therefore be retained as a KPI for 2011/12.	Year-end
NI 186	PER CAPITA CO2 EMISSIONS IN THE LOCAL AUTHORITY AREA 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 (HIGH).	Director of Planning and Economic Development	Not reported	Not reported	8.00%	N/A	NO	The ability of the Council to influence reductions in carbon emissions by setting a behavioural and strategic example, is limited when compared to that of the Government and what legislation or taxation can influence. The retention of NI 185 is sufficient to demonstrate the Council's progress in this respect, and this indicator should not therefore be retained as a KPI for 2011/12.	Year-end
NI 187	FUEL POVERTY 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	12.00%	6.00%	Not Set	N/A	YES	This has been a cumbersome indicator upon which to collect evidence, and it might be tempting to delete it as a KPI for 2011/12. However, the Council adopted a Fuel Poverty Strategy in 2007 and signed the Nottingham Declaration, and the strategy continues to be relevant. The Department for Energy and Climate Change Business Plan recently published by the Government refers to an impact indicator of the number of households in 'fuel poverty', and it would be sensible to retain this indicator as a KPI for 2011/12, even if the Government changes exactly what is measured after an independent review of this issue.	Year-end
NI 188	PLANNING TO ADAPT TO CLIMATE CHANGE 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 2	Level 2	N/A	NO	Local authorities have an essential role to play in planning ahead and taking adaptation action. Following the recent announcement to end the National Indicator Set, Defra has reviewed the value of continuing to report NI 188 data, and has concluded that whilst local authorities may wish to continue to collect the self-assessment data for their own adaptation purposes, they should no longer be required to report the data to central Government. The Council is not therefore required to submit a self-assessment at the end of this financial year, but will continue to seek to make local progress on adaptation.	Year-end

REF	SUMMARY DEFINITION AND DIRECTION OF IMPROVING PERFORMANCE (HIGH/LOW)	RESPONSIBILITY	OUTTURN 2008/09	OUTTURN 2009/10	TARGET 2010/11	QUARTER 2 2010/11	RETAIN FOR 2011/12	COMMENTS/JUSTIFICATION FOR RETENTION/DELETION AS KPI FOR 2011/12. ONGOING AND FUTURE ACTIVITIES TO BE DETAILED FOR ALL KPI PROPOSED FOR DELETION	FREQUENCY
NI 189	FLOOD AND COASTAL EROSION RISK MANAGEMENT This indicator records progress in delivering agreed measures to implement long-term flood and coastal erosion risk management plans. Performance against this indicator is reported as the percentage of agreed actions to implement risk management plans that are being undertaken satisfactorily (HIGH).	Director of Environment and Street Scene	N/A	N/A	80.00%	N/A	Defer Decision See Commentary	The Council's work in respect of this indicator is reported as part of the Environment Agency's overall return. At the present time, it is unknown whether the Environment Agency will continue to report local authority performance against this indicator following the abolition of the National Indicator set. It is therefore suggested that, if the Environment Agency decides to continue to report against the indicator, that the Council should similarly continue to report performance. However, if the Agency decides to cease performance monitoring in this respect, the Council would also abandon this indicator as a KPI. The Director of Environment and Street Scene will report further in this respect when the situation in respect of the indicator is clearer.	Year-end
NI 191	RESIDUAL HOUSEHOLD WASTE PER HOUSEHOLD 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. Performance is reported as a cumulative KG reduction (LOW).	Director of Environment and Street Scene	539.00	447.00	500.00	195.00	YES	This indicator is a key measure of the Council's waste management performance, and should be retained as a KPI for 2011/12.	Quarterly
NI 192	HOUSEHOLD WASTE SENT FOR REUSE, RECYCLING AND COMPOSTING 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	43.44%	51.17%	58.00%	61.25%	YES	This indicator is a key measure of the Council's waste management performance, and should be retained as a KPI for 2011/12.	Quarterly
NI 193	REDUCTION IN NOX AND PRIMARY PM10 EMISSIONS THROUGH THE LOCAL AUTHORITY'S ESTATE AND OPERATIONS 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 reported	Not reported	Not Set	N/A	NO	These are important emissions, but are controlled by other legislation and the actions of many agencies. For example, if air quality is particularly poor the Council has to declare an Air Quality Management Area. Whilst part of Epping High Street has been declared as an Air Quality Management Area, no part of the Council's estate or operations have warranted such action. This indicator should not therefore be retained as a KPI for 2011/12.	Year-end
NI 195 (a)	IMPROVED STREET AND ENVIRONMENTAL CLEANLINESS (LITTER) 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	11.67%	11.00%	10.00%	9.00% (Period 1)	YES	This indicator is a key measure of the Council's effective management of the street scene, and should therefore be retained as a KPI for 2011/12. As well as retention of the indicator, it is proposed to change performance reporting arrangements from the statutory four-monthly collection arrangements required by the National Indicator regime, to quarterly collection arrangements to align with the Council's existing Local Performance Indicator regime.	Four Monthly
NI 195 (b)	IMPROVED STREET AND ENVIRONMENTAL CLEANLINESS (DETRITUS) 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	14.00%	13.00%	13.00%	8.00% (Period 1)	YES	This indicator is a key measure of the Council's effective management of the street scene, and should therefore be retained as a KPI for 2011/12. As well as retention of the indicator, it is proposed to change performance reporting arrangements from the statutory four-monthly collection arrangements required by the National Indicator regime, to quarterly collection arrangements to align with the Council's existing Local Performance Indicator regime.	Four Monthly
NI 196	IMPROVED STREET AND ENVIRONMENTAL CLEANLINESS (FLY-TIPPING) 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 3	Grade 2	Grade 3	YES	This indicator is a key measure of the Council's effective management of the street scene, and should therefore be retained as a KPI for 2011/12.	Quarterly

REF	SUMMARY DEFINITION AND DIRECTION OF IMPROVING PERFORMANCE (HIGH/LOW)	RESPONSIBILITY	OUTTURN 2008/09	OUTTURN 2009/10	TARGET 2010/11	QUARTER 2 2010/11	RETAIN FOR 2011/12	COMMENTS/JUSTIFICATION FOR RETENTION/DELETION AS KPI FOR 2011/12. ONGOING AND FUTURE ACTIVITIES TO BE DETAILED FOR ALL KPIS PROPOSED FOR DELETION	FREQUENCY
LOCAL PERFORMANCE INDICATORS									
REF:	SUMMARY DEFINITION AND DIRECTION OF IMPROVING PERFORMANCE (HIGH/LOW)	RESPONSIBILITY	OUTTURN 2008/09	OUTTURN 2009/10	TARGET 2010/11	QUARTER 2 2010/11	RETAIN FOR 2011/12	COMMENTS/JUSTIFICATION FOR RETENTION/DELETION AS KPI FOR 2011/12. ONGOING AND FUTURE ACTIVITIES TO BE DETAILED FOR ALL KPIS PROPOSED FOR DELETION	FREQUENCY
LPI01	THE LEVEL OF THE EQUALITY FRAMEWORK FOR LOCAL GOVERNMENT TO WHICH THE COUNCIL CONFORMS The Equality Framework for Local Government (EFLG) 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 EFLG assesses local authority performance at three levels, where Level 3 represents best performance (Level 1 – ‘Developing’; Level 2 – ‘Achieving’; Level 3 – ‘Excellent’) (HIGH).	Deputy Chief Executive	Level 1 (of previous Equality Standard)	Level 1	Level 2	N/A	YES	This indicator is a key measure of the Council's effective equality 'performance', and it remains important to monitor and review progress against the EFLG. A comprehensive action plan was developed following the informal Equality Peer Challenge in March 2010 and, although significant progress has been made, it is possible that not all relevant actions will have been completed by the end of the year. The achievement of Level 2 of the EFLG is subject to external assessment through a formal Peer Challenge process administered by Local Government Improvement and Development. No budget provision currently exists to resource the cost of the Peer Challenge, and the Corporate Equality Working Group is currently considering how to take this issue forward. If members were minded not to re-adopt this indicator as a KPI for 2011/12, progress against the EFLG would continue to be monitored by the Corporate Equality Working Group.	Year-end
LPI04	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).	Director of Housing	99.24%	97.74%	97.00%	98.1%	YES	Rent collection performance continues to be an important housing performance measure, and this indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI05	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)..	Director of Housing	50.00	28.00	30.00	32.00	YES	Historically, empty property re-let periods have tended to be an 'Achilles heel'. However, there are plans to significantly improve the re-letting time through the appointment of a private repairs management contractor to manage the Council's Housing Repairs Service from May 2011, and this appointment is currently out to tender. The specification for this contract includes a quarterly incentive payment if all of the contract performance indicators are met, and one of these contract indicators is to undertake all required repairs to empty properties (on average) within 2 weeks, including empty properties requiring extensive repairs. This indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI07	EMERGENCY REPAIRS UNDERTAKEN WITHIN TARGET TIME 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 emergency repairs are completed on time (within 24 hours) (HIGH).	Director of Housing	99.00%	97.00%	99.00%	98.00%	YES	With the appointment of a private repairs management contractor from May 2011 (currently out to tender), it will be particularly important to monitor the performance of the repairs contractor in the first year of the contract, including this indicator. One of the contract indicators, linked to a quarterly incentive payment, includes a much more challenging target for 99% of all emergency repairs to be undertaken within four hours (compared to within twenty-four hours under the Council's current target). This indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI08	URGENT REPAIRS UNDERTAKEN WITHIN TARGET TIME 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 urgent repairs are completed on time (within 5 working days) (HIGH).	Director of Housing	86.00%	93.00%	95.00%	57.00%	YES	See LPI07 above. With the appointment of a private repairs management contractor from May 2011, it will also be important to monitor performance against this KPI. One of the contract indicators, linked to a quarterly incentive payment, includes a much more challenging target for 98% of all urgent repairs to be undertaken within three working days (compared to 95% within five working days under the Council's current target). This indicator should therefore be retained as a KPI for 2011/12.	Quarterly

REF	SUMMARY DEFINITION AND DIRECTION OF IMPROVING PERFORMANCE (HIGH/LOW)	RESPONSIBILITY	OUTTURN 2008/09	OUTTURN 2009/10	TARGET 2010/11	QUARTER 2 2010/11	RETAIN FOR 2011/12	COMMENTS/JUSTIFICATION FOR RETENTION/DELETION AS KPI FOR 2011/12. ONGOING AND FUTURE ACTIVITIES TO BE DETAILED FOR ALL KPI PROPOSED FOR DELETION	FREQUENCY
LPI 09	ROUTINE REPAIRS UNDERTAKEN WITHIN TARGET TIME 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 routine repairs are completed on time (within 6 weeks) (HIGH).	Director of Housing	86.00%	95.00%	95.00%	89.00%	YES	See LPI 07 above. With the appointment of a private repairs management contractor from May 2011, it will be important to monitor performance against this KPI. One of the contract indicators, linked to a quarterly incentive payment, includes a much more challenging target that 98% of all urgent repairs are undertaken within two weeks (compared to 95% within six weeks under the Council's current target, which itself was reduced from eight weeks just two years ago). This indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 10	SATISFACTION WITH REPAIRS 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%	98.51%	98.00%	99.00%	YES	Despite providing the external repairs management contractor with very challenging repair response time targets, the contractor will be required to maintain the current very high levels of tenant satisfaction with repairs, with a target of 98% satisfaction linked to the incentivised payment scheme. It is important to continue to monitor performance against this important indicator, which should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 13	INVOICES PAID WITHIN THIRTY DAYS OF RECEIPT This indicator encourages the prompt payment of undisputed invoices for commercial goods and services (HIGH).	Director of Finance and ICT	97.17%	98.00%	98.00%	98.00%	YES	This is an important indicator of corporate performance that interests suppliers and business groups. Even if not formally reported as a KPI, the data would still be collected as it is useful management information. This indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 14	COUNCIL TAX COLLECTION This indicator monitors the rate of collection of Council Tax (HIGH).	Director of Finance and ICT	97.60%	97.48%	97.80%	52.43%	YES	This indicator is collected as part of the suite of performance data within the Revenues Service and is not an additional burden. The collection of Council Tax is of key importance in financing the Council's activities, and the indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 014	REDUCING AVOIDABLE CONTACT 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. For 2008/09 and 2009/10 this former National Indicator was reported as a percentage of avoidable contact. For 2010/11 the indicator has been revised (following its deletion as a National Indicator) to reflect the achievement of milestones towards reducing levels of avoidable contact (N/A).	Deputy Chief Executive	26.90%	27.10%	Yes (Milestones achieved) (Revised indicator)	Yes (Milestones achieved)	YES	The focus of the Council's work towards reducing avoidable contact in 2010/11 is concentrated around improvements to existing levels of poor telephone call signposting, as identified by the former Customer Services Transformation Panel, and this work will help to complete the prioritisation of the customer care improvements and the development of an implementation programme. A comprehensive action plan of avoidable contact improvements has been developed for 2010/11, and significant progress has already been made in the year to date. If members were minded not to re-adopt this indicator as a KPI for 2011/12, progress against the action plan would continue to be monitored by the Avoidable Contact Working Party.	Quarterly
LPI 15	NON-DOMESTIC RATES COLLECTION This indicator monitors the rate of collection of National Non-Domestic Rates (HIGH).	Director of Finance and ICT	97.58%	97.56%	98.00%	56.30%	YES	This indicator is collected as part of the suite of performance data within the Revenues Service and is not an additional burden. The collection of Non-Domestic Rates is of more importance to the government than it is immediately to the Council and, if appropriate, this indicator could be removed from the KPI set for 2011/12, although performance would continue to be monitored within the Revenues Service.	Quarterly
LPI 16	PROCESSING NEW BENEFIT CLAIMS This indicator monitors the administration of Housing and Council Tax Benefit. Performance is reported as the average time (days) for the processing of new benefit claims (LOW).	Director of Finance and ICT	47.12	33.41	25.00	24.95	YES	This indicator is collected as part of the suite of performance data within the Benefits Service and is not an additional burden. The processing of new benefit claims was previously highlighted as a problem area by the Audit Commission, and this indicator is of key importance to the Council and to some of its most vulnerable residents. This indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 17	PROCESSING NOTIFICATION OF CHANGES OF CIRCUMSTANCE FOR BENEFIT CLAIMS This indicator monitors the administration of Housing and Council Tax Benefit. Performance is reported as the average time (days) for processing notification of changes of circumstance for benefit claims (LOW).	Director of Finance and ICT	6.05	4.85	8.00	9.39%	YES	This indicator is collected as part of the suite of performance data within the Benefits Service and is not an additional burden. The processing of changes of circumstance has not been highlighted by the Audit Commission in the same way as new claims, but this is also an indicator of key importance to the Council and to some of its most vulnerable residents. This indicator should therefore be retained as a KPI for 2011/12.	Quarterly

REF	SUMMARY DEFINITION AND DIRECTION OF IMPROVING PERFORMANCE (HIGH/LOW)	RESPONSIBILITY	OUTTURN 2008/09	OUTTURN 2009/10	TARGET 2010/11	QUARTER 2 2010/11	RETAIN FOR 2011/12	COMMENTS/JUSTIFICATION FOR RETENTION/DELETION AS KPI FOR 2011/12. ONGOING AND FUTURE ACTIVITIES TO BE DETAILED FOR ALL KPI PROPOSED FOR DELETION	FREQUENCY
LPI 23	CAPITAL PROJECTS 'COST' This indicator is intended to measure the delivery of capital projects (LOW).	Director of Finance and ICT	Not reported	Not reported	90.00%	N/A	NO	There is no value in this indicator. Data on capital projects is reported quarterly to the Finance and Performance Management Cabinet Committee and Scrutiny Panel, as part of the regular financial monitoring arrangements. This indicator is an unnecessary and duplicating burden, and should not therefore be retained as a KPI for 2011/12.	Year-end
LPI 24(a)	VISITS TO THE COUNCIL'S WEBSITE This indicator measures the number of visits to the Council's website (HIGH).	Deputy Chief Executive	733,551.00	888,677.00	870,000.00	448,376.00	YES	This indicator measures the number of visits to the Council's website, using paid for software supplied by Nedstat, which is to be replaced by the use of the free and more accurate Google Analytics service. Although this is not a good indicator to show the quality or user satisfaction of the website, the indicator does help to identify how many visitors are using the site and how they are using it which, in turn, helps maintain and develop content and navigation. This indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 24(b)	QUALITY OF THE COUNCIL'S WEBSITE 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	Grade 3	Grade 3	N/A	YES	This indicator reports the quality of the Council's website, as measured against a national standard, and performance is reported from the 'Better Connected' report produced annually by Socitm (Society of Information Technology). For 2009/10 the Council's website was classified as a 3 out of 4 star site, and this indicator should therefore be retained as a KPI for 2011/12.	Year-end
LPI 24(c)	USER SATISFACTION WITH THE COUNCIL'S WEBSITE This indicator assesses user satisfaction with the Council's website, using a national survey process developed by the Society of Information Technology Management (HIGH).	Deputy Chief Executive	N/A	N/A	N/A	N/A	NEW KPI	This proposed indicator will measure user satisfaction with the Council's website. The Council has purchased the Socitm Website User Survey, and it is intended to report performance as the results of two questions 'Did you find what you were looking for today?' and 'Overall, how satisfied are you with your visit today?', alongside comparisons with other councils who participate in the survey. Socitm has reported that local authority website visit failures are increasing, and that visitor satisfaction is dropping, and there is an increasing emphasis by Socitm on measuring the quality of websites as opposed to the number of visits as an indication of trends of user satisfaction. This indicator should be adopted as a new KPI for 2011/12	Quarterly
LPI 28	WORKING DAYS LOST DUE TO SICKNESS ABSENCE 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	10.50	8.35	8.00	3.69	YES	This indicator enables members and Management Board to make decisions to continue to improve the Council's performance and support its Managing Absence Policy. The previous improvement in the Council's absence figures resulted in approximately £135,000 of productivity savings. Failure to monitor and manage sickness absence is likely to result in productivity loss and, if the figures are significantly high, adversely affect the reputation of the authority. This indicator is a key measure of the Council's effective management of sickness absence, and should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 39	RENT ARREARS (COMMERCIAL AND INDUSTRIAL PROPERTY) This indicator is a measure of the Council's rent collection and arrears recovery service for its property portfolio, and reports rent arrears as a percentage of rental income (LOW).	Director of Corporate Support Services	3.81%	4.30%	3.00%	N/A	DoCSS to report	Director of Corporate Support Services to report.	Year-end
LPI 40	OCCUPATION RATE (COMMERCIAL AND INDUSTRIAL PROPERTY) This indicator monitors the effectiveness of the Council's asset management function, and reports the occupation rate of its property portfolio (HIGH).	Director of Corporate Support Services	98.64%	97.63%	99.00%	N/A	DoCSS to report	Director of Corporate Support Services to report.	Year-end
LPI 41	RENTAL VALUE (COMMERCIAL AND INDUSTRIAL PROPERTY) This indicator monitors the effectiveness of the Council's asset management function, and reports rental value as a percentage yield of the commercial and industrial portfolio asset value (HIGH).	Director of Corporate Support Services	7.70%	9.90%	9.00%	N/A	DoCSS to report	Director of Corporate Support Services to report.	Year-end

REF	SUMMARY DEFINITION AND DIRECTION OF IMPROVING PERFORMANCE (HIGH/LOW)	RESPONSIBILITY	OUTTURN 2008/09	OUTTURN 2009/10	TARGET 2010/11	QUARTER 2 2010/11	RETAIN FOR 2011/12	COMMENTS/JUSTIFICATION FOR RETENTION/DELETION AS KPI FOR 2011/12. ONGOING AND FUTURE ACTIVITIES TO BE DETAILED FOR ALL KPI PROPOSED FOR DELETION	FREQUENCY
LPI 44	LOCAL DEVELOPMENT SCHEME – ACHIEVEMENT OF MILESTONES This indicator ensures that local planning authorities plan effectively for their areas (N/A).	Director of Planning and Economic Development	No	No	Yes (Milestones achieved)	N/A	YES	It remains of continuing importance for the Council to be delivering a replacement for the Local Plan. An indication of timescales and progress in respect of the preparation of a Local Development Scheme is still relevant, and this indicator should therefore be retained as a KPI for 2011/12.	Year-end
LPI 45	PLANNING APPEALS This indicator seeks to assess the levels of applications that may be refused in order to meet development control performance targets. Performance is reported as the number of appeals allowed against the refusal of planning applications, as a percentage of the total number of appeals against refusals (LOW).	Director of Planning and Economic Development	40.30%	30.93%	28.00%	28.10%	YES	An appeal, whilst a democratic safeguard, is essentially a challenge to a decision of the Council which is likely to have been taken carefully, and cognisant of local views in the first instance. It remains important to have a low rate of successful challenges to the Council's decisions, and this indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 50	PHYSICAL ACTIVITY PROGRAMMES This indicator monitors the Council's contribution towards meeting the health and well-being needs of the ageing population, and reports the number of elderly people participating in physical activity programmes provided by the Council (HIGH).	Deputy Chief Executive	New indicator for 2009/10	4470.00	14,000.00	3,851.00	NO	This indicator does not relate directly to any of the medium-term aims or key objectives of the Council. However, the information collated for the indicator is retained by the Sports Development Team and could be reported if required in the future. This indicator should not therefore be retained as a KPI for 2011/12.	Quarterly
LPI 51	ENVIRONMENT AND NEIGHBOURHOODS TEAM SERVICE STANDARDS 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	97.09	95.00%	96.20%	YES	It remains important that performance against the Council's 'Safer, Cleaner, Greener' initiative should be monitored. Response to complainants received by the Environment and Neighbourhoods Team is an important element of that monitoring, and the indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 52(a)	RECYCLING FACILITIES - FLATS AND COMMUNAL BUILDINGS (PERCENTAGE OF BUILDINGS SURVEYED) 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	96.06%	95.00%	100.00%	NO	This task is effectively complete, and arrangements have been agreed with Building Control to ensure that all new multi-occupancy buildings developed in the district provide appropriate recycling facilities. It is not considered necessary to retain this indicator as a KPI for 2011/12.	Quarterly
LPI 52(b)	RECYCLING FACILITIES - FLATS AND COMMUNAL BUILDINGS (PERCENTAGE OF SCHEMES IMPLEMENTED) 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	100.00%	100.00%	100.00%	NO	This task is effectively complete, and arrangements have been agreed with Building Control to ensure that all new multi-occupancy buildings developed in the district provide appropriate recycling facilities. It is not considered necessary to retain this indicator as a KPI for 2011/12.	Quarterly
LPI 53	BENEFIT FRAUD INVESTIGATION This indicator monitors the effectiveness of the Benefit Fraud Team, and reports the number of completed fraud investigations carried out (HIGH).	Director of Finance and ICT	New indicator for 2009/10	285.00	500.00	117.00	YES	This indicator was introduced this year, as a result of Member requests for performance information in respect of benefit fraud activity. The indicator should therefore be retained as a KPI for 2011/12.	Quarterly

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Report to the Finance and Performance Management Scrutiny Panel

SCRUTINY

Date of meeting: 9 December 2010

Subject: Sickness Absence



Officer contact for further information: Paula Maginnis (01992564536)

Committee Secretary: Adrian Hendry (01992 564246)

Recommendations/Decisions Required:

That the Panel notes the report on sickness absence.

Executive Summary

1. At the September 2010 Panel members requested quarterly sickness absence reports and this is the first of those reports.
2. The report provides information on the Council's absence figures for Q1 and Q2 2010/2011, it includes absence figures by Directorate and includes the number of employees who have met the trigger level and those who have more than 4 weeks absence.
3. Currently, under the Council's Managing Absence Policy there are trigger levels for initiating management action in cases of excessive sickness absence. These are:
 - (i) during any 'rolling' twelve-month period an employee has had 5 or more separate occasions of absence; or
 - (ii) during any 'rolling' twelve-month period an employee has had at least 8 working days of any combination of un/self certificated, or medically certificated absences.
4. The Council's target for sickness absence under LPI28 is an average of 8 days per employee (2 days per quarter). The quarter outturn figures for 2010/2011 are Q1 = 1.88 days and Q2 = 1.81 days.
5. Over both quarters 9% of staff met the trigger levels or above, 46% had sickness but did not meet the trigger levels and 45% of staff had no sickness absence.

Reasons for Proposed Decision

To enable members to make decisions regarding actions to continue to improve the Council's absence figures

Other Options for Action

For future reports the Panel may wish to include other information.

Report:

Introduction

6. The Confederation of British Industry reported that in 2009 the average number of days taken as sickness absence in the public sector was 8.3 days and in the private sector 5.8 days. The figures for the public sector include the NHS, police, fire and rescue etc.

7. The latest figures published by the Industrial Relations Service (for 2009) show that the average number of days taken as sickness absence in Local Government was 8.6 compared to 7.6 days across all sectors. In manufacturing and production the average number of days was 6.2 and in private sector services the average was 7.2 days.

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

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

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

Quarterly Figures 2009/2010 - 2010/2011

10. The outturn figure for 2009/2010 was 8.35. The outturn figures for Q1 and Q2 are both below the 2 day target per quarter.

Table 1 below shows the absence figures for each quarter since 2009/2010.

	Q1	Q2	Q3	Q4	Outturn	Target
2009/2010	2.29	2.02	1.88	2.16	8.35	8
2010/2011	1.88	1.81				8

Table 1

Directorate Figures 2010/2011

11. Table 2 shows the average number of days lost per employee in each Directorate. The figures show that Corporate Support Services, Finance & ICT and Housing have decreased from Q1 to Q2.

Directorate	Average FTE	2010/2011 Average Number of Days Absence				Total
		Q1	Q2	Q3	Q4	
Office of CE	20.87	0.25	0.51			
Office of DCE	46.91	0.92	2.09			
Corporate Support Services	69.69	2.06	1.81			
Environment & Street Scene	112.97	1.70	2.10			
Finance & ICT	115.62	1.15	0.87			
Housing	183.8	3.11	2.42			
Planning	68.20	1.07	1.48			

Table 2

Long Term Absence 2010/2011

12. For this purpose long term absence has been defined as 4 weeks or over. Over both quarters there were a total of 25 employees who had 4 weeks or more absence, 21 of these had a continuous period of 4 weeks or more. Table 3 provides further detail on the 25 employees.

Left	Returned to work	Dismissed	Proposed return date	Still absent
8% (2)	60% (15)	4% (1)	12% (3)	16% (4)

Table 3

Conclusion

13. In Q1 a total of 523 employees had no absence in Q2 this increased to 539. A total of 210 employees had sickness in Q1 and which decreased to 194 in Q2.

Quarter	Staff with no absence	Staff with 7 days or less	Staff with 8 days or more
1	71.4% (523)	24% (176)	4.6% (34)
2	73.7% (539)	22% (162)	4.3% (32)

Table 4

Resource implications:

N/A

Legal and Governance Implications

N/A

Safer, Cleaner and Greener Implications

N/A

Consultation Undertaken

None

Background Papers

N/A

Risk Management

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

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

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

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Report to Finance and Performance Management Standing Panel

**Report reference: FPM-019-2010/11.
Date of meeting: 09 December 2010.**



Portfolio: Finance and Economic Development.

Subject: Fees and Charges 2011/12.

Responsible Officer: Peter Maddock (01992 564602).

Democratic Services: Adrian Hendry (01992 564246).

Recommendations/Decisions Required:

That the Standing Panel consider the policy for increasing fees and charges for 2011/12, and recommends a general increase of 5% to the Cabinet.

Executive Summary:

The report provides information on the fees and charges that the Council levies and what scope if any there is to increase particular charges.

Reasons for Proposed Decision:

As part of the annual budget process changes to fees and charges need to be agreed.

Other Options for Action:

In areas where the Council has discretion on the level of fees and charges it can set, there are a number of other possible percentage increases that could be applied. However, clearly increases that can be applied could help reduce the level of any savings required in order to set an acceptable budget.

Report:

1. As part of the budget setting process the level of fees and charges are considered for the forthcoming financial year. The recently announced Comprehensive Spending Review made it clear that Council's face significant cuts in Government support and therefore budgets generally will come under increasing pressure. There is also less freedom for Authorities wishing to raise additional revenue from fees and charges as more are subject to cost recovery only or Government direction. Against this backdrop it is felt that fees and charges should be increased by 5% where possible. This report is intended to give members an opportunity to comment on those fees and charges proposed for 2011/12.

Deputy Chief Executive

2. There are a number of fees and charges within this area such as New Horizons, Sports Development and Lifewalks. It is proposed that these be increased by 5%.

Finance and ICT

3. Income within this portfolio is in the form of Government Subsidies related to Housing Benefit Expenditure.

Corporate Support Services

4. There are several sources of income to this Portfolio, Industrial Estate Rents, Local Land Charges, income from MOT's and Licensing Fees.

5. Industrial Estate Rents are not subject to annual increases as they are negotiated for a period of time before each lease is entered into. The level at which rents can be agreed is influenced by the general state of the economy and the availability of other properties.

6. The situation regarding Land Charge income is still very uncertain following the introduction of the Local Land Charges (Amendment) Rules 2010. Until things become clearer it is felt fees should be left unchanged. Members will be kept up to date as things unfold.

7. MOT income is subject to a maximum charge set by the Vehicle Operating Service Agency (VOSA). The Council's fee is set below this level and it is felt that this is one of the reasons the facility is popular. The fee is usually increased by a similar amount when the VOSA increase the maximum. It seems reasonable to continue with this approach given that the provision of the service makes a surplus for the General Fund.

8. With regard to licensing, the Local Government (miscellaneous provisions) Act 1976 allows Authorities to set fees on the basis of reasonable cost recovery in relation to Hackney Carriage Operators and Vehicle Licences. It is proposed that these charges be frozen at current levels.

9. With regard to other forms of licensing, some fall under the 2003 Licensing Act and this prescribes the level of fee that can be levied. Others though can be varied subject to a maximum level. Where fees are below this level it is proposed that a 5% increase be applied. Details of these fees are shown in Appendix 2.

Planning and Economic Development

10. The main income areas within this portfolio are Development Control, pre-application charges and Building Control fees.

11. Development Control fee levels are controlled by Central Government. There has been no indication given regarding fee increases for 2010/11 so far. It has therefore been assumed that, given the current economic climate, an increase will not be allowed.

12. With regard to pre-application charges that apply to major applications, it is proposed that these be left at current levels as take up has been minimal and an increase may well make this worse. A number of Authorities do make a charge for certain types of minor applications, officers are currently investigating this and whether a proposal to introduce such a fee should be put before members.

13. Building Control Fees are income to the ring-fenced Building Control Charging Account and therefore do not affect the General Fund directly. Fees and Charges are currently under budget by around £66,000 (Month 6). Given the competitive nature of Building Control services and the current economic climate an increase in prices does not seem the right course of action having said that there also seems little scope for reducing costs further the only other course of action is to attempt to attract additional business in an effort to keep the account in balance however this may or may not be successful.

Environment and Street Scene

14. Members have previously indicated that they wish to see Pay and Display Parking charges frozen at current levels therefore the schedule shows the fees as unchanged. However from 1 January 2011 a greater proportion of the fee will be VAT rather than income

to the Council resulting in an element of Continuing Services Budget (CSB) growth from that date of around £15,000 per annum. The figures within the schedule at Appendix 1 include VAT.

15. Other fee income is in the form of various Environmental Health and Waste Management related charges. It is proposed to apply an increase of around 5%. The proposed fee structure is set out in Appendix 2.

16. The general uplift for fees and charges related to the Leisure Centres is specified as being in line with the retail prices index within the leisure contract, however with the change in VAT rate from 1 January 2011 to 20% it is proposed that the annual increase be applied from that date rather than 1 April 2011. This would therefore avoid two increases occurring in quick succession which could be more difficult to justify in the current climate.

17. Although the Council does not provide a trade waste service itself it does need to ensure that a service is available should traders require it. Currently all traders go directly to service providers and deal with them. If a trader was to come to the Council for such a service the Council would arrange for SITA to carry out the trade waste collection at a charge currently of £12.50 per collection it is proposed that this be increased to £13.00. Similarly the fee charged to schools etc. be increased from £7.50 to £8.00.

Housing

18. The Housing Portfolio has a number of fees and charges, most of which relate to income to the Housing Revenue Account (HRA). The schedule at Appendix 3 shows the levels proposed for 2010/11. These generally represent an increase of around 5% from the 2009/10 levels.

Conclusion

19. The proposed policy for increasing fees and charges for 2011/12 is based on an increase of 5%. However there are increasingly regulations in certain areas preventing this course of action. Additional income to the General Fund is only likely to be in the order of £15,000 to £20,000 however for the HRA is more significant at £85,000.

Resource Implications:

Additional Income to the General Fund and HRA.

Legal and Governance Implications:

Agreeing inflationary increases well in advance of the financial year concerned enables the budget to be prepared on a sound basis and also gives ample time to communicate fee increases to the users of the services concerned.

Safer, Cleaner, Greener Implications:

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

Consultations Undertaken:

Consultations have been undertaken with various spending officers from directorates.

Background Papers:

Working papers held in Accountancy.

Impact Assessments:

Risk Management

With all fees and charges there is a risk that increasing fees could actually reduce total income. It is difficult though to predict the exact effect of a price increase on any particular fee levied.

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

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? No

What equality implications were identified through the Equality Impact Assessment process?
None.

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.

Individual Directors will have performed equalities impact assessments on their own services and fees and charges. The main risk in changing fees and charges is the uncertainty over how service users will respond. This makes it difficult to predict the exact budgetary effect of any given change.

Environment and Street Scene

Appendix 1

Proposed fees & charges for 2011/12

Car parking tariffs

Car Park	0 to 30 minutes	Up to 1 hour	Up to 2 hours	Over 2 hours	Up to 3 hours	Over 3 hours	1 month season	3 month season	12 month season
Short Stay – current	£0.10	£0.65	£1.40	N/A	£2.80	£9.00	£125.00	£320.00	£1,275.00
Short Stay – proposed	£0.10	£0.65	£1.40	N/A	£2.80	£9.00	£125.00	£320.00	£1,275.00
Combined – current	£0.10	£0.65	£1.40	£2.80	N/A	N/A	£50.00	£135.00	£450.00
Combined – proposed	£0.10	£0.65	£1.40	£2.80	N/A	N/A	£50.00	£135.00	£450.00
Long Stay – current	N/A	N/A	£1.40	£2.80	N/A	N/A	£50.00	£135.00	£450.00
Long Stay - proposed	N/A	N/A	£1.40	£2.80	N/A	N/A	£50.00	£135.00	£450.00
On street P and D – current	£0.10	£0.65	£1.30	N/A	N/A	N/A			
On street P and D proposed	£0.10	£0.65	£1.30	N/A	N/A	N/A			
Residents' permits – current	£25.00 1 st car	£50.00 2 nd car	£100.00 3 rd car	Note: Clifton Road Loughton, only 1 permit per household permitted					
Residents' permits - proposed	£25.00 1 st car	£50.00 2 nd car	£100.00 3 rd car	Note: Clifton Road Loughton, only 1 permit per household permitted					
			Up to 2 hours	Up to 4 hours	All day (4+ hours)				
Residents' visitor permits – current	N/A	N/A	£0.20	£0.50	£1.00	N/A	N/A	N/A	N/A
Residents' visitor permits – proposed	N/A	N/A	£0.20	£0.50	£1.00	N/A	N/A	N/A	N/A

Environment & Street Scene and Corporate Support Services

Appendix 2

Proposed fees & charges for 2011/12

Service area	2010/11		Proposed 2011/12		Notes
	Application/ Event	Renewal	Application/ Event	Renewal	
Environmental Health					
Training					
Basic food hygiene course	£54.00		£57.00		
Basic health & safety course	£45.00		£47.00		
Animal welfare					
Animal boarding	£265.00	£182.00	£278.00	£191.00	
Dog breeding	£265.00	£182.00	£278.00	£191.00	
Pet Animals Act	£265.00	£182.00	£278.00	£191.00	
Dangerous wild animals	£579.00	£392.00	£608.00	£412.00	
Riding establishment	£579.00	£486.00	£608.00	£510.00	
Stray dog	£69.00		£73.00		Plus £10.50 per day for kennel costs etc
Pest control (incl. VAT)					
Rats / cockroaches	Free		Free		
Mice	£31.50		£33.50		50% concession for pensionable age
Wasps	£46.00		£48.50		50% concession for pensionable age
Others	£31.50		£33.50		50% concession for pensionable age
Licensing					
Hackney Carriage/Private Hire					
Annual Vehicle Licence	£277.00	£277.00	£277.00	£277.00	Subject to Statutory consultation
Annual Driver's Licence	£88.00	£88.00	£88.00	£88.00	Subject to Statutory consultation
Vehicle plate	£30.00		£30.00		Initial fee, refundable on return
Driver badge	£10.00		£10.00		
Drivers Test	£40.00		£40.00		Refundable if 2 days notice of cancellation given
Drivers re-sit of test	£20.00		£20.00		Refundable if 2 days notice of cancellation given

Service area	2010/11		Proposed 2011/12		Notes
	Application/ Event	Renewal	Application/ Event	Renewal	
Private Hire Operators					
Annual operator licence (1 vehicle only)	£36.00		£36.00		Subject to Statutory consultation
Annual Operators (> 1 vehicle)	£136.00		£136.00		Subject to Statutory consultation
Plate exemption	£88.00	£88.00	£88.00	£88.00	
Miscellaneous					
Special treatment premises	£107.00		£113.00		
Special treatments person	£58.00		£61.00		
Small Society Lotteries	£40.00	£20.00	£40.00	£20.00	Set by Statute
Sex Shops and Cinemas	£400.00	£400.00	£420.00	£420.00	
Sexual Entertainment Venues -	£3,000.00	£1,500.00	£3,150	£1,575.00	
Street Trading Consents	£300.00	£300.00	£315.00	£315.00	If not successful at sub-committee then half fee refunded
Licensing Act 2003					All fees set by statute based upon premises rateable value plus occupancy for premises holding more than 5,000 people. Personal licences valid for 10 years EFDC cannot amend these charges, therefore not included in this table

Gambling Act 2005

Casinos	Transitional fast track		Transitional		New application		Annual fee	
	Current	Proposed	Current	Proposed	Current	Proposed	Current	Proposed
Existing casinos	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
New small casino	N/A	N/A	N/A	N/A	£5,000	£5,000	£5,000	£5,000
New large casino	N/A	N/A	N/A	N/A	£10,000	£10,000	£10,000	£10,000
Regional casino	N/A	N/A	N/A	N/A	£15,000	£15,000	£15,000	£15,000
Bingo club	N/A	N/A	N/A	N/A	£287.00	£302.00	£265.00	£280.00
Betting premises (not tracks)	N/A	N/A	N/A	N/A	£287.00	£302.00	£265.00	£280.00
Tracks	N/A	N/A	N/A	N/A	£287.00	£302.00	£265.00	£280.00
Family entertainment centres	N/A	N/A	N/A	N/A	£287.00	£302.00	£265.00	£280.00
Adult gaming centre	N/A	N/A	N/A	N/A	£287.00	£302.00	£265.00	£280.00
	Application to vary		Application to transfer		Application to re-instate		Application for provisional statement	
Existing casinos	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
New small casino	£4,000	£4,000	£1,800	£1,800	£1,800	£1,800	£8,000	£8,000
New large casino	£5,000	£5,000	£2,150	£2,150	£2,150	£2,150	£10,000	£10,000
Regional casino	£7,500	£7,500	£6,500	£6,500	£6,500	£6,500	£15,000	£15,000
Bingo club	£206.00	£220.00	£206.00	£220.00	£206.00	£220.00	£206.00	£220.00
Betting premises (not tracks)	£206.00	£220.00	£206.00	£220.00	£206.00	£220.00	£206.00	£220.00
Tracks	£206.00	£220.00	£206.00	£220.00	£206.00	£220.00	£206.00	£220.00
Family entertainment centres	£206.00	£220.00	£206.00	£220.00	£206.00	£220.00	£206.00	£220.00
Adult gaming centre	£206.00	£220.00	£206.00	£220.00	£206.00	£220.00	£206.00	£220.00
	Licence application (prov. statement holders)		Licence copy		Notification of change			
Existing casinos	N/A	N/A	£25.00	£26.00	£50.00	£52.50		
New small casino	£3,000		£25.00	£26.00	£50.00	£52.50		
New large casino	£5,000		£25.00	£26.00	£50.00	£52.50		
Regional casino	£8,000		£25.00	£26.00	£50.00	£52.50		
Bingo club	£206.00	£220.00	£25.00	£26.00	£50.00	£52.50		
Betting premises (not tracks)	£206.00	£220.00	£25.00	£26.00	£50.00	£52.50		
Tracks	£206.00	£220.00	£25.00	£26.00	£50.00	£52.50		

Casinos	Transitional fast track		Transitional		New application		Annual fee	
	Current	Proposed	Current	Proposed	Current	Proposed	Current	Proposed
Family entertainment centres	£206.00	£220.00	£25.00	£26.00	£50.00	£52.50		
Adult gaming centre	£206.00	£220.00	£25.00	£26.00	£50.00	£52.50		

Waste management

Bulky household waste

Item	Current	Proposed	Notes
1 to 3 items	£25.00	£26.00	50% concession for pensionable age
4 to 7 items	£30.00	£32.00	50% concession for pensionable age
8 to 10 items	£43.00	£45.00	50% concession for pensionable age
11 to 15 items	£50.00	£53.00	50% concession for pensionable age
More than 15 items	Assessment	Assessment	50% concession for pensionable age

Trade waste

Item	Current	Proposed	Notes
Commercial properties (per collection)	£12.50	£13.00	Service provided on request
Schools and Community premises (per collection)	£7.50	£8.00	Service provided on request

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Fees and Charges 2011/12 – HOUSING RELATED SERVICES

Service	2010/11	2011/12
Communal Halls: Pelly Court Hall, Epping Oakwood Hill Hall, Loughton Barrington Hall, Loughton	£9.00 per hour £169.00 per annum £7.30 per session	£9.45 per hour £177.50 per annum £7.65 per session
Hire of Halls for Elections	£73.60 per day	£77.30 per day
Guest Rooms - Sheltered Housing	£7.50 per person per night	£7.85 per person per night
Dispersed Alarms: Alarm units Smoke Detectors Additional Pendants Control Monitoring (per speech module) Flood Detector Fall Detector Carbon Monoxide Detector Extreme Temperature Sensor Pressure Mat Pull Cord Installation Bogus Caller Button Large Button Telephone	£170.90 per annum £42.70 per annum £38.40 per annum £90.80 per annum £46.20 per annum £59.65 per annum £60.75 per annum £59.00 per annum £58.40 per annum £62.60 per annum £44.75 per annum £19.50 per telephone	£179.50 per annum £44.85 per annum £40.30 per annum £95.35 per annum £48.50 per annum £62.60 per annum £63.80 per annum £62.00 per annum £61.30 per annum £65.75 per annum £47.00 per annum £20.50 per telephone
Telecare Packages (Monitoring only): Alarm and up to 4 sensors Alarm and more than 4 sensors	£90.75 per annum £208.60 per annum	£95.30 per annum £219.00 per annum
Leasehold Vendors' Enquiries	£118.50 per enquiry	£124.40 per enquiry
Certificates of Buildings Insurance – Leaseholders	£37.70 per copy	£39.60 per copy
Hardstandings	£27.00 per annum	£28.35 per annum
Scooter Stores: Rental Electricity	£3.50 per week £1.70 per week	£3.70 per week £1.80 per week
Dishonoured cheques	£10 per cheque	£10 per cheque
Homeless Hostel Accommodation: One room: <i>Room charge</i> <i>Heating charge (Personal)</i> <i>Heating Charge (Communal)</i> Two rooms: <i>Room charge</i> <i>Heating charge (Personal)</i> <i>Heating Charge (Communal)</i>	£38.95 per week £11.45 per week £12.10 per week £60.75 per week £20.10 per week £16.65 per week	£40.90 per week £12.00 per week £12.70 per week £63.80 per week £21.10 per week £17.50 per week

<p>Three rooms</p> <p><i>Room charge</i></p> <p><i>Heating charge (Personal)</i></p> <p><i>Heating Charge (Communal)</i></p> <p>Chalet:</p> <p><i>Room charge</i></p> <p><i>Heating charge (Personal)</i></p> <p><i>Heating Charge (Communal)</i></p>	<p>£81.85 per week</p> <p>£25.35 per week</p> <p>£19.95 per week</p> <p>£70.90 per week</p> <p>£20.10 per week</p> <p>£16.65 per week</p>	<p>£85.95 per week</p> <p>£26.60 per week</p> <p>£20.95 per week</p> <p>£74.45 per week</p> <p>£21.10 per week</p> <p>£17.50 per week</p>
<p>Bed and Breakfast Accommodation:</p> <p>Single Room</p> <p>Double Room</p> <p>Family Room</p>	<p>£41.60 per night</p> <p>£48.15 per night</p> <p>£64.95 per night</p>	<p>£43.70 per night</p> <p>£50.55 per night</p> <p>£67.90 per night</p>
Mortgage references	£34.50 per enquiry	£36.20 per enquiry
Requests for covenant approval	£55.10 per request	£57.85 per request
Licences for vehicular access across housing land	£91.70 per annum	£96.30 per annum
Condition surveys to respond to Party Wall Act Notices	£62.30 per Notice	£65.40 per Notice
Copies of Structural Reports on RTB Properties	£30.90 per report	£32.45 per report
Replacement Door Entry and Suited Keys	£11.60 per key	£12.20 per key
Garage Rents	£7.55 per week	£7.90 per week
Small Land Sales Valuation Charge	£303 per sale	£288.75 per sale
File Copying Charge	£10 per request	£10 per request
Valuation & Legal Charge – Re-sale of RTB Property within 5 years or Sale of RTB Property to EFDC within 10 Years	£305 per application	£218 per application
Consideration of Right to Re-purchase Former RTB Property within 10 years of Original Purchase	£52.90 per application	£55.55 per application
<p>Management services to Home Group for Wickfields sheltered housing scheme, Chigwell:</p> <p>(a) Careline Service (per speech module)</p> <p>(b) Cleaning (including materials)</p>	<p>£200 per annum</p> <p>From 1 September 2010 – increased by the same % as the national pay increase for local government employees - effective from 1 April 2010</p>	<p>£210 per annum</p> <p>From 1 September 2011 – increased by the same % as the national pay increase for local government employees - effective from 1 April 2011</p>

Licensing of qualifying houses in multiple occupation (HMOs) (*)		
(a) 3 storey HMO with up to 5 units of accommodation	£575 per licence	£600 per licence
(b) Additional units of accommodation	£52 per each additional unit of accommodation	£55 per each additional unit of accommodation

Note: Fees and charges marked with (*) are affected by the EU Services Directive, which came into effect on 31 December 2009. This prescribes the way in which local authorities can set licence and registration fees for the services subject to the Directive. Under the provisions of the Directive, the Council cannot charge more than it costs the Council to apply for and regulate the particular licence or registration. Therefore, the proposed charge has been assessed, based on an estimate of the costs to the Council in the forthcoming year. A “blanket” increase cannot be applied.

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

SCRUTINY



Date of meeting: 9 December 2010

Portfolio: Performance Management (Councillor R. Bassett)

Subject: Key Performance Indicator Reports - Content and Presentation

Responsible Officer: Michael Warr (01992 564472)

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

- (1) That the Scrutiny Panel consider proposals for the future presentation of quarterly Key Performance Indicator reports in a more interactive and dynamic electronic style, with a reduced requirement for printed reports;**
- (2) Subject to recommendation (1) above, the Scrutiny Panel consider its information requirements for future Key Performance Indicator reporting and comment on any presentational issues; and**
- (3) Subject to the review and agreement of a suite of Key Performance Indicators for 2011/12, that the Scrutiny Panel consider the principle of the profiling of annual indicator targets to reflect quarterly performance patterns, and indicate which performance areas members would wish to see profiled in this way.**

Executive Summary:

1. (Office of the Deputy Chief Executive) The Scrutiny Panel has previously expressed interest in ensuring that Key Performance Indicator (KPI) reports becoming more useful as a performance management tool, rather than just a reporting tool. This has included incorporating more relevant contextual information around the indicator to assist in making judgements as to whether the Council's performance is satisfactory or in need of further investigation and scrutiny.

2. The technology now available to officers allows the quarterly KPI results to be both summarised in a dashboard format, giving an abbreviated overview of performance which can be drilled into at deeper levels, and, also, projected on a screen display allowing members to interactively scrutinise indicators of concern or interest, without the need to work through each and every indicator in sequence.

3. Additionally, members have remarked that it may be more useful if performance targets for specific KPIs could be profiled according to anticipated performance patterns throughout the year, rather than through an arbitrary four-way even split across the quarters, as this would give a more accurate in-year position from which to determine any need for corrective action before the year-end.

4. This report seeks to address these issues raised by the Scrutiny Panel.

Reasons for Proposed Decision:

5. To enable members to consider alternative methods of presenting KPI performance information, and to contribute suggestions for further improvements in performance indicator reporting to ensure that the information necessary for effective scrutiny is available.

6. Additionally, a commitment was made as part of the recent revision of the Council's Data Quality Strategy for 2010-13, to consult with members and officers to determine how the current presentation of KPI data suits management, scrutiny, analytical and planning needs. This report is part of an ongoing process to fulfill this commitment.

Other Options for Action:

7. To leave the presentation of performance indicator performance results unchanged.

8. To continue with evenly split performance targets which are not reflective of anticipated annual performance patterns.

Report:

KPI Performance Reports - Presentation

9. The Scrutiny Panel will be aware that a range of thirty-one Key Performance Indicators (KPI) with associated performance targets, has been adopted for 2010/11. On a quarterly basis, a report collating the performance results of the KPIs is produced for consideration by Management Board and the Scrutiny Panel. A full copy of the list of KPIs and the current quarter's (to September 2010) report pack are included for consideration separately as part of this meeting. The KPI performance reports are produced through the 'TEN' Performance Management System, using a range of available presentational tools and styles.

10. The Scrutiny Panel will be aware that 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. To assist the Panel in monitoring the Council's performance in this regard, it is important that performance reports are clear, relevant and comprehensible, and contain sufficient contextual information as to enable members to fully scrutinise performance. To this end, enhancements have already been made to the content and presentation of the performance reports considered elsewhere in this agenda.

11. Utilising the features of TEN, officers have designed a summary performance dashboard and report, which gives an overview of quarterly KPI performance at both a corporate and service directorate level, together with brief performance details for each of the KPIs. As well as being able to present this dashboard in printed format, as illustrated in the second quarter report pack, it is also possible to project the summary dashboard and report electronically, with functionality included to allow deeper drilldown to more detail for each of the indicators. The concept would therefore be that a reduced number of printed pages would therefore be included within future report packs, allowing members to scrutinise and interrogate individual indicator performance via electronic drill down on the screen should they wish. As is current practice, directorate representatives would also be present at each meeting to answer any questions about specific indicator performance.

12. An illustration of this electronic approach will be delivered at the meeting, and members are asked to consider whether this approach would be suitable for presenting future KPI quarterly performance reports. A similar presentation has recently been endorsed by Management Board.

13. As mentioned previously, whether by print or electronically, access to more detail on all of the KPIs will be possible. However, it is accepted that not all officers and members will have the same preference in terms of the analysis and scrutiny of performance information. Preferences for visual, numeric and textual information, as well as summary versus detailed

analyses, are therefore all catered for within the reports. However, it is important for officers to understand how effectively the reports are achieving this.

14. The Scrutiny Panel is asked to consider the content and presentation of the performance reports and advise on any improvements, enhancements or amendments that could be explored for future reports. It should be noted however, that the capacity to respond to member requests is very much limited by the capacity of the TEN Performance Management System. However, officers are keen to exploit TEN to its full potential, and therefore all suggestions are welcome and will be explored, both within the Performance Improvement Unit and in discussions with the Council's TEN Account Manager.

KPI Performance Targets - Profiling

15. One aspect of the KPI performance reports currently presented to the Scrutiny Panel is that most annual targets which need to be split across the four quarters of the year, are simply split into four equal quarterly targets (e.g. the 2010/11 targets for the collection of Council Tax are Q1: 24.45%, Q2: 48.90% , Q3: 73.35% and Q4: 97.80%).

16. Members remarked at the Scrutiny Panel meeting on 9 September 2010 that they would be interested in seeing these annual targets profiled in a more structured and calculated way, so as to more accurately reflect anticipated performance patterns throughout the year. This may involve loading performance expectations into particular quarters where higher performance levels have previously been experienced, such as increased proportions of Council Tax collections occurring in the first three quarters of the year.

17. To understand how this might affect the Council's performance targets, an analysis of the profiled performance of the collection of both Council Tax (LPI 14) and National Non-Domestic Rates (NNDR) (LPI 15) has been undertaken, the results of which can be seen at Appendix 1 to this report. This shows that there is a clear disparity between the even split of the targets and the loaded nature of collection levels, which are at their highest in Quarters 1, 2 and 3 of each year.

18. Determining an accurate target profile is not necessarily an exact science, and could require different approaches depending upon the indicator involved. In the case of Council Tax, factors such as changes in collectable debit (e.g. new entries in the valuation list or the timing of a particular year's recovery timetable in relation to a month/quarter end), can distort figures. Consideration of this has led to the following suggested method of profiling the Council Tax and NNDR collection KPI targets:

Looking at the previous year's performance, the required improvement target will be incrementally applied across each quarter's performance (e.g. if a 0.2 percentage points (pp) performance improvement is required, the next year's quarterly figures could be:

Q1 target = 2010/11 Q1 collection % figure + 0.05 pp

Q2 target = 2010/11 Q2 collection % figure + 0.10 pp

Q3 target = 2010/11 Q3 collection % figure + 0.15 pp

Q4 target = 2010/11 Q4 collection % figure + 0.20 pp

19. The TEN Performance Management System allows for profiled targets to be input for the four individual quarters of the year and, whilst it is not considered appropriate to change the splits of the targets for the remainder of 2010/11, members are therefore now asked to consider:

- (a) whether they would wish to pursue this profiled approach where appropriate during 2011/12; and
- (b) subject to (a) above and the adoption of a revised set of KPIs for the year (discussed elsewhere on this agenda), which areas of KPI performance they would like to see profiled and reported in this manner during 2011/12.

20. Proposed targets for the KPIs for 2011/12 will be considered at the meeting of the Scrutiny Panel to be held in March 2011. Once the target setting process has been

completed, service directors will be asked to identify appropriate quarterly profiles of these targets, which will be reported back to the Panel alongside the reporting of the first quarter performance for 2011/12.

21. Service Directors will be in attendance at the meeting to respond to any issues around the profiling of KPI performance targets for 2011/12.

Resource Implications:

Should a reduced printed KPI report pack along with electronic presentation, be the preferred format of the Scrutiny Panel for 2011/12, there will clearly be a reduction in the amount of paper and ink required to produce the agenda. With a reduction from 37 pages to 5, KPI reports being reported quarterly, and currently up to 37 printed copies of the agenda being produced each quarter, a substantial saving in terms of quantity of paper, ink, power and transport costs should be seen.

The Performance Improvement Unit will undertake all initial work to determine how best TEN can meet the requirements of the Scrutiny Panel and will highlight to the Council's TEN Account Manager any development needs required. However, as limitations become apparent and since TEN focus development efforts on the needs of the majority of its clients, there may be a cost implication for any development work that TEN is requested to undertake specifically on behalf of the Council and which is not also sought by other authorities using the TEN Performance Management System.

Legal and Governance Implications:

There are no legal implications or Human Rights Act issues arising from the recommendations in this report. The recommendations in this report are intended to enhance scrutiny of the Council's performance and progress against its KPIs.

Safer, Cleaner and Greener Implications:

There are no implications arising from the recommendations 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:

Proposals for the improved content, presentation and scrutiny of KPI performance reports have been considered by Management Board.

Background Papers:

None

Impact Assessments:

Risk Management

The respective Service Director will identify any risk management issues arising from proposals for corrective action in respect of KPI areas of current under-performance set out in future performance reports.

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 identify any risk management issues arising from proposals for corrective action in respect of KPI areas of current under-performance set out in future performance reports.

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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APPENDIX 1 - TAX COLLECTION QUARTERLY TARGET ANALYSIS

		£ Collected			
		Q1	Q2	Q3	Q4
LPI 014	2009/10	19309802.38	37265408.75	55092562.44	68967656.06
		71128912.43	71016542.44	70886954.26	70753164.79
	% collected	27.15%	52.47%	77.72%	97.48%
	<i>% spread (of full year figure)</i>	28.00%	26.03%	25.85%	20.12%
	Target set (based on even split)	24.50%	49.00%	73.50%	98.00%
	Difference (Collected vs Tgt)	2.65%	3.47%	4.22%	-0.52%
	2008/09	19436849.66	37033842.96	55742957.85	67948858.14
		69913988.98	69963821.69	69811536.77	69619211.98
	% collected	27.80%	52.93%	79.85%	97.60%
	<i>% spread (of full year figure)</i>	28.61%	25.90%	27.53%	17.96%
	Target set (based on even split)	24.63%	49.26%	73.89%	97.60%
	Difference (Collected vs Tgt)	3.17%	3.67%	5.96%	0.00%
	2007/08	18511844.77	35197530.2	53405164.54	65504073.68
		66986524.25	67032213.99	66854650.72	66794963.45
	% collected	27.64%	52.51%	79.88%	98.07%
<i>% spread (of full year figure)</i>	28.26%	25.47%	27.80%	18.47%	
Target set (based on even split)	24.63%	49.26%	73.89%	97.60%	
Difference (Collected vs Tgt)	3.01%	3.25%	5.99%	0.47%	

LPI 015	2009/10	9270623.53	17418173.18	25217871.78	29847534.34
		31263264.68	30877367.82	30941154.7	30594985.94
	% collected	29.65%	56.41%	81.50%	97.56%
	<i>% spread (of full year figure)</i>	31.06%	27.30%	26.13%	15.51%
	Target set (based on even split)	24.55%	49.10%	73.65%	98.20%
	Difference (Collected vs Tgt)	5.10%	7.31%	7.85%	-0.64%
	2008/09	9033288.44	17159639.51	24892934.55	29484561.66
		30678111.27	30492783.36	30341773.93	30216345.18
	% collected	29.45%	56.27%	82.04%	97.58%
	<i>% spread (of full year figure)</i>	30.64%	27.56%	26.23%	15.57%
	Target set (based on even split)	24.82%	49.64%	74.46%	99.30%
	Difference (Collected vs Tgt)	4.63%	6.63%	7.58%	-1.72%
	2007/08	9025862	16506127.41	23539886.71	27808595.25
		28783059	28453608.55	28300592.09	28259029.25
	% collected	31.36%	58.01%	83.18%	98.41%
<i>% spread (of full year figure)</i>	32.46%	26.90%	25.29%	15.35%	
Target set (based on even split)	24.63%	49.26%	73.89%	97.60%	
Difference (Collected vs Tgt)	6.73%	8.75%	9.29%	0.81%	

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Report to the Finance and Performance Management Scrutiny Panel



Date of meeting: 9 December 2010

Portfolio: Legal & Estates

Subject: Information and Communications Technology (ICT) Update

Responsible Officer: David Newton (01992 564580).

Democratic Services Officer: Adrian Hendry (01992 564246).

Recommendations/Decisions Required:

- (1) To note the findings within the recent Society of Information Technology Management (SOCITM) draft benchmarking report for the financial year 2009/2010 and;**
- (2) To note the progress on ICT projects for 2010/2011.**

Executive Summary:

ICT have taken part for the first time, in the UK SOCITM benchmarking exercise. The SOCITM report analyses Key Performance Indicators (KPI's) from 27 Councils in the UK and breaks results down into 3 main categories:

- a) Performance
- b) Resourcing
- c) Management

This exercise has been extremely beneficial to ICT, enabling us to identify areas of good practice and to include those which need to be developed into the ICT Business Plan. The overall results indicate a very good performance against other comparable Local Authorities.

Work on projects within the Business Plan for 2010/2011 is still ongoing and this report also gives an update of progress to-date. The majority of projects are progressing well and are still in line with the expectations.

Reasons for Proposed Decision:

The terms of reference of the panel include – 'to monitor and review progress on the implementation of all major ICT systems'.

Other Options for Action:

None.

Report:

1. SOCITM report.

A summary of the major points contained within this comprehensive report are listed below. The final version of the report is due to be published in January 2011;

2. Performance.

The report identified many interesting statistics and a number of the key points are summarised below.

- a) Core applications experienced no unscheduled downtime.
- b) Major EFDC network downtime was limited to 1.5 hours for the entire year.
- c) Internet availability was 100%.
- d) Website availability was also good.
- e) EFDC benefited from the cheapest hardware costs, thanks to the Essex wide procurement negotiations carried out by the Essex On Line Partnership (EOLP).
- f) The Total Cost of Ownership (**TCO**) of PC's was the lowest of all comparable participants.
- g) The report highlights the high level of password resets. The implementation this year of the self service password reset system, has seen the number of these calls to the ICT helpdesk, drop by 30%, allowing better use of helpdesk resources.
- h) Voice communication costs are highlighted as expensive. This is due to the high maintenance charge for the old telephony equipment we currently have in place. A project to replace this and improve performance and cost is to be included within next year's ICT Business Plan.
- i) Remote and home working accessibility was highlighted as an issue. Technically, it has been possible to support remote working for some time, but Corporate policies and procedures are not currently in place to allow progress.
- j) EFDC have a low ratio of users to printers. This issue is being addressed, with ICT involved in the networking and rollout of multi functional devices (**MFD's**) which are replacing desktop printers.

3. Resourcing

Revenue budget expenditure and the overall cost of ICT was in-line with comparable Authorities. The ICT Capital expenditure was above average, but this figure was inflated by the Virtualisation project carried out during this period.

4. Management

The Information Technology Infrastructure Library (ITIL) framework, already adopted by ICT, is the most prevalent methodology adopted by ICT departments. Management practices and security and data handling were identified as above average. Business continuity was classified as below average, but a project to address this issue is already ongoing.

5. 2010/2011 Action Plan Update

Good progress has been made and the following projects are now completed;

- a) Server Virtualisation
- b) Cash Receipting System
- c) Self Service Password reset
- d) Training room upgrade
- e) LDF implementation

6. Electronic Records & Document Management System (ERDMS)

Project description; This system allows documents to be held and shared across Directorates electronically, reducing costs, enabling monitoring and reducing storage space.

Situation Report; Information @ Work (**I@W**), the Corporate ERDMS system, is due to go live throughout the Housing Directorate on 25th November 2010 and has also gone live in Local Land Charges earlier this year.

7. GroupWise to Outlook conversion.

Project description; This conversion is necessary to allow integration from the email system directly into core applications, for example I@W.

Situation Report; This project will be entering the final phase of testing in December 2010

8. Green ICT.

Project description; This project aims to use ICT to reduce the carbon footprint of the Council

Situation Report; ICT are currently evaluating automated PC power down software, with the Council's Environmental Co-ordinator.

9. Desktop upgrade

Project description; This upgrade will replace all 5 year old PC's/Laptops with more flexible and cheaper thin client technology.

Situation Report; The tendering process for thin client terminals is underway.

10. Mobile working.

Project description; The use of a Blackberry style mobile solution is being investigated to allow staff to access emails and documentation off-site.

Situation Report; The servers are due to be implemented during December 2010

11. Disaster recovery (DR)

Project description; This project will improve the ability of the Council to recover from a major disaster, by storing data at a remote site and also enabling the decommissioning of the old computer suite and removing associated overheads.

Situation Report; An EFDC site has been identified by the Councils Emergency Planning Officer, as a suitable location for DR. Network connection cost options are being evaluated. A further update will be provided once all the information is available

12. Zubed

Project description; This is a shared crime mapping and analysis system that ICT have agreed to host and support on behalf of the West Essex Community Safety Partnership.

Situation Report; ICT are currently awaiting evaluation data from the system supplier

13. Gazetteer development.

Project description; This project will combine all the individual property databases into a single Local Property Gazetteer (**LPG**) reducing duplication and ultimately assisting in the linking of these systems.

Situation Report; The Housing element of the project has been completed. The Environmental & Street Scene (**ESS**) merge is still progressing but is proving problematical. The completion date of December 2010 is likely to slip.

14. Wide Area Network (WAN) upgrade.

Project description; This network links the Civic Offices to satellite offices and enables staff to access centrally based applications. There is an opportunity to completely restructure the infrastructure to increase line speeds, improve reliability and reduce costs

Situation Report; The Buying Solutions tender did not produce the amount of savings anticipated. However, in association with the EOLP, ICT are now also investigating the possibility of using the schools network as part of the Government recommended Public Sector Network (**PSN**) which is due to replace the GCSx network in the next few years.

Resource Implications:

The SOCITM reports indicates that ICT have achieved a good balance between service and cost, offering good value for money and with major expenditure and performance elements either average or better.

Legal and Governance Implications:

None

Safer, Cleaner and Greener Implications:

Power down software will further reduce power consumption

Consultation Undertaken:

None

Background Papers:

The draft SOCITM report is available in the Members Room

ICT Business Plan 2010/11 – 2011/12.

Impact Assessments:

Risk Management

All projects are assessed on an individual basis and a risk capture sheet is contained within the current ICT Business Plan.

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**

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? **No**

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

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? **No**

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

SCRUTINY

Date of Meeting: 9 December 2010



Portfolio: Leisure and Wellbeing (Councillor B. Rolfe)

Subject: Equality Act 2010 – Public Sector Equality Duty

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

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

That the likely implications for the Council of the introduction of the new Public Sector Equality Duty be noted.

Executive Summary:

1. (Office of the Deputy Chief Executive) The Equality Act 2010 came into force on 1 October 2010, and replaced existing anti-discrimination laws. The Equality Act introduces a new Public Sector Equality Duty, which brings together the existing race, disability and gender duties and extends them to cover age, sexual orientation, religion or belief, pregnancy and maternity, and gender reassignment.

2. The Equality Duty consists of a general duty, set out in the Act itself, and specific duties imposed through regulation. The Government has recently published a consultation document containing draft regulations for the Public Sector Equality Duty, which is anticipated to come into force with effect from 4 April 2011.

Reasons for Proposed Decision:

3. The Government aims for the Equality Duty to help public bodies achieve improved equality outcomes, and is to introduce specific duties that create the conditions and culture in which equality performance will improve, by requiring public service providers to be transparent about decision making processes, and about data that shows whether they are achieving key outcomes.

Other Options for Action:

4. No other options are appropriate in this respect. The Council will be required to comply with the provisions of the Public Sector Equality Duty. Failure to monitor and review performance against the duty and to take corrective action where necessary, could have negative implications for judgements made about the Council in corporate assessment processes, and might mean that opportunities for improvement were lost.

Report

5. The Equality Act 2010 came into force on 1 October 2010, and replaced existing anti-discrimination laws. The Equality Act introduces a new Public Sector Equality Duty, which brings together the previous race, disability and gender duties and extends them to cover age, sexual orientation, religion or belief, pregnancy and maternity, and gender reassignment. The Equality Duty consists of a general duty, set out in the Act itself, and specific duties imposed through regulation. The Government has recently published draft regulations for the Public Sector Equality Duty, which is anticipated to come into force with effect from 4 April 2011.

6. The existing race, disability and gender equality duties have different reporting requirements, different reporting timescales, and different evidence-gathering requirements. They prescribe data sets for public bodies to gather and publish, require the production of equality schemes, and require public bodies to describe their administrative arrangements for assessing impact. The proposed new specific duties harmonise these into one set of requirements that have similar timescales and evidence-gathering requirements, that are proportionate enough to apply to public bodies of different sizes and capacities, and that are transparent enough for them to be held accountable. The duties will allow public bodies to decide for themselves what their most pressing equality challenges are and what information is relevant to their circumstances.

7. The Equality and Human Rights Commission (EHRC) will be issuing guidance towards the end of 2010, through a statutory Code of Practice and guidance on the Equality Duty, to explain the requirements of the general and specific duties in more detail and to set out what different public bodies need to do to comply. This report seeks to advise the Scrutiny Panel of the general requirements for the Council of the introduction of the Public Sector Equality Duty.

The General Duty

8. The General Duty provides that public bodies subject to the Equality Duty (such as the Council) must have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

9. The Council must, in the exercise of its functions, have regard to each of the above.

The Specific Duties

10. The specific duties are legal requirements designed to help public bodies meet the General Duty. A consultation document published by the Government Equalities Office in June 2009 set out proposals for specific duties, and a policy statement published in January 2010 set out the previous Government's proposed approach. However, the Coalition Government has since considered the results of that consultation and the earlier proposals, and has developed a new approach in line with its principles of freedom, fairness and responsibility, and taking into account the it's aim of replacing top-down intervention with local democratic accountability driven by transparency and decentralisation.

11. Public bodies have the potential to create a fairer society through the way they deliver services, the people they employ, and the jobs and training they offer to their staff. They also have effective levers to encourage businesses, civil society organisations and other bodies to

use their creativity and resources to bring about a change of culture through the way in which they commission and procure services. The Government has developed a set of proposals for implementing the specific duties that:

- is transparent – the proposals empower citizens and civil society groups to hold public bodies to account by requiring them to put their data relating to equality in the public domain using open, standardised formats and licenses;
- enables citizens to exercise greater choice – more freely available data will enable people to compare public bodies and, where possible, choose between providers. Where choice is not available, free and open information will give people the power to use democratic accountability to hold organisations to account and drive up standards;
- devolves power – the proposals empower public bodies to identify and work towards achieving their own priorities. They encourage innovation and ownership by limiting Whitehall interference and prescription; and
- focuses on measurable results – the proposals ensure that public bodies focus on achieving improved results by requiring them to be transparent about the objectives they will work towards in order to fulfill the aims of the Equality Duty. Public bodies will also be required to publish robust data so the public can hold them to account for progress made in eliminating discrimination, advancing equality and fostering good relations.

12. The Government has designed the new specific duties to be proportionate, replacing what it considers to be the process-driven approach that shaped the existing race, gender and disability equality duties. The proposals use transparency to help public bodies to fulfil the aims of the Equality Duty to eliminate discrimination, advance equality of opportunity and foster good relations between different groups. This means that public bodies will be judged by citizens on the basis of clear information about the equality results they achieve, rather than on whether they complete tick-box processes.

(a) Transparency

13. Transparency means public bodies being open about the information on which they base their decisions, about what they are seeking to achieve, and about their results. The Government believes that, where organisations are making slow progress on eliminating discrimination, advancing equality and fostering good relations, arming citizens and civil society groups with information will allow them to apply public pressure to drive a faster pace of change.

14. The Government will require public bodies to publish a range of equality data, relating both to their workforces and to the services they provide. Publication of data must be done in a way that is open and freely available to third parties, such as community groups and equality campaigners, who can re-use this information to hold public bodies to account. Consistency with these principles will ensure that equality data is accessible and enables easy comparison, and EHRC will set out standard requirements for the publication of equality data to in its forthcoming Code of Practice and guidance.

15. Engaging with people from the protected groups is something most public bodies should do from time to time in order to meet the General Duty. The Government does not therefore think that a specific duty to carry out prescribed types of engagement work is needed, and that public bodies should have the flexibility to decide for themselves when and how to engage with citizens. But, in line with its drive for greater transparency, the Government does propose that public bodies should be open about how they have engaged with people as part of their work towards fulfilling the aims of the Equality Duty. Similarly, part of normal decision-making for public bodies involves assessing (insofar as is relevant and proportionate) the impact they are having on equality. The Government does not think that a specific duty outlining a particular process or prescribed set of forms to assess impact, is

necessary or useful. However, transparency about the results of such assessments, and the data that underpins them, is important.

(b) Workforce Transparency

16. The Government will require public bodies with 150 or more employees to publish data on equality in their workforce. The ERHC Code of Practice and guidance will set out what workforce equality data should be published by different types of public bodies, and the Government expects this to include data on inequalities such as the gender pay gap, the proportion of staff from ethnic minority communities and the distribution of disabled employees. This data will be required to be published at least annually.

17. The Government recognises that some public bodies may not yet have achieved a culture in which employees are ready to be asked to provide personal information about matters such as their sexual orientation or religion or belief, although it is becoming common for public sector employees to agree to their employers seeking this information. Although public bodies will be expected to take reasonable steps to fill data gaps, this should not be interpreted as a requirement to routinely collect data on sensitive personnel issues, such as the religion or sexual orientation of employees.

18. The Government expects the data published by public bodies to be broad enough to give the public a full picture of equality in the workplace and in public service provision. If a public body does not have the data which is needed to give the full picture, it will be expected to take reasonable steps to fill that gap. Generally, public bodies will be expected to set out publicly their plans and timescale for filling data gaps, on the basis of best practice rather than minimum compliance.

(c) Transparency in Public Service Provision

19. The Government also wants public bodies to bring decision-making into the daylight, by being open with citizens about the data used to plan, commission and evaluate services. Bodies will be required to publish data that will enable people to judge how effectively they are eliminating discrimination, advancing equality and fostering good relations through the services they provide, commission and procure. The Government will require organisations to publish data on an annual basis to enable people to compare present and past performance, and to track progress on specific equality issues. Requiring public bodies to publish this information regularly will enable citizens to judge their performance and challenge those that are failing to deliver on equality.

(d) Setting Objectives – Transparency About Impact on Equality

20. As well as ensuring public bodies are transparent about equality data, The Government also wants them to be transparent about the equality outcomes they are going to work towards. As part of normal business planning process, bodies will be required to set equality objectives, informed by the evidence and data they publish. Objectives should be specific, relevant and measurable, to enable meaningful scrutiny by citizens and other interested groups who will be able to tell, from the equality data, whether a public body is achieving what it set out to achieve. It is intended that the public will be able to look at this information, alongside a wider set of data, to judge whether public bodies are focusing on the right areas. The Government expects public bodies to incorporate this approach to equality as part of business planning and management, setting objectives and reviewing them in the light of progress at least every four years.

21. This new duty effectively replaces the current requirements, under the race, disability and gender duties, to publish equality schemes. Evidence has suggested that some organisations found the concept of equality schemes to be mechanistic, and for some the development of schemes became the point of the duty. The Government wishes public

bodies to focus on the difference they can make and the improved equality outcomes they can deliver, rather than producing burdensome equality schemes. Drawing on the data and evidence published, public bodies should determine the areas on which they plan to focus, set out what they want to achieve, and explain how they will measure success. Evidence will typically include that gathered from engaging with, and involving, people from the protected groups.

22. The Government considers that a shift away from publishing equality schemes to publishing equality outcome objectives, with specific, relevant and measurable intended impacts, combined with the other requirements to publish data on their performance, will have a positive impact on better performance of the Equality Duty. The Government believes that this approach will encourage public bodies to concentrate on achieving outcomes, rather than describing processes. In setting equality objectives, public bodies will still be expected to go through a similar process to the one they would have used to develop an equality scheme, i.e. they will still need to assess the relevance of their functions to equality, gather evidence in relation to all protected characteristics and consult and involve relevant people. Crucially, public bodies will now need to publish that data and other evidence that they have drawn on, so that the public can see why they have chosen to focus on the areas they have.

23. Public bodies may still draw up and publish equality schemes if they wish, although this is not a requirement of the Equality Duty. The Council has recently commenced the development of a new Single Equality Scheme to reflect the extension of the range of protected characteristics, and it is considered that this still represents the best approach to meeting the requirements of the new Public Sector Equality Duty, although without many of the requirements of the former race, disability and gender duties. The new Single Equality Scheme will be considered by the Cabinet in due course.

24. The previous disability-specific duty required public bodies to involve disabled people in the development of disability equality schemes, and the gender-specific duty required public bodies to consult employees, service users and others (including trade unions) when preparing a gender equality scheme. The proposals of the Coalition Government require public bodies to publish data and evidence which includes the results of engagement that they have undertaken with people protected by the Equality Act, and be transparent about the data they have used to determine areas of focus and intended impacts. The EHRC is to set out in its forthcoming guidance and Codes of Practice what the Government means by engagement in terms of the new duties, and examples of when and how it can be used to best effect.

25. The specific duties will require public bodies to publish their equality outcome objectives, and the data and evidence they have on the eight protected characteristics, including the results of any engagement work undertaken with people from these groups. Bodies will need to take reasonable steps to fill gaps in data where they cannot demonstrate how they are delivering on equality. This process will require public bodies to consider all the protected characteristics, to go through a rigorous assessment of evidence of need, and to publish the evidence and data sets they have drawn on. It will not be necessary to choose an equality objective for each strand, but citizens and civil society groups will have the necessary information that will allow them to challenge public bodies to explain their rationale in cases where they have not done so, and to ensure that public bodies are making evidence-based choices.

Implementation and Enforcement

26. Public bodies have been aware of the existence of the General Duty since the Equality Act gained Royal Assent in April 2010. The Government considers that it is therefore reasonable that they should be required to comply with the duty immediately upon repeal of the existing race, gender and disability duties on 4 April 2011. From then, public bodies will be required to have due regard to the need to eliminate discrimination, advance equality of

opportunity and foster good relations in relation to all relevant protected characteristics. The immediate implications for the Council of the enacting of the Equality Act 2010 and the Public Sector Equality Duty are:

- (a) That, by 4 April 2011, the authority must publish information relating to its performance against the General Duty, including in particular:
 - (i) information relating to the protected characteristics of its employees;
 - (ii) assessments of the impact of its policies and practices, and the likely impact of its proposed policies and practices, on the furtherance of the aims set out in the General Duty;
 - (iii) information that it took into account when it assessed the impact of its policies and practices, and the likely impact of its proposed policies and practices, on the furtherance of the aims set out in the General Duty; and
 - (iv) details of any engagement that it undertook with persons whom it considered to have an interest in furthering the aims set out in the General Duty;

27. The Council must comply with the above requirements by publishing information in a manner that is reasonably accessible to the public, but may comply with the duty to publish by setting out the information within another published document. The Corporate Equality Working Group is currently considering how best this information could be published.

28. The Government recognises that public bodies will need time to familiarise themselves with the requirements of some of the new specific duties, and to put in place systems to implement them effectively. For example, public bodies will wish to ensure that they have good information on which to base their equality objectives. Therefore, while the specific duties relating to publishing equality-related data will come into force from the day the regulations are commenced, public bodies will not be expected to publish equality objectives and measures of success until a year after the duties have come into force. The subsequent implications for the Council of the enacting of the Public Sector Equality Duty are:

- i. Not later than 2 April 2012, the authority must prepare and publish one or more objectives which it reasonably thinks that it should achieve in order to further one or more of the aims set out in the General Duty;
- ii. The authority must ensure that the objectives that it sets are specific and measurable, and set out how progress towards the objectives will be measured;
- iii. Before publishing relevant objectives, the authority must consider the information that it has published in respect of its performance against the General Duty (paragraph 19 (a)(i)-(iv) above); and
- iv. The authority must repeat the requirements of (a) above subsequently not later than the end of each successive period of four years beginning 2 April 2012.

29. The EHRC will be producing practical guidance prior to the coming into force of the regulations, to explain the requirements of the general and specific duties in more detail and set out what different public bodies need to do to comply. EHRC has a number of statutory powers that it is able to use in enforcement of the specific duties, and the Government expects it to use these powers in a strategic way, supplementing the democratic accountability built into the specific duties (for example, when it identifies a problem with equality results in a particular sector, or wants to drive up performance on a particular equality issue). By shifting the specific duties away from processes and towards transparency

requirements, the proposals of the Coalition Government mean that EHRC will be able to focus on strategic enforcement of the general duty.

Resource Implications:

Compliance with the requirements of the Public Sector Equality Duty and the development of the Council's new Single Equality Scheme, will be met from within existing resources.

Legal and Governance Implications:

The Council will be required to comply with the relevant provisions of the Equality Act 2010 and the Public Sector Equality Duty. There are no other legal implications or Human Rights Act issues arising from this report, which seeks to ensure that appropriate arrangements are in place to secure compliance with the Equality Act 2010 and the Public Sector Equality Duty.

Safer, Cleaner and Greener Implications:

There are no legal implications arising from 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 content of this report has been considered by the Corporate Equality Working Group, and the report was made available to the Leisure and Wellbeing Portfolio Holder in advance of the preparation of this agenda. The Council's draft Single Equality Scheme will be considered by the Cabinet in due course.

Background Papers:

'Equality Act 2010: The Public Sector Equality Duty, Promoting Equality Through Transparency - A Consultation' (Government Equalities Office – August 2010)

Impact Assessments:

Risk Management

A failure on the part of the Council to comply with the relevant provisions of the Equality Act 2010 and the Public Sector Equality Duty, could mean that opportunities for improvement were lost, and might adversely affect the reputation of the authority.

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. Relevant equality objectives will be identified as part of the development of the Council's new Single Equality Scheme.

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