

Scrutiny Standing Panel Agenda



Finance and Performance Management Scrutiny Panel Thursday, 10th March, 2011

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

Time: 7.00 pm

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

Members:

Councillors 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 3 - 12)

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

5. TERMS OF REFERENCE / WORK PROGRAMME (Pages 13 - 18)

(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. SICK ABSENCE REPORT (Pages 19 - 24)

(Director of Corporate Support Services) To consider the attached report.

7. QUARTERLY FINANCIAL MONITORING (Pages 25 - 48)

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

8. KEY PERFORMANCE INDICATORS 2010/11 (QTR. 3 PERFORMANCE MONITORING) AND 2011/12 (TARGET SETTING) (Pages 49 - 106)

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

9. 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.

EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF FINANCE AND PERFORMANCE MANAGEMENT SCRUTINY
PANEL
HELD ON THURSDAY, 9 DECEMBER 2010
IN COUNCIL CHAMBER, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.00 - 9.35 PM

| | |
|-------------------------------|--|
| Members Present: | G Mohindra (Chairman), R Cohen (Vice-Chairman), W Breare-Hall, Ms R Brookes, D Jacobs, B Judd, J Philip, Mrs J Sutcliffe and Ms S Watson |
| Other members present: | Mrs D Collins, D Stallan and J M Whitehouse |
| Apologies for Absence: | D C Johnson and W Pryor |
| Officers Present | D Macnab (Acting Chief Executive), J Gilbert (Director of Environment and Street Scene), A Hall (Director of Housing), R Palmer (Director of Finance and ICT), P Maginnis (Assistant Director (Human Resources)), D Newton (Assistant Director (ICT)), N Richardson (Assistant Director (Development Control)), S Tautz (Performance Improvement Manager) and A Hendry (Democratic Services Officer) |

29. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

The Panel noted that there were no substitute members.

30. DECLARATION OF INTERESTS

No declarations of interest were made.

31. MINUTES FROM THE LAST MEETING

The minutes from the previous meeting held on 09 September 2010 were agreed.

32. TERMS OF REFERENCE / WORK PROGRAMME

The Panel noted their Terms of Reference and Work Programme.

33. CHANGE IN ORDER OF THE AGENDA

With the agreement of the Panel the Chairman took agenda item 7, Quarterly Financial Monitoring, before agenda item 6, Finance Reception Refurbishment and Extension Feasibility.

34. FINANCIAL MONITORING - QUARTER 2.- JULY TO SEPTEMBER 2010

The Director of Finance and ICT, Bob Palmer, introduced the report on the quarterly financial monitoring for July to September 2010. The report provided a comparison between the original profiled budgets for the period ending 30 September 2010 and the actual expenditure or income.

They noted that:

- The salaries underspend was now at 3.7%;
- The projected shortfall for Building Control was projected to be about £124,000;
- The bank rate had stayed at 0.5%, so there was still no decent return from our investments;
- The Council would be receiving a further dividend shortly from the Heritable Bank, officers were looking at a return of at least 85p in the pound, with this in mind the Council should not see the predicted shortfall of £375,000 as first predicted;
- The income from MOT's were holding up quite well;
- The Bobbingworth Scheme completion report would be going to the next Cabinet meeting;
- An error on the spread sheet showed a variance of £32,000 for Young Peoples Leisure Facilities, but it was also showing at 0%, this would be modified for next time;
- Under Refuse Collection, officers pressed ECC as much as they could, but understood that ECC had a lot of work to do before EFDC could receive their 'tipping away' contributions for the first quarter of 2010/11; and
- The early bad weather was of a relatively short duration and should not unduly affect the Council's finances.

RESOLVED:

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

35. FINANCE RECEPTION REFURBISHMENT AND EXTENSION FEASIBILITY

The Acting Chief Executive, Derek Macnab, reported on the work coming out of the Customer Transformation Task and Finish Panel especially that around the adequacy of the reception areas within the Civic Offices, particularly the finance reception area. The Audit Commission Inspectors were also highly critical of the benefits/finance reception area, saying it was small with limited and uncomfortable seating...Interviewees do not have privacy...the area does not meet disabled customers needs... there are no facilities for people with young children...and as there is no full time receptionist, customers must use a telephone provided to be seen by a member of staff.

To aid understanding and layout of that reception area, the members were taken on a tour of the area accompanied by the acting Chief Executive, the Director of Finance and ICT and two representatives from Norfolk Property Services, Ms L Turp and C Sanders, who had prepared a feasibility study identifying options in addressing the inspectors concerns. The members were also given copies of the three options identified in their feasibility report, in the shape of various floor plans.

On return, Ms Turp gave a brief out-line of the problems faced in the reception area, pointed out that it was not up to Disability Discrimination Act (DDA) accessible standards, had poor acoustics, a lack of privacy and soundproofing, lots of physical barriers, poor hearing induction loops and an ineffective queue management system. They had proposed opening up the space and making it a more friendly area by taking away barriers without diminishing security; and had proposed three separate costed options.

Option 1 – to open things up and put in semi transparent low level barriers, take away the glass screens, put in new furniture and move the public area back. Total cost would be £200,600.

Option 2 - as option 1 but with the addition of the extension to provide a group interview room. Total cost would be £267,266.84p.

Option 3 – as Options 1 and 2 but with new external glazing and sliding doors (two sets of automated doors), external roller shutters and new information screens. Total cost would be £302,255.86p.

The Panel and other attending councillors then went on to question Ms Turp and Bob Palmer on various aspects of the proposals. They noted that:

- There may be a ticket based queuing system via a touch screen or a database system;
- Generally speaking three interviewing (refurbished) booths were adequate for the council's interviewing needs;
- With the opening up of the space in the reception are, they were looking to the installation of panic buttons for staff members;
- The new space would be 'open' and 'transparent' which should deter violent behaviour;
- The screens between the interview booths would be sufficient to provide adequate soundproofing and privacy for the people being interviewed;
- The new caution interviewing room would be able to be used for ordinary interviews as well;
- The new Limes Farm sub-office may take some potential visitors away from this reception area;
- The disruption of the existing facilities during the refurbishing would last between 6 weeks to 2 months;
- During this period a Portable Cabin would be set up to take the staff. The most expensive option for this would be £4,015 for the duration, services costs of £5,000, the least expensive option would be £1,755;
- The new area would allow buggies to be parked there with a small area for children to play in; and
- There were two options for furniture, one was to have very heavy furniture so that it could not be moved easily or, option two, to have them screwed to the ground.

RESOLVED:

That the Panel recommended Option 3, at a cost of £302,255.86, to the Overview and Scrutiny Committee and Cabinet.

36. KEY PERFORMANCE INDICATORS 2010/11 - QUARTER 2 PERFORMANCE MONITORING

The Performance Improvement Manager, Mr S Tautz introduced the report on quarter two of the Key Performance Indicators for 2011/11 and invited the Panel to go through the latest figures.

LPI 50 – *number of elderly people participating in physical activity provided by the Council* - noted a significant drop off in participants. This was largely due to the number of external funded schemes coming to an end at around the same time.

LPI NI 14 - *Avoidable Contact Improvement Plan* - querying the amount of emails now being received, it was noted that the out of office reply was to be extended to people outside the council.

NI 196 – *Improved street and environmental cleanliness (Fly-Tipping)* – noted that the council was not achieving its target. The improvement plan should have been attached but had not. It will be put on the next report.

LPI 53 – *Number of completed fraud investigations carried out by the benefits Investigations Team* – noted that this target had been reduced from 500 to 300 and it needed to be changed on the indicator.

LPI 08 – *Urgent repairs undertaken within target times* – noted that the quoted figure was incorrect. This will be updated when possible. Currently the Council is out to tender for a private repairs contractor to oversee its repairs service.

LPI 10 – *Satisfaction with repairs* – noted that the emphasis was to get the repairs right first time and not have any call-backs.

RESOLVED:

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

37. NATIONAL INDICATOR SET - ABOLITION AND REVIEW

The Performance Improvement Manager, Mr S Tautz introduced the report on the abolition and review of the current National Indicator Set.

The Secretary of State for Communities and Local Government had recently written to the Leaders and Chief Executives of all local authorities, setting out changes to existing performance arrangements. The new arrangements detailed by the Secretary of State provided for the replacement of the existing National Indicator Set with a single list of data required to be provided to the Government by local authorities, although it was unclear whether the National Indicator Set had ceased immediately, or whether it remained in place until the end of 2010/11.

It was considered appropriate for the Council to continue to monitor and internally report performance against each of the National Indicators that formed part of its adopted set of Key Performance Indicators (KPI) 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 were used as performance measures for the Council's Key Objectives for 2010/11, and therefore clearly needed to be retained until at least the end of the year. This approach had been supported by the Finance and Performance Management Cabinet Committee at its meeting on 22 November 2010.

Since the changes to existing performance arrangements were announced by the Secretary of State, a review of the existing KPI set had been undertaken to identify any National Indicators that could be deleted as KPIs for 2011/12, on the grounds

that data collection was resource intensive or over burdensome, or where issues of limited value and validity had arisen in respect of data previously collected. As part of this review process, Service Directors highlighted ongoing and future activities in the areas where KPIs could be deleted, in order to ensure that the Council maintained 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.

The Director of Finance and ICT reported that officers were currently assessing the costs involved in the calculation and reporting of performance information for the KPIs, although it was likely that some KPI data would still have to be collected and analysed even relevant indicators were ceased.

The Panel then went on to review the current National Indicator set.

NI 181 – *Time taken to process housing benefit/council tax benefit* – asked why it should be downgraded to an LPI, the Panel noted that it was a combination of two other more meaningful indicators, which made this one fairly meaningless.

LPI 24(c) – *User satisfaction with the council's website* – noted and agreed this as a new KPI.

LPIs 39 (*rent arrears - commercial*), **40** (*occupation rate*) and **41** (*rental value – commercial*) – noted that these needed comments attached to them.

Noted that a further report on this would be coming back to this Panel.

RESOLVED:

- (1) That the abolition of the National Indicator set be noted;
- (2) That, the 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 existing Key Performance Indicators be retained for 2011/12 as set out in the schedule agreed by the Scrutiny Panel; and
- (4) That, the proposed Local Performance Indicator 24(c) – 'user satisfaction with the Council's website' – be adopted as a new KPI for 2011/12.

38. SICKNESS ABSENCE - QUARTERLY UPDATE

The Assistant Director (Human Resources), Paula Maginnis, introduced the first of the regular quarterly sickness absence reports. The Council's target for sickness absence under LPI28 was an average of 8 days per employee; and the outturn figures for 2010/11 were , Q1 = 1.88 days and Q2 = 1.81 days. Over both quarters 9% of staff met the trigger levels or were above. 46% had sick absences but did not meet the trigger levels and 45% of staff had no sickness absences.

The Panel noted that the figures for quarter 1 and 2 were by directorate and had improved from last year's figures. This was achieved by tougher management and more monitoring of staff by managers.

RESOLVED:

That the Panel noted the report on sickness absences.

39. FEES AND CHARGES 2011/12

The Director of Finance and ICT, Bob Palmer introduced the report on the council's fees and charges and any scope to increase particular charges. The Panel noted that a report had gone to the Finance and Performance Management Cabinet Committee and the Cabinet on 6 December. As part of the budget setting process the levels of fees and charges are considered for the forthcoming 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 was also less freedom for Authorities wishing to raise additional revenue from fees and charges as more are subject to cost recovery only on Government direction. Against this backdrop it was felt that fees and charges should be increased by 5% where possible.

To avoid two price increases in the year such as VAT and increased charges it was agreed that they would go up on 4 January on all charges and fees that were vatable.

The Panel noted that under the listed increases, that:

- Small Land Sales Valuation Charge should be increased from £303 to £318 per sale and not as shown to £288.75; and
- Valuation & Legal Charge – resale of RTB Property within 5 years – should be increased from £305 to £320 per application; and also
- That the Panel were delighted that Car parking charges had been held at current levels.

RESOLVED:

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

40. PERFORMANCE INDICATOR REPORTING - CONTENT AND PRESENTATION

The Performance Improvement Manager, Mr S Tautz reminded the Scrutiny Panel that Members had previously expressed an interest in the quarterly Key Performance Indicator (KPI) monitoring report becoming more useful as a performance management tool, including more relevant contextual information around the indicators.

One aspect of the KPI performance reports currently presented to the Scrutiny Panel was that most annual targets which need to be split across the four quarters of the year, were simply split into four equal quarterly targets. Members had 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. Proposed targets for the KPIs for 2011/12 would be considered at the meeting of the Scrutiny Panel to be held in March 2011 and, once the target setting process had been completed, service directors would 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.

Members noted technology was also now available to allow the quarterly KPI results to be both summarised and to give an abbreviated overview of performance which could be drilled into at deeper levels via an on-screen display that allowed members to interactively scrutinise indicators of concern or interest. Mr. Tautz showed the meeting proposals for a system of electronic display of KPI performance which, although still in development, could eventually enable members to interrogate KPI performance and supporting documentation such as the annual improvement plan. This new layout also enabled officers to expand the comments made for each indicator and also provide a range of links, which would be of use to service managers as well as members, and would Reduce the number of printed pages that needed to be included within future performance reports.

Members were happy with the potential of the system and amount of detail that could be put into it. They noted that:

- It was intended that members would eventually have access to this system on line, although this might involve additional investment in the performance management system;
- They would have the ability to scroll back through the quarters to see historical figures and trends;
- The figures online were a good idea but members would still like a lot of the figures printed on the agenda for ease of reference; and
- System enhancements still had to be developed further and it was not intended that any move to full electronic display of KPI performance for the Scrutiny Panel would be implemented immediately, although this approach was now to be used for the consideration of KPI performance by Management Board.

RESOLVED:

(1) That, subject to the review and agreement of a suite of Key Performance Indicators for 2011/12, the principle of the profiling of annual targets for appropriate Key Performance Indicators to reflect quarterly performance patterns, be agreed;

(2) That proposals for the future presentation of quarterly KPI reports in a more interactive and dynamic electronic style, with a reduced requirement for printed reports, be supported in principle;

(3) That a further report be made to a future meeting of the Scrutiny Panel, setting out proposals for the future presentation to the Scrutiny Panel of quarterly KPI information, that address the views expressed by the Scrutiny Panel.

41. ICT UPDATE

The Assistant Director ICT, David Newton introduced a report updating the Panel on the recent UK Society of Information Technology Management (SOCITM) benchmarking exercise undertaken for the Council. The SOCITM report analysed the Key Performance Indicators (KPIs) from 27 councils in the UK and broke down the results into 3 main categories:

- (a) Performance;

- (b) Resourcing; and
- (c) Management.

EFDC came out quite well against other authorities but were found to be deficient in the number of passwords resets, now rectified by installation of the new self service password reset system and our old telephony system was highlighted as being expensive. A project to replace this and improve performance and cost is to be included within next year's ICT Business Plan. Officers were also looking at replacing 'Groupwise' with 'Outlook', migrating servers to virtual servers, investigating mobile working and the use of Blackberry style solutions and looking at a Wide Area Network (WAN) upgrade.

Members asked about the amount of printing that was done and what was being done about it. Mr Newton explained that a Multi Function Devices project was now reaching its final stage, and there would a short report on this at the next meeting.

Queried about disaster recovery Mr Newton said that a number of offices could access the major systems; however there was also internet access to the systems. They were virtualising the servers at present which could be accessed from anywhere via the internet.

Members wanted to know what the LDF implementation was about and were told that it was a planning system requiring to be implemented.

It was noted that Harlow and Uttlesford had approached EFDC about joint ICT services. We were looking to get a best price for this so that we had the option to join them in the future.

RESOLVED:

- (1) That the findings of the recent Society of Information Technology Management (SOCITM) draft benchmarking report for the financial year 2009/10 be noted; and
- (2) The progress on ICT projects for 2010/2011 was noted.

42. EQUALITY ACT 2010 - PUBLIC SECTOR EQUALITY DUTY

The Performance Improvement Manager, Mr S Tautz introduced the report on the new Equality Act which came into force from 1st October 2010. This replaced existing anti-discrimination laws and brought in a new Public Sector Equality Duty which brought together the existing race, disability and gender duties and extended them to cover age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment.

The government has just published a consultation document containing draft regulations for the Public Sector Equality Duty, which was anticipated to come into effect from 4th April 2011. The financial and officer resources for this duty would be as existing.

The government aimed for the equality duty to help public bodies achieve improved equality outcomes and to introduce specific duties that create the conditions and culture in which equality performance would improve.

RESOLVED:

That the likely implications for the council to the introduction of the new Public Sector Equality Duty was noted.

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

To report back to the Overview and Scrutiny Committee on the reception refurbishment study and on the situation of the National Indicator Set and the new performance indicator reporting system.

44. FUTURE MEETINGS

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

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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 (cancelled); 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. | |

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| (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 | Considered at the December '10 meeting | Last considered at the November 2009 meeting | |

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| <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 went to December '10 meeting, then to the O&S Cttee and to Cabinet.</p> | <p>Work of the disbanded the Customer Transformation Task and Finish Panel was placed with the Finance and Performance Management Standing Scrutiny Panel. The Cabinet at their meeting in February 2009 agreed the recommendations with the proviso at (3) that:</p> <p>“(1) That, given the increasing importance of the Council’s Website for communication, information and electronic interactions, the level of dedicated resource to the maintenance and development of the Council’s Website be increased;</p> <p>(2) That a District Development Fund bid be made to fund an additional Grade 5 Website Support Officer on a three-year fixed term contract as part of the budget process for 2009/10, at an estimated cost of £25,000 per annum subject to job evaluation; and</p> <p>(3) That the Task and Finish Panel on Customer Transformation be requested to reconvene and further prioritise the remaining seven recommendations of the original report.”</p> | |
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Report to the Finance and Performance Management Scrutiny Panel



Date of meeting: 10 March 2011

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.
2. The report provides information on the Council's absence figures for Q1, Q2 and Q3 2010/2011; it includes absence figures by Directorate, the number of employees who have met the trigger level, those who have more than 4 weeks absence and reasons for 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, Q2 = 1.81 days and Q3 = 2.15 days. The Council is currently below the accumulated figure of 6 days.
5. During Q3, 4.9% staff met the trigger levels or above, 29.9% had sickness absence but did not meet the triggers and 65.2% had no 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, Q3 is slightly over. However, the Council is currently below the accumulated figure of 6 days.

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 | 2.15 | | | 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. However, all Directorates increased in Q3 except Environment and Street Scene.

| Directorate | Average FTE | 2010/2011 Average Number of Days Absence | | | | Total |
|---------------------------------------|-------------|--|------|------|----|-------|
| | | Q1 | Q2 | Q3 | Q4 | |
| Office of CE | 20.87 | 0.25 | 0.51 | 2.12 | | |
| Office of DCE | 46.91 | 0.92 | 2.09 | 2.35 | | |
| Corporate Support Services | 69.69 | 2.06 | 1.81 | 2.29 | | |
| Environment & Street Scene | 112.97 | 1.70 | 2.10 | 1.79 | | |
| Finance & ICT | 115.62 | 1.15 | 0.87 | 1.73 | | |
| Housing | 183.8 | 3.11 | 2.42 | 2.72 | | |
| Planning | 68.20 | 1.07 | 1.48 | 1.64 | | |

Table 2

Long Term Absence 2010/2011

12. For this purpose long term absence has been defined as 4 weeks or over. Over Q1 and Q2 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. During Q3 a total of 16 staff had 4 weeks or more absence; all 16 have had one continuous period.

Table 3 provides further detail on these employees.

| Quarter | Left | Returned to work | Dismissed | Proposed Return date | Still Absent | Other Arrangements |
|---------|--------|------------------|-----------|----------------------|--------------|-----------------------|
| Q1&Q2 | 8% (2) | 60% (15) | 4% (1) | 12% (3) | 16% (4) | |
| Q3 | 0 | 75% (12) | 0 | 0 | 19%(3) | 6% (1) (Unpaid leave) |

Table 3

Reasons for Absence

13. Infections and back problems increased significantly in Q3, whereas absence due to depression reduced significantly. Table 4 shows the reasons for absence.

| Reason | Number of Days Q1 & Q2 | Number of Days Q3 | Total Number of Days |
|---|------------------------|-----------------------|------------------------|
| Other musculo-skeletal problems; includes neck, legs or feet and arms or hands. Also include joint problems such as arthritis. | 543.7 | 284.1 | 827.8 |
| Infections, including viral infections such as influenza, cold, cough and throat infections | 384 | 403.9 | 787.9 |
| Depression, anxiety, mental health and fatigue. Includes mental illnesses such as anxiety and nervous debility/disorder (does not include stress) | 353.5 | 69.9 | 423.4 |
| Stomach, liver, kidney, digestion; include diarrhoea, vomiting and other gastro-intestinal illnesses. | 244.9 | 196.6 | 441.5 |
| Stress | 233.2 | 100 | 333.2 |
| Back problems | 141.5 | 15.6 | 157.1 |
| Chest, respiratory; including asthma, bronchitis, hay fever and chest infections | 107.1 | 25.7 | 132.8 |
| Eye, ear, nose and mouth, dental; sinusitis | 63.1 | 50.2 | 113.3 |
| Genito-urinary; menstrual problems | 52.1 | 74.6 | 126.7 |
| Neurological; headaches and | 49.9 | 55.8 | 105.7 |
| Reason | Number of Days | Number of Days | Total Number of |

| | Q1 & Q2 | Q3 | Days |
|--|---------|------|------|
| migraines | | | |
| Cancer, including all types of cancer and related treatments | 48.4 | 31.3 | 79.7 |
| Heart, blood pressure, circulation | 9.4 | 27.8 | 37.2 |
| Pregnancy | 6.1 | 1.4 | 7.5 |
| RTA | 5 | 1 | 6 |

Table 4

Conclusion

14. From Q1 to Q3 the total number of employees who had no absence fell from 523 to 478. There was an increase in the number of staff who had any sickness.

| 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) |
| 3 | 65.2% (478) | 29.9% (219) | 4.9% (36) |

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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SCRUTINY



Report to the Finance & Performance Management Scrutiny Panel

Report reference:

Date of meeting: 10 March 2011

Portfolio: Finance & Economic Development

Subject: Quarterly Financial Monitoring

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

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

Recommendations/Decisions Required:

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

Executive Summary

The report provides a comparison between the probable outturn for the period ended 31 December 2011 and the actual expenditure or income as applicable.

Reasons for proposed decision

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

Other options for action

No other options available.

Report:

1. The Committee has within its terms of reference to consider financial monitoring reports on key areas of income and expenditure. This is the third quarterly report for 2010/11 and covers the period from 1 April 2010 to 31 December 2011. The reports are presented based on which directorate is responsible for delivering the services to which the budgets relate.

2. The first two reports compared the actual expenditure to date to the Original Estimate. Comparisons in this report are to the Probable Outturn figures which have been generated during the 2011/12 budget setting process. Despite the income losses reported against the Original Estimate the probable outturn is expected to use £235,000 less of General Fund balances than was predicted in the Original Estimate. This is primarily due to the aforementioned income losses being offset by savings on employee expenditure, the budget assumed a 1.5% pay increase which in the event did not occur.

3. 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)

4. 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 £294,000 or 2.0%. The report now isolates two areas where underspends are particularly evident and in both cases there are specific reasons for the underspend occurring.

5. Building Control is managed within a ringfenced account that over a three year period should break even. Income levels have been down significantly and in order to keep the account in balance posts have been held vacant.

6. 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.

7. Once the areas above are taken out of the equation, the underspend overall amounts to £144,000 or 1.1%. 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%.

8. Building Control Income shows an under achievement of £4,000 at 31 December, when compared to the three year average used for budget monitoring purposes. Income is £20,000 above that achieved at this point last year, however January was a poor month. In 2009/10 March was an extremely good month and enabled the account to return a small surplus. Unless this happens again in 2010/11 the account will be in deficit by the year end.

9. Investment interest levels in 2010/11 should be in line with the expected outturn position which has had to be reduced by some £300,000 from the original estimate. There is still little sign of any improvement in rates and the average rate achieved for the nine months to December is around 1.1%. 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.

10. With regard to the Heritable Bank, a further payment has been received amounting to 4.74% (£118,414) bringing the total repayment of loans to 50.3%. Notification has also been received stating that a further dividend is intended to be distributed during April 2011 and at three month intervals thereafter until October 2012. 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 DDF during this financial year and that any additional monies received back in excess of 85% will then be credited back to the DDF.

11. Development Control income at Month 9 is £20,000 above the current probable outturn figure, however like Building Control January was not a good month. If the final two months outturn in line with the Probable Outturn figures the amended position will be met.

12. Hackney Carriage licensing income was revised upwards for the probable outturn and income is now above this level, it is also expected that other licensing income will at least achieve the level recorded in the probable outturn.

13. Income from MOT's carried out by Fleet Operations is now exceeding last year. The Probable Outturn reset the income level at £325,000. However income may fall slightly short of this.

14. Income from Local Land Charges has been revised downwards as a result of the introduction of the Local Land Charges (Amendment) Rules 2010. Income seems to be on track with the adjusted figure. The Department for Environment, Food and Rural Affairs 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. It is still unclear exactly how the Council is to receive the funding required to achieve this.

15. The Housing Repairs Fund shows an underspend of £354,000. However much of the winter related expenditure will not show until the final quarter. The final position is expected

to be in line with the Probable Outturn figure.

16. 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.

17. 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)

18. Tables for capital expenditure monitoring purposes (annex 10 -16) are included for the nine months to 31 December. There is a brief commentary on each item highlighting the scheme progress.

19. The full year budget for comparison purposes is the updated budget that is within the recently approved Capital Strategy.

Major Capital Schemes

20. The Limes Farm Hall Development scheme which is due to start in earnest later this month or early in April will be included within the major schemes tables from the first quarter of 2011/12.

Conclusion

21. Whilst a number of income sources will fall short of the Original Budget set in February 2010, the budget process undertaken during 2010/11 included an update on the expected outturn for the year. The amount needed from the General Fund balance to meet the net expenditure should be about £235,000 less than the £544,000 originally anticipated.

22. The panel is asked to note the position on both revenue and capital budgets as at Month 9.

Consultations Undertaken

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

Resource Implications

During the budget process for 2011/12, which included the Probable Outturn for 2010/11, it has been possible to fund the income shortfalls from savings elsewhere in the budget. These savings have in the main arisen due to the 1.5% inflation included in the Original Estimate for pay increases not being required.

Legal and Governance Implications

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

Safer, Cleaner, Greener Implications

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

Background Papers

Various budget variance working papers held in Accountancy.

Impact Assessments

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

DECEMBER 2010 - SALARIES

| <u>DIRECTORATE</u> | <u>2010/11</u> | | | <u>2009/10</u> | | |
|--|--------------------|-------------------|--------------------|--------------------|-------------------|--------------------|
| | <u>EXPENDITURE</u> | <u>BUDGET</u> | <u>VARIATION</u> | <u>EXPENDITURE</u> | <u>BUDGET</u> | <u>VARIATION</u> |
| | <u>TO 31/12/10</u> | <u>PROVISION</u> | <u>FROM BUDGET</u> | <u>TO 31/12/09</u> | <u>PROVISION</u> | <u>FROM BUDGET</u> |
| | <u>£000</u> | <u>(PROBABLE)</u> | <u>(PROBABLE)</u> | <u>£000</u> | <u>(PROBABLE)</u> | <u>(PROBABLE)</u> |
| | | <u>£000</u> | <u>%</u> | | <u>£000</u> | <u>%</u> |
| OFFICE OF THE CHIEF EXECUTIVE | 544 | 544 | 0.0 | 628 | 621 | 1.1 |
| DEPUTY CHIEF EXECUTIVE | 1,121 | 1,102 | 1.7 | 1,051 | 1,051 | 0.0 |
| CORPORATE SUPPORT SERVICE DIRECTORATE | 1,879 | 1,891 | -0.6 | 1,777 | 1,831 | -2.9 |
| FINANCE & ICT DIRECTORATE * | 2,865 | 2,900 | -1.2 | 2,762 | 2,854 | -3.2 |
| HOUSING DIRECTORATE * (Less Works Unit) | 3,044 | 3,086 | -1.4 | 2,787 | 2,773 | 0.5 |
| WORKS UNIT | 811 | 936 | -13.4 | 971 | 1,019 | -4.7 |
| ENVIRONMENT & STREET SCENE DIRECTORATE * | 2,557 | 2,595 | -1.5 | 2,660 | 2,685 | -0.9 |
| PLANNING & ECONOMIC DEVELOPMENT DIRECTORATE * (Less Building Control) | 1,367 | 1,403 | -2.6 | 1,304 | 1,366 | -4.5 |
| BUILDING CONTROL * | 170 | 195 | -12.8 | 165 | 192 | -14.1 |
| TOTAL | 14,358 | 14,652 | -2.0 | 14,105 | 14,392 | -2.0 |

* Agency costs are included in the salaries expenditure.

| | 10/11 Probable Outturn £'000 | Third Quarter | | | 10/11 Variance Budget v Actual | | Comments |
|----------------------------|---------------------------------------|----------------------------------|--------------------------|--------------------------|--------------------------------------|------|---|
| | | 10/11 Budget to date £'000 | 10/11 Actual £'000 | 09/10 Actual £'000 | £'000 | % | |
| | | | | | | | |
| Major expenditure items: | | | | | | | |
| Grants to Voluntary Groups | 179 | 77 | 77 | 89 | 0 | 0.00 | Grants carried forward from previous years as committed amount to £46,800, of which £24,860 is still outstanding at the end of Quarter 3. Grants approved in the first three quarters of the year amount to £64,039 of which £54,947 has been paid out. Also included in the probable outturn budget is an amount of £20,000 for the Furniture Exchange Scheme. |
| Voluntary Sector Support | 153 | 153 | 153 | 161 | 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. |
| | 332 | 230 | 230 | 250 | | | |

| | 10/11 Probable Outturn £'000 | Third Quarter | | | 10/11 Variance Budget v Actual | | <u>Comments</u> |
|---------------------------------|---------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------------------|--------|--|
| | | 10/11 Budget £'000 | 10/11 Actual £'000 | 09/10 Actual £'000 | £'000 | % | |
| | | | | | | | |
| <u>Major expenditure items:</u> | | | | | | | |
| Building Maintenance | 367 | 201 | 147 | 137 | -54 | -26.87 | The budget profiling has been based on the expenditure pattern for the previous three years. Despite the delays that occurred in the maintenance programme during the first half of the year, expenditure has now exceeded Quarter 3 of 2009/10, but remains below the profiled budget for the current year. It looks unlikely now that this budget will be fully spent. |
| | 367 | 201 | 147 | 137 | | | |

| | 10/11 Probable Outturn £'000 | Third Quarter | | | 10/11 Variance Budget v Actual | | Comments |
|----------------------------|---------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------------------|-------|--|
| | | 10/11 Budget £'000 | 10/11 Actual £'000 | 09/10 Actual £'000 | £'000 | % | |
| | | | | | | | |
| <u>Major income items:</u> | | | | | | | |
| Hackney Carriages | 182 | 143 | 153 | 147 | 10 | 6.99 | The number of applications for driver and vehicle licences remains higher than the expected outturn for 2010/11. The increase in comparison to the previous year is due to the introduction of driver knowledge tests. |
| Licensing & Registrations | 103 | 88 | 89 | 83 | 1 | 1.14 | The fee income achieved in the first three quarters has exceeded that achieved in the previous quarter 3. 2010/11 has seen a recovery in the number of Liquor licences and Temporary Event Notices issued, and has also seen an increase in the number of street trading applications received. |
| Fleet Operations MOTs | 325 | 237 | 233 | 218 | -4 | -1.69 | 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 third quarter exceeding the previous years actual, but remaining slightly below the profiled probable outturn. |
| Local Land Charges | 177 | 138 | 139 | 134 | 1 | 0.72 | There has been a slight improvement in the housing market which has led to an increase in land charges income. A government directive has been issued that revoked the charge for personal searches from 17 August 2010, this loss of income is reflected in the probable outturn and currently remains at the expected level. |
| | 787 | 606 | 614 | 582 | | | |

| | 10/11 Probable Outturn £'000 | Third Quarter | | | 10/11 Variance Budget v Actual | | Comments |
|----------------------------|---------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------------------|-------|---|
| | | 10/11 Budget £'000 | 10/11 Actual £'000 | 09/10 Actual £'000 | £'000 | % | |
| | | | | | | | |
| <u>Major income items:</u> | | | | | | | |
| Industrial Estates | 893 | 856 | 866 | 846 | 10 | 1.17 | Rents from the Industrial units at Brooker Road, Oakwood Hill, Oakwood Hill Workshop units and Langston Road, are higher than budgeted. Most of the income due is billed in advance, apart from Langston Road Seedbed Centre. |
| Land & Property | 230 | 121 | 137 | 143 | 16 | 13.22 | The Rental income for miscellaneous Land and Property, includes the David Lloyd Centre, the WRVS kitchen at Langston Road Depot and general miscellaneous wayleaves. The total rental income is higher than budgeted but lower than quarter 3 in 2009, due to the Medical Centre at Greenyards remaining vacant from April 2010. It is anticipated that Greenyards will be relet from April 2011. Also WRVS have now vacated as part of the development of Langston Road Depot. |
| | 1,123 | 977 | 1,003 | 989 | | | |

| | 10/11 Probable Outturn £'000 | Third 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> | | | | | | | |
| Forward Planning | 126 | 94 | 68 | 153 | -26 | -27.71 | The change in government has resulted in much uncertainty regarding the Local Development Framework (LDF) and the work councils are required to undertake. Work to the Core Strategy is still being undertaken, but is subject to delays until more clear guidance is issued, these delays are reflected in the probable outturn. |
| | 126 | 94 | 68 | 153 | | | |
| <u>Major income items</u> | | | | | | | |
| Development Control | 511 | 353 | 373 | 406 | 20 | 5.67 | Despite an increase in planning application income received in the third quarter, Development Control income is lower than the previous year as a single fee of £48,000 was included in that period. Quarter 3 income is higher than the probable outturn which is profiled on a three year average, but is subject to significant fluctuations. |
| Building Control Fee Earning | 528 | 403 | 399 | 379 | -4 | -0.99 | Quarter 3 income has increased compared to the same period in 2009/10, but is below the 2010/11 probable outturn which is profiled on a three year average. 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. |
| | 1,039 | 756 | 772 | 785 | | | |

| | 10/11 Probable Outturn £'000 | Third 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> | | | | | | | |
| Information Technology | 818 | 758 | 762 | 722 | 4 | 0.53 | The increase in expenditure compared to 2009/10 is a result of increased expenditure on new equipment and inflationary increases on long term maintenance contracts. Expenditure to quarter 3 is slightly above the profiled budget to date. |
| Telephones | 173 | 141 | 141 | 133 | 0 | 0.00 | |
| Bank & Audit Charges | 227 | 103 | 103 | 84 | 0 | 0.00 | Expenditure to date represents three quarters Audit Fee, and the fee payable for the audit of grant claims. The Audit Commission have refunded a proportion of the current years fees that relate to the transition to IFRS. |
| | 1,218 | 1,002 | 1,006 | 939 | | | |
| <u>Major income items:</u> | | | | | | | |
| Investment Income | 594 | 446 | 445 | 901 | -1 | -0.22 | 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. |
| | 594 | 446 | 445 | 901 | | | |

| | 10/11 Full Year Budget £'000 | Third Quarter | | | 10/11 Variance Budget v Actual | | <u>Comments</u> |
|---------------------------------|---------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------------------|------|--|
| | | 10/11 Budget £'000 | 10/11 Actual £'000 | 09/10 Actual £'000 | £'000 | % | |
| | | | | | | | |
| <u>Major expenditure items:</u> | | | | | | | |
| Museum | 101 | 48 | 40 | 59 | - 8 | - 17 | There are a number of areas showing small underspends including rents and exhibition costs. The actual in 2009/10 looks high in comparison to 2010/11 because of a one off NDR refund going back to the 2005 rating list being made this year. |

| | 10/11 Full Year Budget £'000 | Third Quarter | | | 10/11 Variance Budget v Actual | | <u>Comments</u> |
|--------------------------------|---------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------------------|------|--|
| | | 10/11 Budget £'000 | 10/11 Actual £'000 | 09/10 Actual £'000 | £'000 | % | |
| | | | | | | | |
| <u>Major expenditure items</u> | | | | | | | |
| Bed & Breakfast Accommodation | 78 | 59 | 63 | 56 | 4 | 6.78 | Bed & Breakfast accommodation is only allocated to the homeless as a last resort and the Homelessness Prevention Team are keeping levels low. Actual income in 2009/10 appears low as a number of irrecoverable debts were written off. Income, which includes Housing Benefit, is better than expected in 2010/11. However these debts are notoriously difficult to collect and the Council always provides Bad Debt provision at 100% against the recovery of the non housing benefit debts. |
| <u>Major income items</u> | | | | | | | |
| Bed & Breakfast Accommodation | 65 | 49 | 74 | 36 | 25 | 51.0 | |

| | 10/11 Full Year Budget £'000 | Third 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> | | | | | | | |
| Refuse Collection | 1,380 | 820 | 784 | 984 | -36 | -4.39 | The major variance (£27,000) relates to unspent publicity costs. |
| Street Cleansing | 1,342 | 779 | 788 | 800 | 9 | 1.16 | No major variances. |
| Recycling | 3,980 | 2,346 | 2,313 | 1,548 | -33 | -1.41 | The variance relates to the inflation increase in November. Expenditure for the year is expected to be in line with the budget. The increase on 2009/10 actuals relate to the change in the waste contract from September 2009, this included the apportionment of costs between refuse collection and recycling when the new food and garden collection came in recycling became a larger proportion of the contract than before. |
| Highways General Fund | 168 | 126 | 104 | 90 | -22 | -17.46 | Invoicing for tree works are lagging behind expectations. |
| Off Street Parking | 500 | 359 | 326 | 380 | -33 | -9.19 | } The variance here relates to parking contractor invoices being one month behind and that there is an under-spend on off street parking maintenance. } Both these variances should correct themselves by the year end. |
| On Street Parking | 410 | 271 | 235 | 223 | -36 | -13.28 | |
| North Weald Centre | 350 | 140 | 138 | 110 | -2 | -1.43 | Maintenance expenditure has occurred earlier in 2010/11 than in 2009/10. The final outcome should see the budget fully spent. |
| Land Drainage & Contaminated Land | 212 | 79 | 36 | 46 | -43 | -54.43 | Remedial works to water courses is showing an under-spend at present. The works scheduled to be carried out have been delayed somewhat and there will be an underspend by the year end. An element of this budget is DDF and will need to be carried forward into 2011/12. |
| | 8,342 | 4,920 | 4,724 | 4,181 | | | |

| | 10/11 Full Year Budget £'000 | Third Quarter | | | 10/11 Variance Budget v Actual | | Comments |
|---------------------------------|---------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------------------|--------|--|
| | | 10/11 Budget £'000 | 10/11 Actual £'000 | 09/10 Actual £'000 | £'000 | % | |
| | | | | | | | |
| <u>Contract cost Monitoring</u> | | | | | | | |
| Leisure Facilities:- | | | | | | | |
| Loughton Leisure Centre | -2 | 17 | 17 | 17 | 0 | 0.00 | } There are no major variances showing between the budget and actual spend. |
| Epping Sports Centre | 291 | 171 | 170 | 169 | -1 | -0.58 | |
| Waltham Abbey Swimming Pool | 442 | 258 | 256 | 264 | -2 | -0.78 | |
| Ongar Sports Centre | 281 | 164 | 163 | 171 | -1 | -0.61 | |
| | 1,012 | 610 | 606 | 621 | | | |
| <u>Major income items:</u> | | | | | | | |
| Refuse Collection | 79 | 50 | 42 | 51 | -8 | -16.00 | The tipping away payment for the Fourth quarter of 2009/10 had to be estimated as part of the final accounts closure process. In the event the actual figure was lower than expected and had to be adjusted during quarter one of 2010/11. The final position for 2010/11 looks likely to fall short of the estimate by around £7,000. |
| Recycling | 2,280 | 1,375 | 1,410 | 547 | 35 | 2.55 | The increase on the 2009/10 actuals relate to the change in the waste contract in September 2009, where additional recycling credits been achieved from the increase food and gardening collection. |
| Off Street Parking | 1,132 | 781 | 787 | 859 | 6 | 0.77 | |
| On Street Parking | 574 | 420 | 404 | 415 | -16 | -3.81 | The major variance for on-street parking for 2010/11 is PCN income being down. The surplus showing on Off-Street is due to the Pay & Display income being better than expected. |
| North Weald Centre | 1,360 | 1,099 | 1,101 | 1,084 | 2 | 0.18 | No major variances to report. |
| | 5,425 | 3,725 | 3,744 | 2,956 | | | |

| | 10/11 Full Year Budget £'000 | Third 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> | | | | | | | |
| Management & General | 327 | 231 | 178 | 25 | -53 | -22.94 | The underspend relates to a number of variances, including professional and consultant fees and publicity. |
| Housing Repairs | 5,776 | 4,048 | 3,694 | 3,646 | -354 | -8.75 | Expenditure to date is similar to that at this stage in 2009/10. Whilst an underspend is currently showing as indeed was the case last year, the final position was a minor overspend. It is likely that the final position will be close to the expected outturn. |
| Special Services | 1,675 | 781 | 495 | 954 | -286 | -36.62 | The main areas showing an underspend are: Heating and Lighting where there is likely to be an underspend at the year end; building maintenance, where expenditure will be spent by the end of the year; and tree felling, where expenditure is waiting to go through. |
| | 7,778 | 5,060 | 4,367 | 4,625 | | | |
| <u>Major income items:</u> | | | | | | | |
| Non-Dwelling Rents | 2,649 | 1,979 | 1,970 | 1,707 | -9 | -0.45 | No major variances. The increase on the 2009/10 actual figures relate to the refunds given to tenants of the Broadway shops as a result of the disruption to their businesses during the improvement works in 2009/10 |
| Gross Dwelling Rent | 25,618 | 19,213 | 19,234 | 16,511 | 21 | 0.11 | No major variances. |
| | 28,267 | 21,192 | 21,204 | 18,218 | | | |

2010/11 CAPITAL MONITORING -
CORPORATE SUPPORT SERVICE

ANNEX 10

| | 10/11 Full Year Budget £'000 | Third Quarter | | 10/11 Variance Budget v Actual | | <u>Comments</u> |
|------------------------------|---------------------------------------|--------------------------|--------------------------|--------------------------------------|-----|--|
| | | 10/11 Budget £'000 | 10/11 Actual £'000 | £'000 | % | |
| | | | | | | |
| Civic Office Works | 669 | 502 | 467 | -35 | -7 | The largest projects in the programme, being the replacement of the windows and heating systems in the condor building, have now been completed. Other schemes completed include new air conditioning systems; an upgraded heating and ventilation system; and a new sound & visual system in the Council Chamber. Work on other projects has taken second place and some works will slip into next year as presented to Cabinet in the Council's Five Year Planned Maintenance Programme. The remaining projects for 2010/11, including refurbishment of the toilets, energy efficiency control and lift refurbishment are all due to commence this year with any additional works being carried forward into the start of 2011/12. |
| Other Capital Building Works | 12 | 9 | 7 | -2 | -22 | 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 £7,000 actual expenditure to date relates to a new air conditioning system installed at North Weald Airfield which has now been completed. |
| Brooker Road Purchase | 212 | 212 | 212 | 0 | 0 | This purchase was finalised in May 2010. |
| Black Lion Car Park Purchase | 152 | 152 | 152 | 0 | 0 | This purchase was finalised in October 2010 |
| Total | 1,045 | 875 | 838 | | | |

2010/11 CAPITAL MONITORING -
FINANCE ICT.

ANNEX 11

| | 10/11 Full Year Budget £'000 | Third Quarter | | 10/11 Variance Budget v Actual | | <u>Comments</u> |
|--------------|---------------------------------------|-----------------------------|--------------------------|--------------------------------------|-----|--|
| | | 10/11 Budget £'000 | 10/11 Actual £'000 | £'000 | % | |
| | | General Capital Contingency | 23 | 0 | 0 | |
| ICT | 454 | 306 | 244 | -62 | -20 | Progress is being made on most ICT projects and 5 schemes have been completed so far this year: the Enterprise Agreement; Information at Work (phase 1); Website (phase 2); the Training Room Upgrade; and the Cash Receipting & Income System. Expenditure has also been incurred on 6 further schemes, most of which are expected to be completed this year. The Disaster Recovery project, however, will now be slipped into 2011/12 and this has been addressed within the Capital Strategy. |
| Total | 477 | 306 | 244 | | | |

| | 10/11 Full Year Budget £'000 | Third Quarter | | 10/11 Variance Budget v Actual | | Comments |
|-------------------------------|---------------------------------------|--------------------------|--------------------------|--------------------------------------|------|--|
| | | 10/11 Budget £'000 | 10/11 Actual £'000 | £'000 | % | |
| | | | | | | |
| Leisure Centre Works | 855 | 143 | 134 | -9 | -6 | This budget includes: the refurbishment and extension of the Loughton Leisure Centre; the final work associated with the Loughton Leisure Centre new build ; and the cost of feasibility works at Waltham Abbey Sports Centre although the full scheme has been put on hold for the time being. All these works are expected to be completed in 2010/11. As part of the Capital Review, the budget for the new fitness equipment at Epping and Loughton Leisure Centres was moved forward to 2011/12 and installation of the equipment is planned for early 2011/12. |
| Car Parking & Traffic Schemes | 167 | 125 | -3 | -128 | -102 | The original General Fund budget of £585,000 for off street parking on housing estates has been revised down to £13,000 to cover the initial costs of three schemes which are currently progressing to tender stage, the rest has been carried forward to future years. The budget also includes a sum of £147,000 for the three parking reviews, revised down from £347,000 and the difference carried forward as part of the Capital Review. The negative actual figure has been reduced significantly from last quarter as the payments charged to 2009/10 in respect of the parking reviews which were in dispute have now been resolved and paid. The remaining negative sum of £3,000 relates to the outstanding retention on Bakers Lane car park, which will be paid in March. |
| North Weald Airfield | 155 | 155 | 157 | 2 | 1 | This allocation relates to capital works on 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 which is now complete. |
| Bobbingworth Tip | 41 | 31 | 1 | -30 | -97 | 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 | 230 | 173 | 91 | -82 | -47 | This section includes the remaining budgets of £147,000 for waste and recycling containers; £80,000 for grounds maintenance vehicles; and £3,000 for safer, greener, cleaner equipment. To date only the budget for Grounds Maintenance Vehicles has been spent in full. |
| Total | 1,448 | 627 | 380 | | | |

| | 10/11 Full Year Budget £'000 | Third Quarter | | 10/11 Variance Budget v Actual | | <u>Comments</u> |
|--|---------------------------------------|--------------------------|--------------------------|--------------------------------------|-----|---|
| | | 10/11 Budget £'000 | 10/11 Actual £'000 | £'000 | % | |
| | | | | | | |
| Limes Farm Hall Development | 197 | 28 | 25 | -3 | -11 | The management consultants have commenced work on the project and are currently in the process of appointing building contractors. It is anticipated that the contractors will start on site on 14 March 2011 and that the majority of the work will be undertaken next financial year. The full budget for the project is £1,062,000 of which a maximum of £110,000 will be spent this financial year; this has been taken into account as part of the Capital Strategy. Essex County Council will be making a capital contribution of £260,000 towards the cost of scheme in 2011/12. |
| Customer Services Transformation Programme | 20 | 10 | 6 | -4 | -40 | This budget has been revised down to £20,000 to cover the cost of feasibility works on the reception area at the Civic Offices but there is currently no budget remaining in the Capital Programme to carry out the works. |
| Waltham Abbey All Weather Pitch | 142 | 0 | 0 | 0 | 0 | The works contract for the Waltham Abbey All Weather Pitch has been awarded to Surfacing Standards Ltd and construction is expected to be completed by September 2011. The total budget for the scheme is £527,000, of which £47,000 was estimated to be spent in 2010/11 as part of the Capital Strategy. It is now thought that just under £20,000 will be spent in this financial year and the balance will be carried forward when the Capital Outturn is presented to Cabinet. |
| Young Peoples Leisure Facilities | 83 | 74 | 74 | 0 | 0 | All the projects within the Children's Play programme have 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 | 442 | 112 | 105 | | | |

| | 10/11 | Third Quarter | | 10/11 | | <u>Comments</u> |
|---------------------------------|------------|---------------|------------|-----------------|-----|--|
| | Full Year | 10/11 | 10/11 | Variance | | |
| | Budget | Budget | Actual | Budget v Actual | | |
| | £'000 | £'000 | £'000 | £'000 | % | |
| Loughton Broadway Cctv | 100 | 0 | 0 | 0 | 0 | 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 | 0 | -20 | -20 | 0 | 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 | 6 | -2 | -25 | This relates to works funded by Housing and Planning Delivery Grant brought forward from 2009/10. |
| Total | 140 | 8 | -14 | | | |

| | 10/11 Full Year Budget £'000 | Third Quarter | | 10/11 Variance Budget v Actual | | <u>Comments</u> |
|-------------------------------------|---------------------------------------|--------------------------|--------------------------|--------------------------------------|-----|---|
| | | 10/11 Budget £'000 | 10/11 Actual £'000 | £'000 | % | |
| | | | | | | |
| Contributions to Affordable Housing | 375 | 2 | 2 | 0 | 0 | This budget of £375,000 has been set aside 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. The actual cost of £2,000 paid to date represents the first payment to the Housing Consultants acting on the Council's behalf. It is anticipated that the grant will be made by the end of this financial year. |
| Home Ownership Schemes | 621 | 186 | 214 | 28 | 15 | The revised budget of £186,000 in respect of Home Ownership Grants allows for three grants of £34,000 each and three grants of £28,000 each. In addition £112,000 was carried forward to 2011/12 as part of the Capital Review. All six grants budgeted for in this year have been paid and one additional grant has been paid earlier than expected; the allocation for this grant will be brought forward from 2011/12 as part of the Capital Outturn report so reducing next years budget to £84,000. 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 | 400 | 300 | 227 | -73 | -24 | The budget provision of £400,000 for Disabled Facilities Grants (DFGs) is likely to be underspent as a result of a backlog of referrals in the Occupational Therapy service at ECC. ECC has taken measures to remedy the situation but the results of this will not take effect immediately and, therefore, the budget is likely to be underspent by between £50,000 and £100,000. The underspend will be carried forward to 2011/12 when any potential knock-on effects in to future years can be fully assessed. |
| Other Private Sector Grants | 350 | 263 | 294 | 31 | 12 | The uptake of grants to improve housing conditions for vulnerable people in the private sector has been good. Based on expenditure to date, total expenditure for the year could exceed the budget of £350,000. Grants will be therefore be restricted this year in order to minimise any overspend until such time as the DFG budget has been fully assessed. At this stage it may be possible to reallocate funds between the two budgets in which case a request will be made to Cabinet. |
| Total | 1,746 | 751 | 737 | | | |

| | 10/11 Full Year Budget £'000 | Third Quarter | | 10/11 Variance Budget v Actual | | Comments |
|--|---------------------------------------|--------------------------|--------------------------|--------------------------------------|------|---|
| | | 10/11 Budget £'000 | 10/11 Actual £'000 | £'000 | % | |
| | | | | | | |
| Springfields, Waltham Abbey | 58 | 44 | -76 | -120 | -273 | Practical completion was achieved on 14 August 2009 and there have been delays in agreeing the final account . However, officers are applying pressure on the Council's QS in an attempt to agree the the final account as soon as practical and a report will be presented to Cabinet once this is achieved. |
| Heating/Rewiring | 1,611 | 1,208 | 1,312 | 104 | 9 | The existing heating and boiler replacement contracts are progressing well but demand is high and additional resources of £475,000 were approved as part of the Capital Review to cover rewiring and new heating installations at Marlescroft Way and Ninefields Estate. The works at Marlescroft Way are now completed and Ninefields is well under way and on target. |
| Windows/Roofing / Asbestos / Water Tanks | 761 | 571 | 738 | 167 | 29 | The budget for the double glazing programme was increased by £80,000 as part of the Capital Review due to additional expenditure on ad-hoc front entrance doors and this work is progressing well. The potential underspends identified at the same time on balcony resurfacing, asbestos removal and water tank renewals now seem to have been overstated and the reductions in these allocations, approved as part of the Capital Review, may prove difficult to achieve. If overspends occur at the year end, allocations will be brought forward from 2011/12 and reassessed next year. This is also the case for roofing works, the allocation for which has been 98% used as at 31 January 2011. |
| Other Planned Maintenance | 319 | 237 | 206 | -31 | -13 | Drainage works and the planned improvements to Norway House are now back on track and work is progressing well. Although underspent at Quarter 3, many energy efficiency works have been completed now, two new energy efficient generators have been purchased for Parsonage Court and Frank Bretton House and the budget is being closely monitored. The door entry systems and communal TV projects are slightly ahead of target. |
| Other Capital Works | 3,887 | 2,800 | 2,510 | -290 | -10 | 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, leaving a revised estimate of £210,000. The backlog of disabled adaptations has been essentially cleared and the programme is on target. Additional workload was identified on capital repairs to void properties primarily as a result of some tenants vacating council properties in favour of new housing association properties in the district. Because of this, an increase of £382,000 was approved as part of the Capital Review and the capital repairs programme has now been accelerated in line with the increased budget. The ongoing kitchen replacement scheme is running to target, despite the rise in replacement kitchens needed for the increased number of void properties. |
| Total | 6,636 | 4,860 | 4,690 | | | |

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Report to: Finance and Performance Management Scrutiny Panel

Date of Meeting: 10 March 2011

SCRUTINY



Portfolio: Performance Management (Councillor R. Bassett)

Subject: Key Performance Indicators 2010/11 (Quarter 3 Performance Monitoring) and 2011/12 (Target Setting)

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

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

- (1) That the Scrutiny Panel consider the Council's performance for the first nine months of 2010/11, in relation to the Key Performance Indicators adopted for the year;**
- (2) That, subject to the concurrence of the Finance and Performance Management Cabinet Committee:**
 - (a) National Indicator 189 (Flood and Coastal Erosion Risk Management) not be retained as a Key Performance Indicator for 2011/12;**
 - (b) a new Key Performance Indicator be adopted for 2011/12, to report the level of appeals allowed against the refusal of all types of planning applications, where member decisions to refuse applications were made contrary to a recommendation of the Director of Planning and Economic Development;**
 - (c) the proposed targets for the Key Performance Indicators adopted for 2011/12, be agreed; and**
 - (d) a corporate target be set for the achievement of year-on-year improvement against the adopted Key Performance Indicators for 2011/12.**

Executive Summary:

1. (Acting 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. 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.

4. A number of the KPIs are used as performance measures for the Council's annual Key Objectives. It is important that relevant performance management processes are in place to review and monitor performance against the 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:

5. 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:

6. 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.

7. 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 indicators). The aim of the KPIs is to focus improvement on the 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.

8. Improvement plans are produced for each 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. 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.

9. A number of the NIs are designed to be reported annually at year-end only, or are subject to annual (or other frequency) performance reporting by external agencies, and performance against NI 195 is measured over three four-month periods (April-July, August-November and December-March) during the year, rather than quarterly. 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 quarterly period. These indicators are identified in Appendix 1. 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.

Key Performance Indicators 2010/11 – Quarter 3 Performance

10. Performance reports for each of the thirty-one quarterly monitored KPIs for the period from 1 April to 31 December 2010 are attached as Appendix 2 to this report. The nine-month position with regard to the achievement of target performance for the KPIs for 2010/11 is as follows:

- (a) 21 (67.74%) have achieved the third quarter performance target for 2010/11;
- (b) 9 (29.03%) have not achieved the third quarter performance target for 2010/11;
and
- (c) 1 (3.22%) cannot be reported for the third quarter of 2010/11.

11. The Scrutiny Panel is requested to consider the Council's performance for the first nine 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.

Key Performance Indicators 2011/12

12. At its meeting in December 2010, the Scrutiny Panel was advised that the Secretary of State for Communities and Local Government had implemented changes to existing national performance arrangements, which provided for the replacement of the existing National Indicator Set with a single list of data required to be provided to the Government by local authorities. At that time, members noted that it was considered appropriate for the Council to continue to monitor and internally report performance against each of the National Indicators that formed part of its 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.

13. 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, where data collection is resource intensive or over burdensome, or where issues of limited value and validity have arisen in respect of data previously collected. This exercise resulted in proposals for some National Indicators to be carried forward into 2011/12 as Local Performance Indicators, and the majority of the results of this review exercise were considered at the meeting of the Scrutiny Panel in December 2010 and by the Finance and Performance Management Cabinet Committee in January 2011. However, proposals in respect of several KPIs had not been finalised at that time, and these are now presented for consideration in order to conclude the review of the KPI set for 2011/12.

(a) National Indicator 189 - Flood and Coastal Erosion Risk Management

14. The Government's proposals for a new single list of data requirements to replace the existing National Indicator Set, includes a return in respect of some flood and coastal erosion risk management and sustainable drainage system data previously measured by National Indicator 189. However, the new data requirements apply only to Essex County Council, as part of new responsibilities under the Flood and Water Management Act 2010. Discussions have been held with the Environment Agency in this respect, but it has not proved possible to adjust the existing NI 189 measure to make it more meaningful for the Council, and it is therefore recommended that this indicator not be retained as a KPI for 2011/12.

(b) Local Performance Indicator 45 – Planning Appeals

15. This indicator currently only applies to certain types of planning applications (excluding advertisements, listed buildings, enforcement etc.), and was derived from a former statutory indicator in 2008/09. It is proposed that for 2011/12 the indicator should be revised to relate to all appeal types and that, as a measure of decision-making, two separate targets of 28% should be set, one for decisions delegated to the Director of Planning and Economic

Development, and one for member reversals of officer recommendations on planning applications, to allow a greater understanding of decision-making.

16. As in previous years, the KPIs for 2011/12 have been determined at this stage in the year, linked to provisional targets based on third quarter performance for 2010/11 (April to December 2010), for adoption by both the Scrutiny Panel and the Finance and Performance Management Cabinet Committee. Details of the proposed provisional KPI targets for 2011/12, as proposed by each responsible service director on the basis of the third quarter (and estimated outturn) position, are set out at Appendix 3, together with details of the links between the KPIs and the Council's adopted Key Objectives for the year. The proposed targets for 2010/11 have been reviewed by Management Board.

17. The KPIs will comprise the totality of the Council's formal performance indicator measures for 2011/12. As in previous years, service directors will be required to develop improvement plans 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. In view of the corporate importance attached to the KPIs, the improvement plans will be considered, agreed and monitored by Management Board. As part of the process of agreeing the KPI Improvement Plans for 2011/12, Management Board will in due course also review the provisional targets for each KPI with reference to outturn data for 2010/11 when this is available.

18. Although it is not yet known whether the Council's overall aim of achieving target performance for at least 70% of the KPIs for 2010/11 will be achieved, the Scrutiny Panel is also requested to consider and agree a corporate KPI performance improvement target for 2011/12.

19. The Scrutiny Panel is requested to agree the proposals set out in this report for the deletion and adoption of additional KPIs for 2011/12, relevant targets for the year, and an overall KPI performance improvement target. These matters will also be considered by the Finance and Performance Management Cabinet Committee at its meeting on 21 March 2011, and the views of the Scrutiny Panel in this respect will be reported to the meeting.

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. This report is also to be considered by the Finance and Performance Management Cabinet Committee on 21 March 2011.

Background Papers:

First, second and third 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

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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;

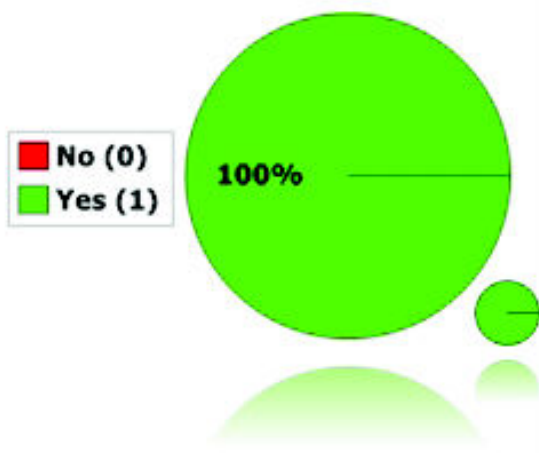
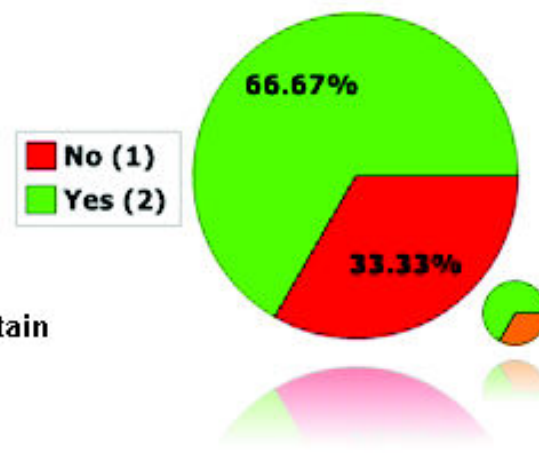
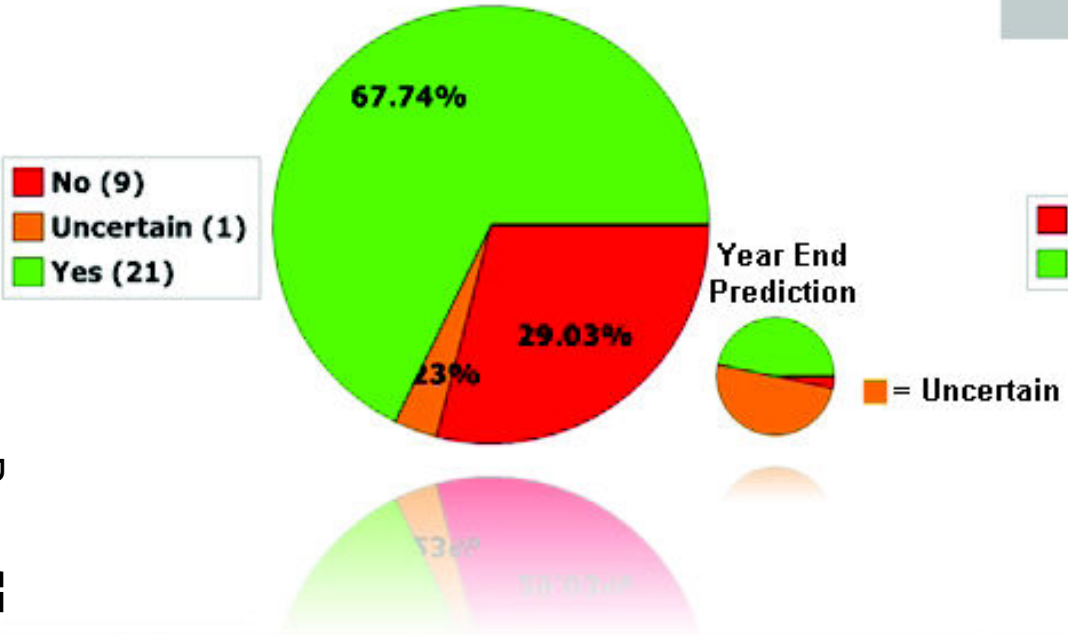
**Performance against these Key Performance Indicators is reported on a four-monthly basis;

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

Summary of KPIs Achieving Target

Office of the DCE

Corporate Support Services



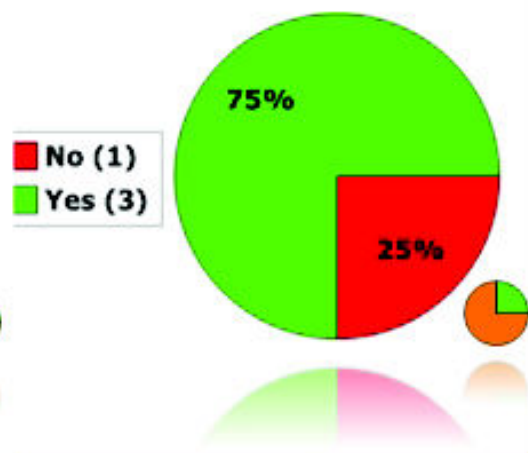
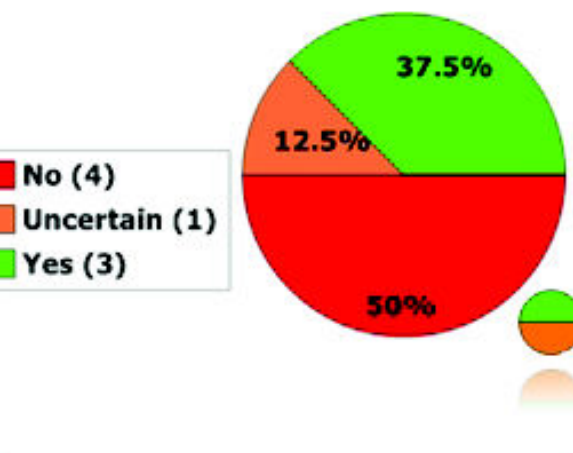
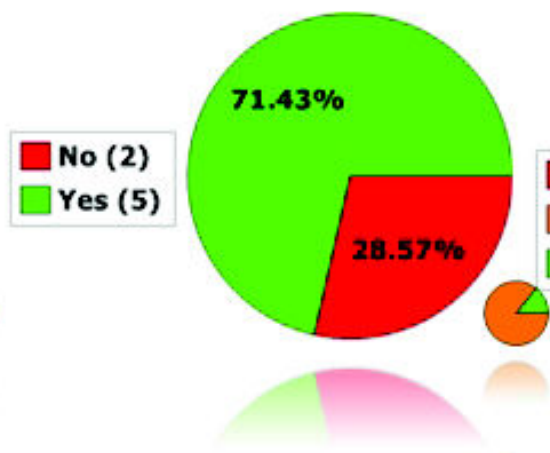
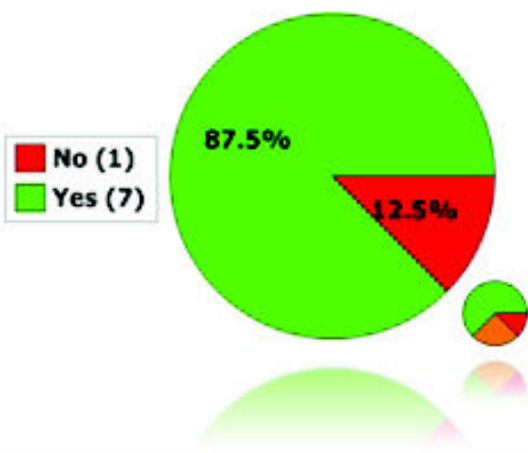
Page 57

Environment & Street Scene

Finance & ICT

Housing

Planning & Economic Development



| 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 | The number of visits to the Council's website | 217,500 | 248,772 | ✓ | 435,000 | 448,376 | ✓ | 652,500 | 630,892 | ✗ | 870,000 | | |
| LPI 50 | The number of elderly people participating in physical activity programmes provided by the Council | 3,500 | 4,141 | ✓ | 3,500 | 3,851 | ✓ | 3,500 | 3,521 | ✓ | 3,500 | | |
| LPI NI 014 | The Achievement of Milestones Towards Reducing Avoidable Contact | | | | | | | 9.28% | 9.28% | ✓ | 14.05% | 14.05% | ✓ |
| Corporate Support Services Quarterly KPIs | | | | | | | | | | | | | |
| LPI 28 | The number of working days lost due to sickness absence | 2.00 | 1.88 | ✓ | 4.00 | 3.69 | ✓ | 6.00 | 5.84 | ✓ | 8.00 | | |
| Environment & Street Scene Quarterly KPIs | | | | | | | | | | | | | |
| LPI 51 | Environment and Neighbourhoods Team - Service Standards | 95.00% | 94.70% | ✗ | 95.00% | 96.20% | ✓ | 95.00% | 97.80% | ✓ | 95.00% | | |
| LPI 52a | Implementation of formal containerised recycling facilities in flats & communal buildings (% surveyed) | 95.00% | 100.00% | ✓ | 95.00% | 100.00% | ✓ | 95.00% | 100.0... | ✓ | 95.00% | | |
| LPI 52b | Implementation of formal containerised recycling facilities in flats & communal buildings (% implemented) | 100.00% | 100.00% | ✓ | 100.00% | 100.00% | ✓ | 100.00% | 100.0... | ✓ | 100.0... | | |
| NI191 | Residual household waste per household | 125 | 99 | ✓ | 250 | 195 | ✓ | 375 | 290 | ✓ | 500 | | |
| NI192 | Percentage of household waste sent for re-use, recycling and composting | 58.00% | 61.53% | ✓ | 58.00% | 61.25% | ✓ | 58.00% | 60.51% | ✓ | 58.00% | | |
| NI195a | Improved street and environmental cleanliness (Litter) | 10% | 9% | ✓ | 10% | 10% | ✓ | 10% | | | | | |
| NI195b | Improved street and environmental cleanliness (Detritus) | 13% | 8% | ✓ | 13% | 7% | ✓ | 13% | | | | | |
| NI196 | Improved street and environmental cleanliness (Fly-Tipping) | 2 | 3 | ✗ | 2 | 3 | ✗ | 2 | 3 | ✗ | 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% | 98% | 98% |
| LPI 14 | Percentage of Council Tax collected | 24.45% | 27.39% | 48.90% | 52.43% | 73.35% | 77.94% | 97.80% | | |
| LPI 15 | Percentage of National Non-Domestic Rates collected | 24.50% | 30.19% | 49.00% | 56.30% | 73.50% | 81.64% | 98.00% | | |
| LPI 16 | Average time for processing new benefit claims | 25.00 | 29.45 | 25.00 | 24.95 | 25.00 | 23.45 | 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 | 8.92 | 8.00 | | |
| LPI 53 | The number of completed fraud investigations carried out by the Benefits Investigation Team | 125 | 48 | 150 | 117 | 225 | 204 | 300 | | |
| 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 | 11.88 | 13.00 | | |

| Indicator | | Quarter 1 | | | Quarter 2 | | | Quarter 3 | | | Quarter 4 | |
|---|--|-----------|--------|---|-----------|--------|---|-----------|--------|---|-----------|--------|
| | | Tgt | Actual | | Tgt | Actual | | Tgt | Actual | | Tgt | Actual |
| Housing Quarterly KPIs | | | | | | | | | | | | |
| LPI 04 | Rent collected as a proportion of rents owed on Housing Revenue Account dwellings | 97.00 | 98.71 | ✓ | 97.00 | 98.14 | ✓ | 97.00 | 97.60 | ✓ | 97.00 | |
| LPI 05 | The average number of days taken to re-let Council dwellings | 30 | 34 | ✗ | 30 | 32 | ✗ | 30 | 32 | ✗ | 30 | |
| LPI 07 | Emergency repairs undertaken within target time | 99% | 99% | ✓ | 99% | 98% | ✗ | 99% | 98% | ✗ | 99% | |
| LPI 08 | Urgent repairs undertaken within target time | 95% | 85% | ✗ | 95% | 57% | ✗ | 95% | 69% | ✗ | 95% | |
| LPI 09 | Routine repairs undertaken within target time | 95% | 92% | ✗ | 95% | 89% | ✗ | 95% | 87% | ✗ | 95% | |
| LPI 10 | Satisfaction with repairs | 98.00% | 99.60% | ✓ | 98.00% | 99.00% | ✓ | 98.00% | | | 98.00% | |
| NI155 | The number of affordable homes delivered (gross) | 17 | 27 | ✓ | 35 | 37 | ✓ | 52 | 52 | ✓ | 70 | |
| NI156 | The number of households living in temporary accommodation | 60 | 52 | ✓ | 60 | 56 | ✓ | 60 | 50 | ✓ | 60 | |
| Planning & Economic Development Quarterly KPIs | | | | | | | | | | | | |
| LPI 45 | No. of appeals allowed against refusal of planning applications, as a % of the total no. of appeals made | 28.00% | 36.40% | ✗ | 28.00% | 28.10% | ✗ | 28.00% | 34.60% | ✗ | 28.00% | |
| NI154 | Net additional homes provided | 45 | 59 | ✓ | 90 | 142 | ✓ | 135 | 223 | ✓ | 180 | |
| NI157a | Processing of planning applications - 'Major' application types | 81.00% | 85.71% | ✓ | 81.00% | 92.86% | ✓ | 81.00% | 85.00% | ✓ | 81.00% | |
| NI157b | Processing of planning applications - 'Minor' application types | 80.00% | 76.04% | ✗ | 80.00% | 83.33% | ✓ | 80.00% | 82.46% | ✓ | 80.00% | |



2010 / 11 Key Performance Indicators

Office of the Deputy Chief Executive

NI

LPI

024(a)

050

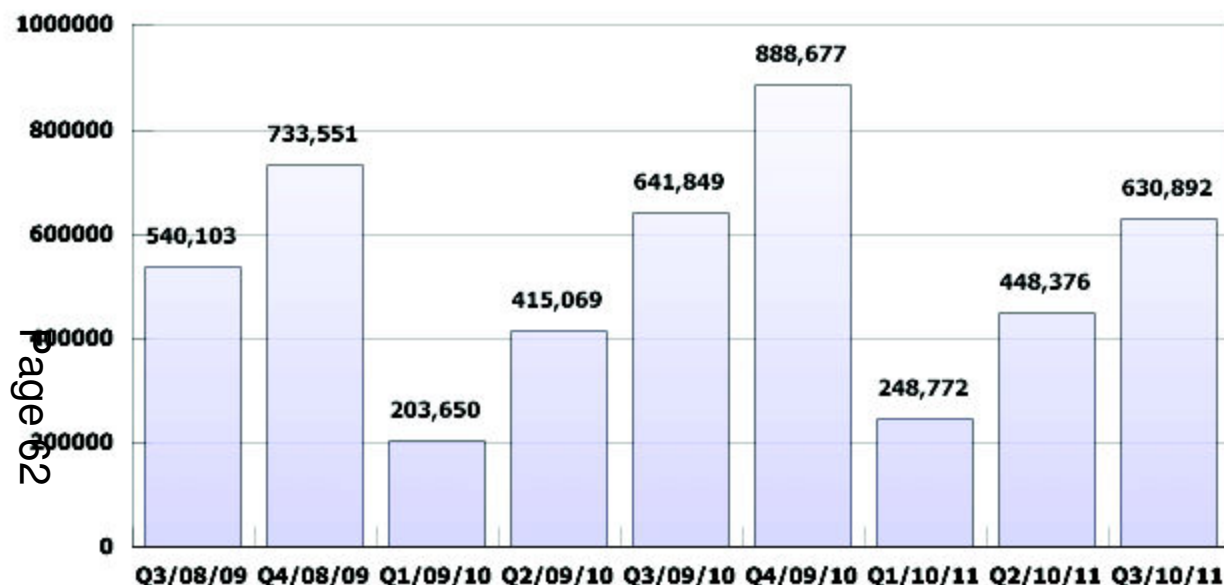
NI 14

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 | Status |
|----------|---------|---------|--------|
| Q3/10/11 | 652,500 | 630,892 | ✗ |
| 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 | ✓ |

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?

Uncertain



Comment on current performance (including context):

(Quarter 3 2010/11) The number of actual recorded visits to the Council's website to the end of Quarter 3 is 630,892 (72.6% of the target). At this rate of performance, the outturn will not meet the target of 870,000 website visits for the year.

Corrective action proposed (if required):

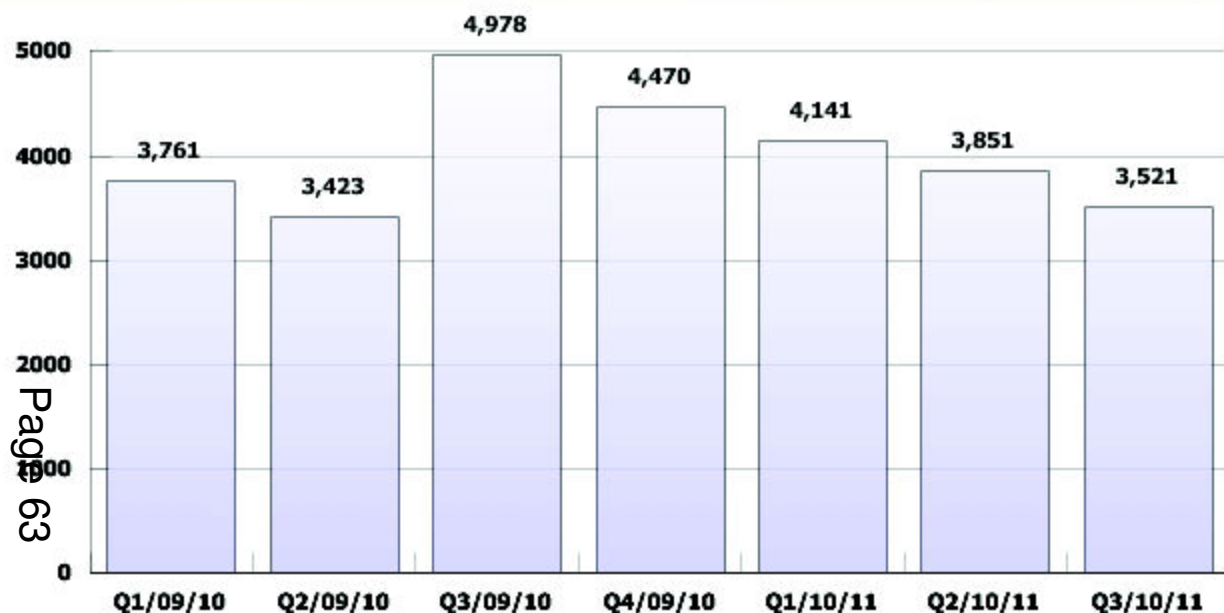
(Quarter 3 2010/11) The number of recorded visits for Quarters 1, 2 and 3 of the year is 630,892, which is down 1.7% on the same period last year. There has been a drop in monthly visits since August 2010 following the discovery of additional measurements due to the incorrect implementation of the analytics code on the website by Nedstat (owners of Sitestat). The target for this year was based on these overstated amounts. This error has also led to an increase of 1,478 visits to the reported Quarter 2 figure.

Sitstat is to be replaced with free Google Analytics software during 2011/12. The Google Analytics code has been implemented on the website from April 2010 and the number of visits being recorded is similar to those now being reported by Sitestat.

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 | |
|----------|--------|--------|---|
| Q3/10/11 | 3,500 | 3,521 | ✓ |
| 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 | ✓ |

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 3 2010/11) Performance for Quarter 3 is on course to meet the target for the year (New Horizons - 1961, Lifewalks - 950, Active Health - 610).

Corrective action proposed (if required):

(Quarter 3 2010/11) The target is anticipated to be met for the year, an no corrective action is currently proposed. This indicator has been deleted as a KPI for 2011/12.

Responsible officer: Derek Macnab

Corporate lead officer: Robert Pavey

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 | Completed  |
| LPI NI 14.3 M6a | Q3 | Q3 report on this year's exercise | Completed  |
| 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 3 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 data collection exercise began in Q3 with the Invoicing and Sundry Debtors sections of Finance undertaking the exercise for the first time, and the Benefits Service taking part for the third year. Results for all these service areas are shown below. Council tax were due to take part in December but this was moved to January. Despite this, the analysis of Council Tax has also been completed and their result is also shown below.

An overall percentage figure for Q3 is shown on the graph above, with Council Tax shown separately as a Q4 figure. This figure will be updated once the other Q4 exercises have been completed and analysed.

Further analysis including more detailed breakdowns of the types of avoidable contact experienced will be reported at the end of the 2010/11 exercise.

Timetable / Results of Current Year's Exercise

| Q3: | Timetable: | Result: | Q4: | Timetable: | Result: |
|----------------|--------------------------------|---------|---|--------------------|---------|
| Invoicing | October | 3.02% | Housing Management, Repairs & Options | January / February | |
| Sundry Debtors | October | 13.21% | Hemnal Street & Civic Offices Reception | January / February | |
| Benefits | November | 30.56% | Waltham Abbey & Loughton Info Points | January / February | |
| Council Tax | December (moved to January Q4) | 14.05% | Environment & Street Scene Contact Centre | February / March | |
| | | | Planning & Economic Development | March | |
| | | | Committee Section | February / March | |
| | | | Licensing | March | |



2010 / 11 Key Performance Indicators

Corporate Support Services

NI

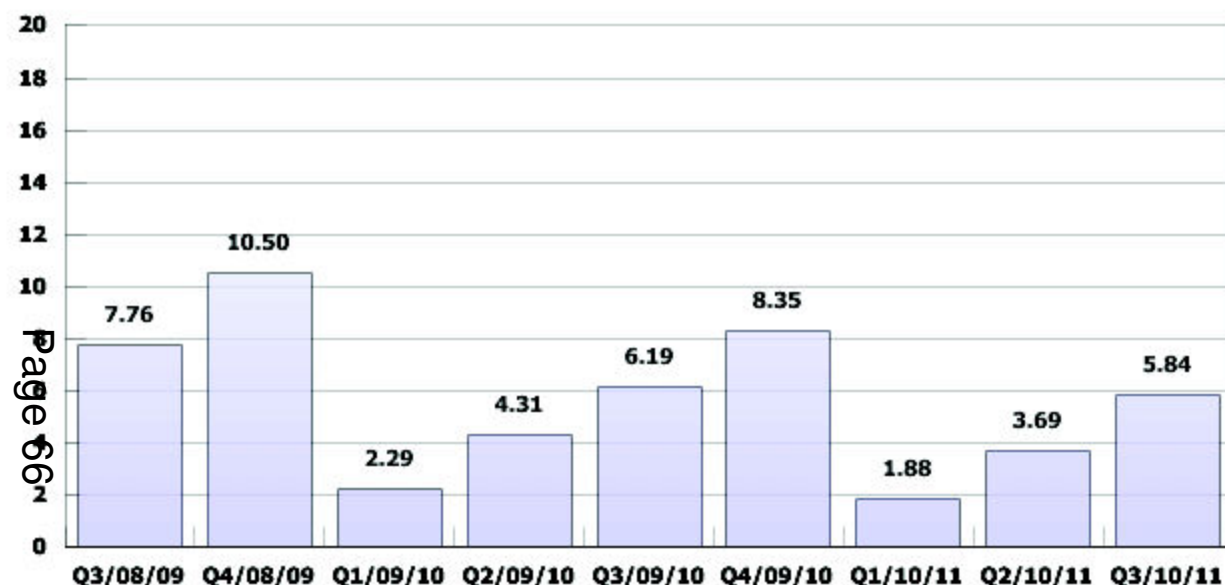
LPI

028

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 | |
|----------|--------|--------|---|
| Q3/10/11 | 6.00 | 5.84 | ✓ |
| 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 | ✗ |

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?
 Yes

Comment on current performance (including context):

(Quarter 3 2010/11) Whilst performance for the first two quarters of the year improved compared to the same period in 2009/10, performance for Quarter 3 is slightly higher than for 2009/10. However, current cumulative performance is below the target of an average of two days sickness absence per quarter per employee.

Corrective action proposed (if required):

(Quarter 3 2010/11) Director of Corporate Support Services to report.



2010 / 11 Key Performance Indicators

Environment & Street Scene

NI

191

192

195(a)

195(b)

196

LPI

051

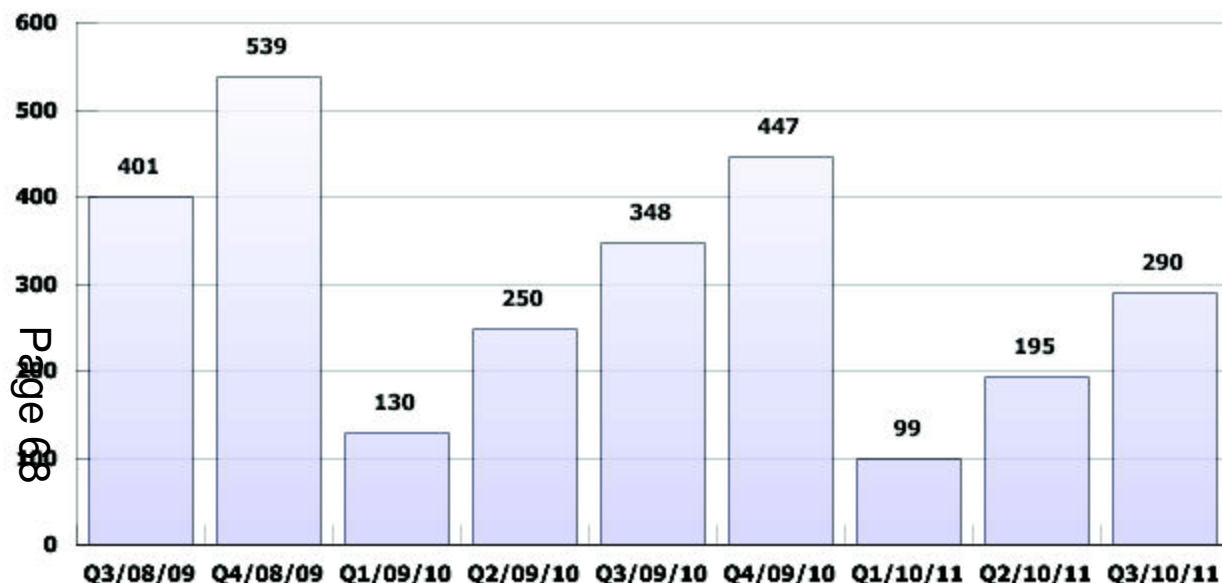
052(a)

052(b)

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 | |
|----------|--------|--------|---|
| Q3/10/11 | 375 | 290 | ✓ |
| Q2/10/11 | 250 | 195 | ✓ |
| Q1/10/11 | 125 | 99 | ✓ |
| Q4/09/10 | 548 | 447 | ✓ |
| Q3/09/10 | 411 | 348 | ✓ |

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

Indicator of good performance:
 A lower waste figure 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 3 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 reported performance remains subject to verification by Essex County Council and may therefore change.

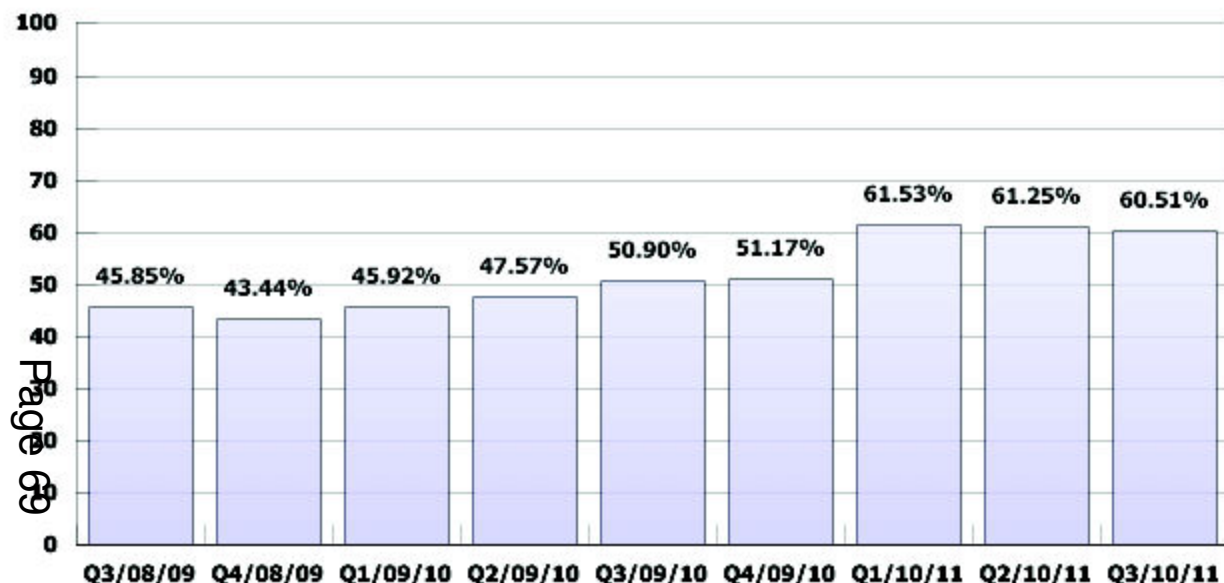
Corrective action proposed (if required):

(Quarter 3 2010/11) Director of Environment & Street Scene to report.

Responsible officer: John Gilbert

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

Current and previous quarters performance



| Quarter | Target | Actual | |
|----------|--------|--------|---|
| Q3/10/11 | 58.00% | 60.51% | ✓ |
| 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% | ✓ |

Annual 2010/11 - 58.00%
 Target: 2009/10 - 42.00%

Indicator of good performance:
 A higher percentage recycled 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 3 2010/11) Target performance for quarter achieved.

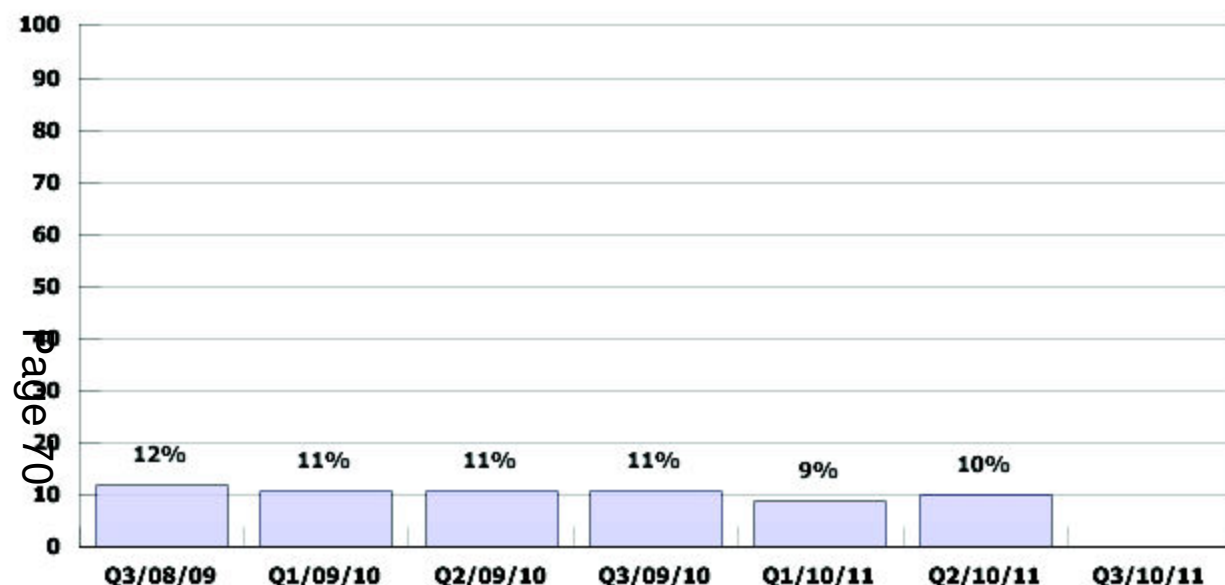
Corrective action proposed (if required):

(Quarter 3 2010/11) Director of Environment & Street Scene to report.

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



| Quarter | Target | Actual | |
|----------|--------|--------|---|
| Q3/10/11 | 10% | | |
| Q2/10/11 | 10% | 10% | ✓ |
| Q1/10/11 | 10% | 9% | ✓ |
| Q3/09/10 | 10% | 11% | ✗ |
| Q2/09/10 | 10% | 11% | ✗ |

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

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

Comment on current performance (including context):

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 Quarter 1 and second period results are shown in Quarter 2. Period 3 will be reported at the end of the year and shown under Quarter 3.

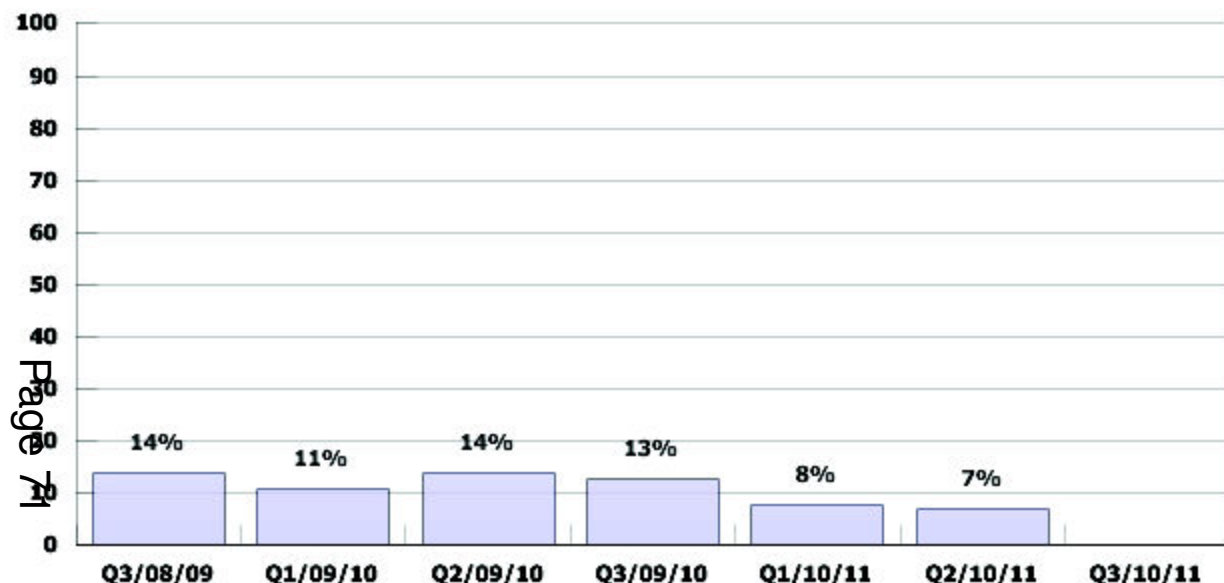
Corrective action proposed (if required):

(Period 3 2010/11) Director of Environment & Street Scene to report.

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 | |
|----------|--------|--------|---|
| Q3/10/11 | 13% | | |
| Q2/10/11 | 13% | 7% | ✓ |
| Q1/10/11 | 13% | 8% | ✓ |
| Q3/09/10 | 13% | 13% | ✓ |
| Q2/09/10 | 13% | 14% | ✗ |

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

Comment on current performance (including context):

(Period 3 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 Quarter 1 and the second period results are shown in Quarter 2. Period 3 will be reported at the end of the year and shown under Quarter 3.

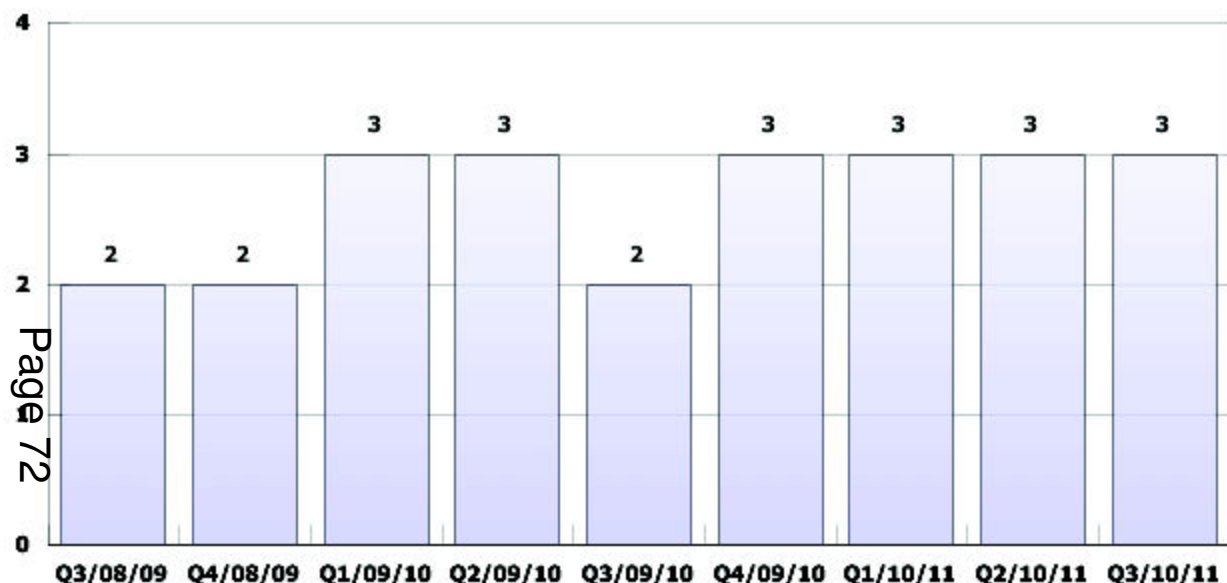
Corrective action proposed (if required):

(Period 3 2010/11) Director of Environment & Street Scene to report.

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



| Quarter | Target | Actual | |
|----------|--------|--------|---|
| Q3/10/11 | 2 | 3 | ✗ |
| Q2/10/11 | 2 | 3 | ✗ |
| Q1/10/11 | 2 | 3 | ✗ |
| Q4/09/10 | 2 | 3 | ✗ |
| Q3/09/10 | 2 | 2 | ✓ |

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 3 2010/11) This indicator has been completely reassessed to ensure that the data required to report performance 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 3 2010/11) Director of Environment & Street Scene to report.

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



| Quarter | Target | Actual | |
|----------|--------|--------|---|
| Q3/10/11 | 95.00% | 97.80% | ✓ |
| Q2/10/11 | 95.00% | 96.20% | ✓ |
| Q1/10/11 | 95.00% | 94.70% | ✗ |
| Q4/09/10 | 90.00% | 97.09% | ✓ |
| Q3/09/10 | 90.00% | 95.60% | ✓ |

Annual 2010/11 - 95.00%
 Target: 2009/10 - 90.00%

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 3 2010/11) Quarter 3 target achieved.

Corrective action proposed (if required):

(Quarter 3 2010/11) Performance on target. No corrective action currently required.

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 | Status |
|----------|--------|---------|--------|
| Q3/10/11 | 95.00% | 100.00% | ✓ |
| Q2/10/11 | 95.00% | 100.00% | ✓ |
| Q1/10/11 | 95.00% | 100.00% | ✓ |
| Q4/09/10 | 75.00% | 96.06% | ✓ |
| Q3/09/10 | 50.00% | 60.84% | ✓ |

Annual 2010/11 - 95.00%
 Target: 2009/10 - 75.00%

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):

Corrective action proposed (if required):

(Quarter 3 2010/11) Quarter 3 target performance achieved.

(Quarter 3 2010/11) Performance on target. No corrective action currently required.

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 | |
|----------|---------|---------|---|
| Q3/10/11 | 100.00% | 100.00% | ✓ |
| 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% | ✓ |

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

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 3 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 3 2010/11) Director of Environment & Street Scene to report.



2010 / 11 Key Performance Indicators

Finance & ICT

NI
181

LPI
013
014
015
016
017
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 | Status |
|----------|--------|--------|--------|
| Q3/10/11 | 13.00 | 11.88 | ✓ |
| 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 | ✓ |

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?

Uncertain

Comment on current performance (including context):

(Quarter 3 2010/11) Performance is on target for the year. However there are vacant posts in the Benefits Division which cannot be filled due to the Council's recruitment freeze. If agency and temporary staff also have contracts terminated, performance will quickly deteriorate and the target will not be achieved.

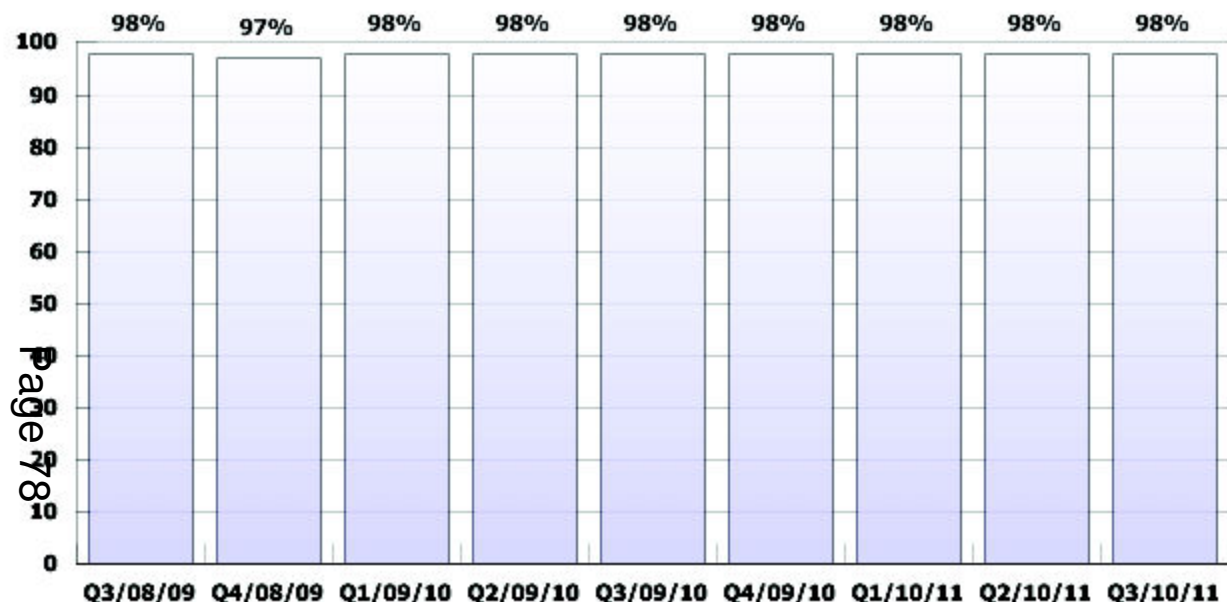
Corrective action proposed (if required):

(Quarter 3 2010/11) Director of Finance and ICT to report.

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 | |
|----------|--------|--------|---|
| Q3/10/11 | 98% | 98% | ✓ |
| Q2/10/11 | 98% | 98% | ✓ |
| Q1/10/11 | 98% | 98% | ✓ |
| Q4/09/10 | 97% | 98% | ✓ |
| Q3/09/10 | 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 3 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 93%. This has improved from 92% in quarter 2.

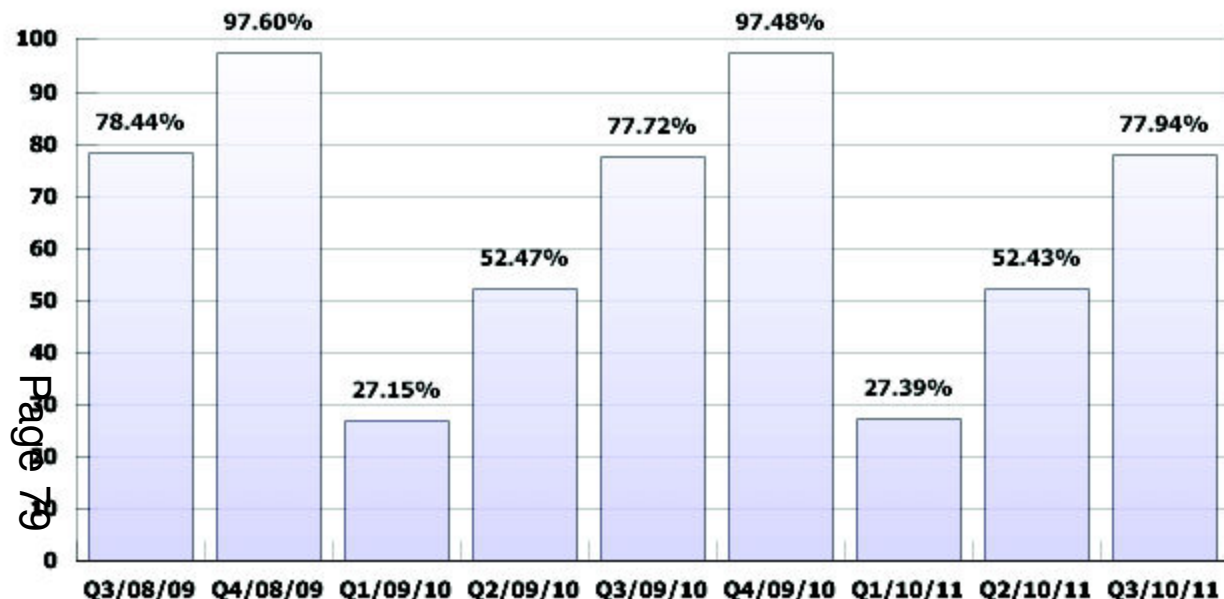
Corrective action proposed (if required):

(Quarter 3 2010/11) The thirty-day target is being met albeit only just. Officers calculate the indicator on a monthly basis and the last months figure was 97% It is proposed that additional work is done on invoice register report to see if there are any particular areas causing concern and if possible take remedial action.

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



| Quarter | Target | Actual | Status |
|----------|--------|--------|--------|
| Q3/10/11 | 73.35% | 77.94% | ✓ |
| Q2/10/11 | 48.90% | 52.43% | ✓ |
| Q1/10/11 | 24.45% | 27.39% | ✓ |
| Q4/09/10 | 98.00% | 97.48% | ✗ |
| Q3/09/10 | 73.50% | 77.72% | ✓ |

Annual 2010/11 - 97.80%
 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?

Uncertain



Comment on current performance (including context):

(Quarter 3 2010/11) Council Tax collection is 0.22% up on the same stage last year.

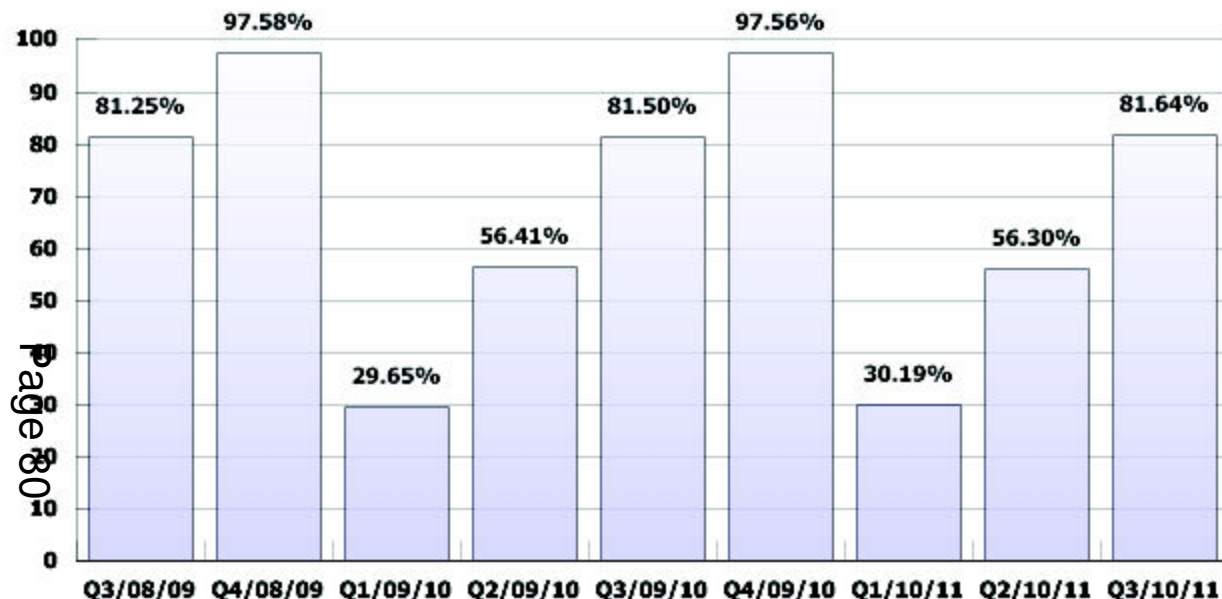
Corrective action proposed (if required):

(Quarter 3 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.

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



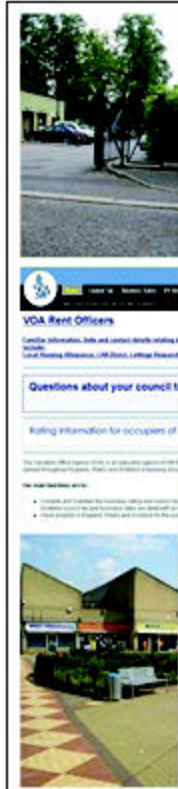
| Quarter | Target | Actual | Status |
|----------|--------|--------|--------|
| Q3/10/11 | 73.50% | 81.64% | ✓ |
| Q2/10/11 | 49.00% | 56.30% | ✓ |
| Q1/10/11 | 24.50% | 30.19% | ✓ |
| Q4/09/10 | 98.20% | 97.56% | ✗ |
| Q3/09/10 | 73.65% | 81.50% | ✓ |

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 3 2010/11) NNDR collection is 0.14% up on the same stage last year which has turned round from a 0.11% reduction in the last quarter.

Corrective action proposed (if required):

(Quarter 3 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.

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



| Quarter | Target | Actual | Status |
|----------|--------|--------|--------|
| Q3/10/11 | 25.00 | 23.45 | ✓ |
| Q2/10/11 | 25.00 | 24.95 | ✓ |
| Q1/10/11 | 25.00 | 29.45 | ✗ |
| Q4/09/10 | 25.00 | 33.41 | ✗ |
| Q3/09/10 | 25.00 | 34.81 | ✗ |

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 3 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 and for October to December averaged 19.60 days. The caseload has increased to 9459 for the third quarter, which compares to a caseload of 9233 for the same period in 2009/10. The number of documents requiring processing also continues to increase at 30,849 for the quarter, compared to 23,710 for the last quarter and 23,448 for quarter 3 in 2009/10.

Corrective action proposed (if required):

(Quarter 3 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. However there are vacant posts in the Benefits Division which cannot be filled due to the Council's recruitment freeze. If agency and temporary staff also have contracts terminated, performance will quickly deteriorate and the target will not be achieved.

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



| Quarter | Target | Actual | Status |
|----------|--------|--------|--------|
| Q3/10/11 | 8.00 | 8.92 | ✗ |
| Q2/10/11 | 8.00 | 9.39 | ✗ |
| Q1/10/11 | 8.00 | 10.67 | ✗ |
| Q4/09/10 | 10.00 | 4.85 | ✓ |
| Q3/09/10 | 10.00 | 8.49 | ✓ |

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?
■ Uncertain

Comment on current performance (including context):

(Quarter 3 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 and for October to December averaged 7.83 days.

Corrective action proposed (if required):

(Quarter 3 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. However there are vacant posts in the Benefits Division which cannot be filled due to the Council's recruitment freeze. If agency and temporary staff also have contracts terminated, performance will quickly deteriorate and the target will not be achieved.

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

Responsible officer: Bob Palmer

Additional Information: This indicator monitors the effectiveness of the Benefit Fraud Team

Current and previous quarters performance



| Quarter | Target | Actual | |
|----------|--------|--------|---|
| Q3/10/11 | 225 | 204 | X |
| Q2/10/11 | 150 | 117 | X |
| Q1/10/11 | 125 | 48 | X |
| Q4/09/10 | 500 | 285 | X |
| Q3/09/10 | 375 | 243 | X |

Annual Target: 2010/11 - 300
Target: 2009/10 - 500

Indicator of good performance:
A higher 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 3 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 Council in August and performance has improved since this time. The target has been reduced this year due to the staffing problems but, based on performance in the third quarter, it is expected that the revised target should be achieved.

Corrective action proposed (if required):

(Quarter 3 2010/11) Training is continuing for the less experienced members of staff.



2010 / 11 Key Performance Indicators

Housing

NI

155

156

LPI

004

005

007

008

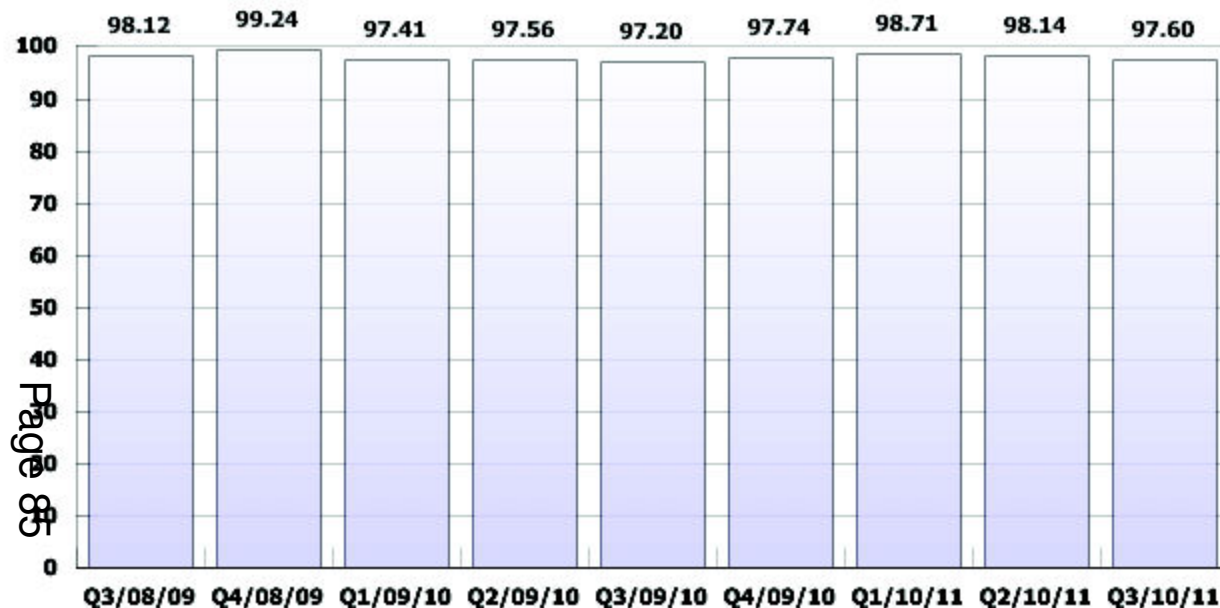
009

010

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 | Status |
|----------|--------|--------|--------|
| Q3/10/11 | 97.00 | 97.60 | ✓ |
| 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 | ✗ |

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

Comment on current performance (including context):

(Quarter 3 2010/11) Due to the current economic climate rent arrears are increasing and courts tend to take a more lenient approach to requests for repossession.

Corrective action proposed (if required):

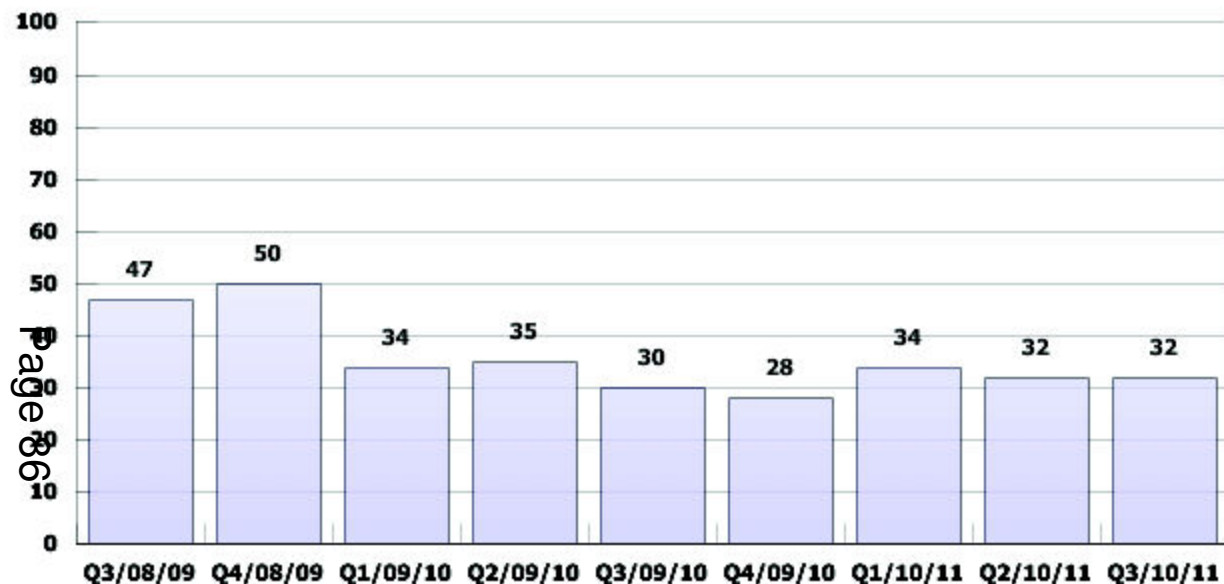
(Quarter 3 2010/11) Officers will continue to take a firm but fair approach to arrears.

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 |
|----------|--------|--------|--------|
| Q3/10/11 | 30 | 32 | ✗ |
| Q2/10/11 | 30 | 32 | ✗ |
| Q1/10/11 | 30 | 34 | ✗ |
| Q4/09/10 | 40 | 28 | ✓ |
| Q3/09/10 | 40 | 30 | ✓ |

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):

Corrective action proposed (if required):

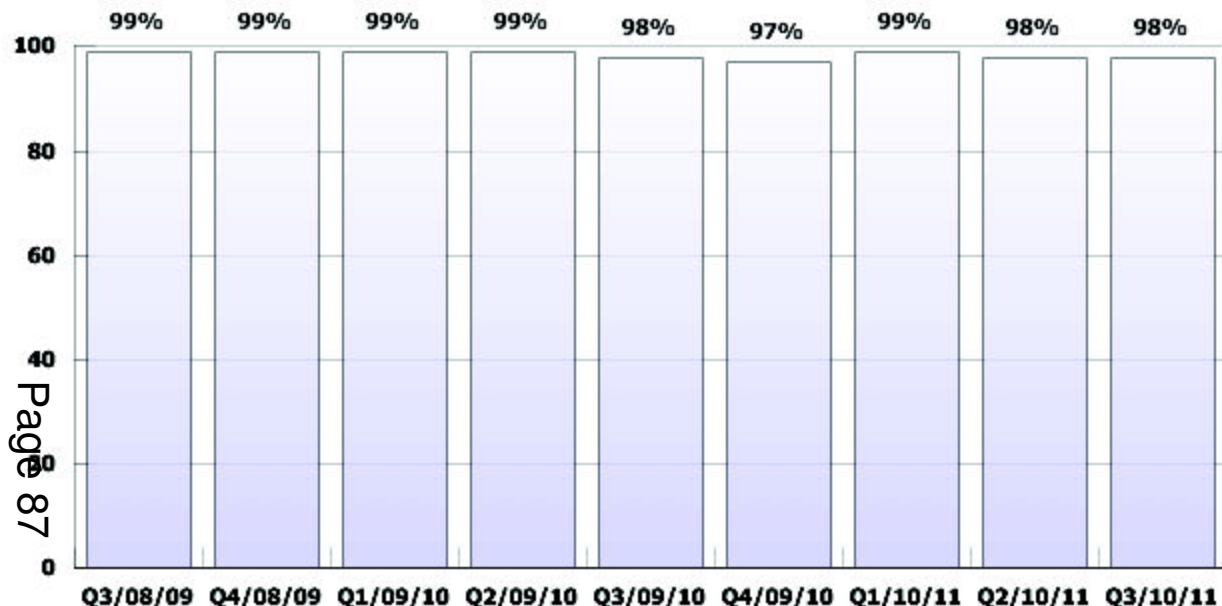
(Quarter 3 2010/11) Director of Housing to report.

(Quarter 3 2010/11) Director of Housing to report.

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



| Quarter | Target | Actual | Indicator |
|----------|--------|--------|-----------|
| Q3/10/11 | 99% | 98% | ✗ |
| Q2/10/11 | 99% | 98% | ✗ |
| Q1/10/11 | 99% | 99% | ✓ |
| Q4/09/10 | 99% | 97% | ✗ |
| Q3/09/10 | 99% | 98% | ✗ |

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?

Yes



Page 87

Comment on current performance (including context):

(Quarter 3 2010/11) Failures relate to work on communal lighting & input error. Reviewing priority of this work & have amended administrative process.

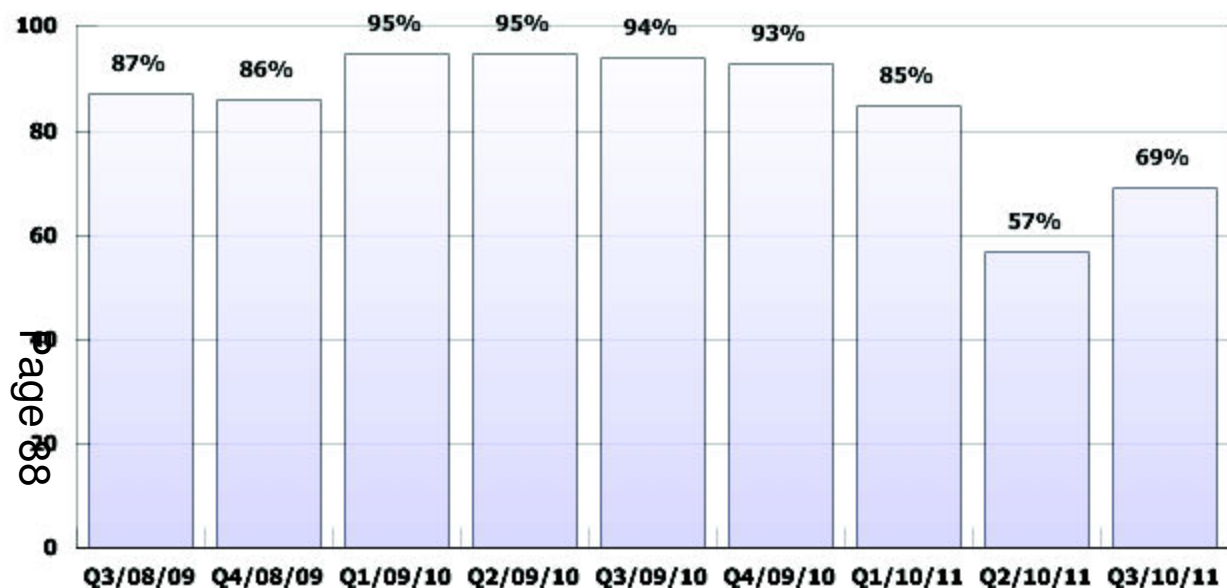
Corrective action proposed (if required):

(Quarter 3 2010/11) Director of Housing to report.

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



| Quarter | Target | Actual | |
|----------|--------|--------|---|
| Q3/10/11 | 95% | 69% | X |
| Q2/10/11 | 95% | 57% | X |
| Q1/10/11 | 95% | 85% | X |
| Q4/09/10 | 95% | 93% | X |
| Q3/09/10 | 95% | 94% | X |

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 3 2010/11) Director of Housing to report.

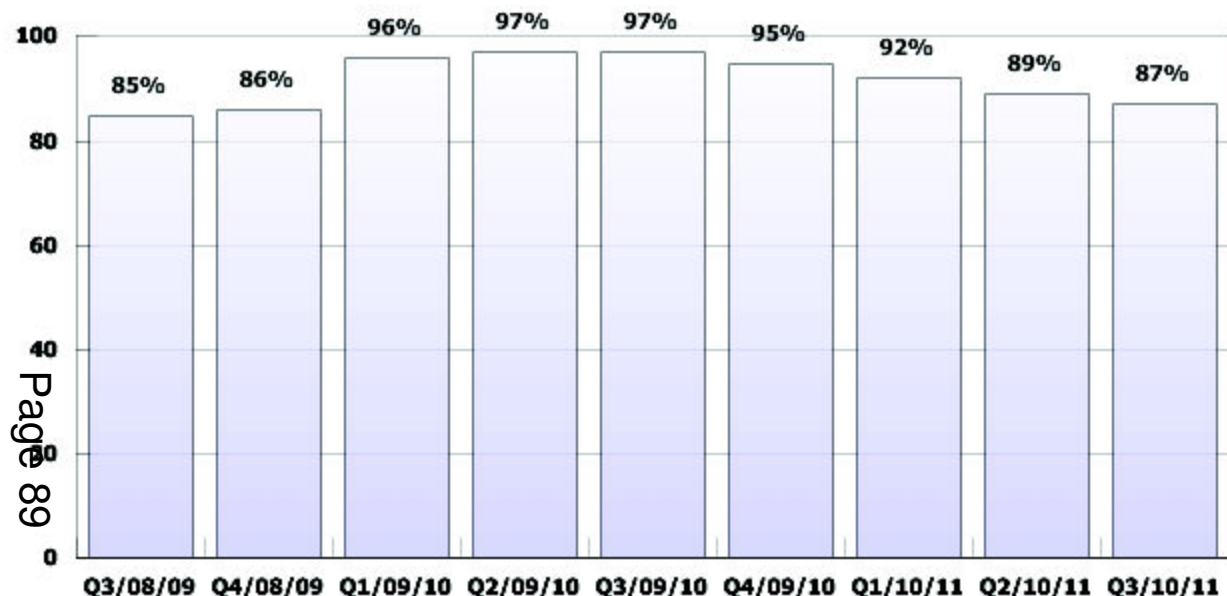
Corrective action proposed (if required):

(Quarter 3 2010/11) Director of Housing to report.

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



| Quarter | Target | Actual | Status |
|----------|--------|--------|--------|
| Q3/10/11 | 95% | 87% | ✗ |
| Q2/10/11 | 95% | 89% | ✗ |
| Q1/10/11 | 95% | 92% | ✗ |
| Q4/09/10 | 90% | 95% | ✓ |
| Q3/09/10 | 90% | 97% | ✓ |

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):

Corrective action proposed (if required):

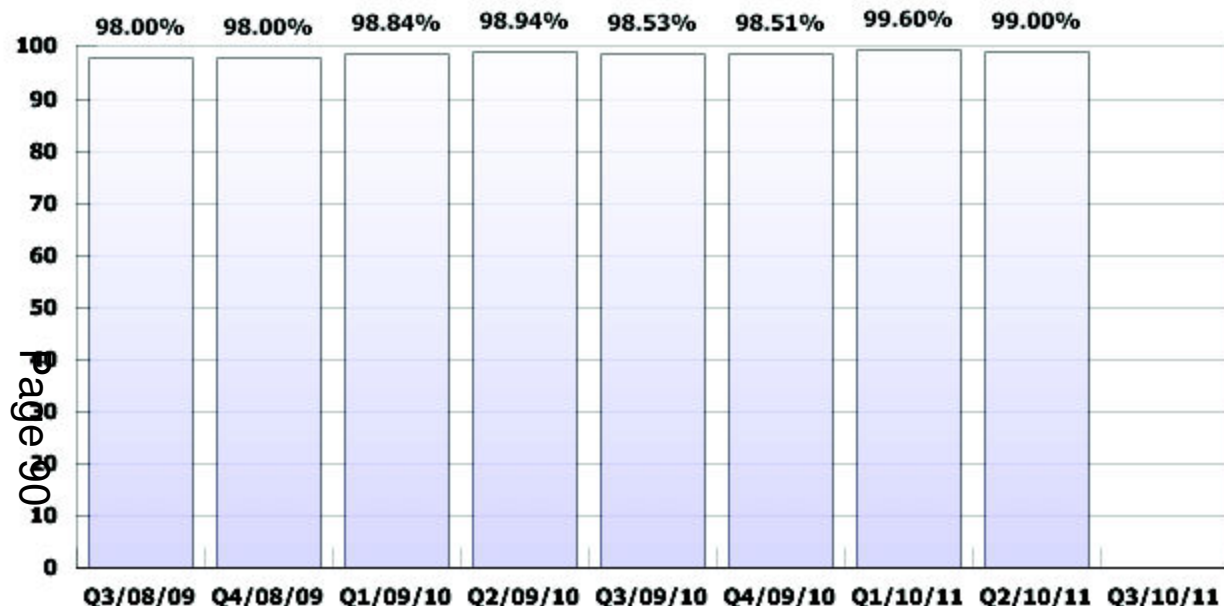
(Quarter 3 2010/11) Director of Housing to report.

(Quarter 3 2010/11) Work now only issued to sub contractors under controlled circumstances. It is hoped that improved monitoring will achieve target.

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 | |
|----------|--------|--------|---|
| Q3/10/11 | 98.00% | | |
| Q2/10/11 | 98.00% | 99.00% | ✓ |
| Q1/10/11 | 98.00% | 99.60% | ✓ |
| Q4/09/10 | 98.00% | 98.51% | ✓ |
| Q3/09/10 | 98.00% | 98.53% | ✓ |

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?

Uncertain



Comment on current performance (including context):

(Quarter 3 2010/11) No computer programme was available to report performance for the third quarter of the year, but should be available for future quarters.

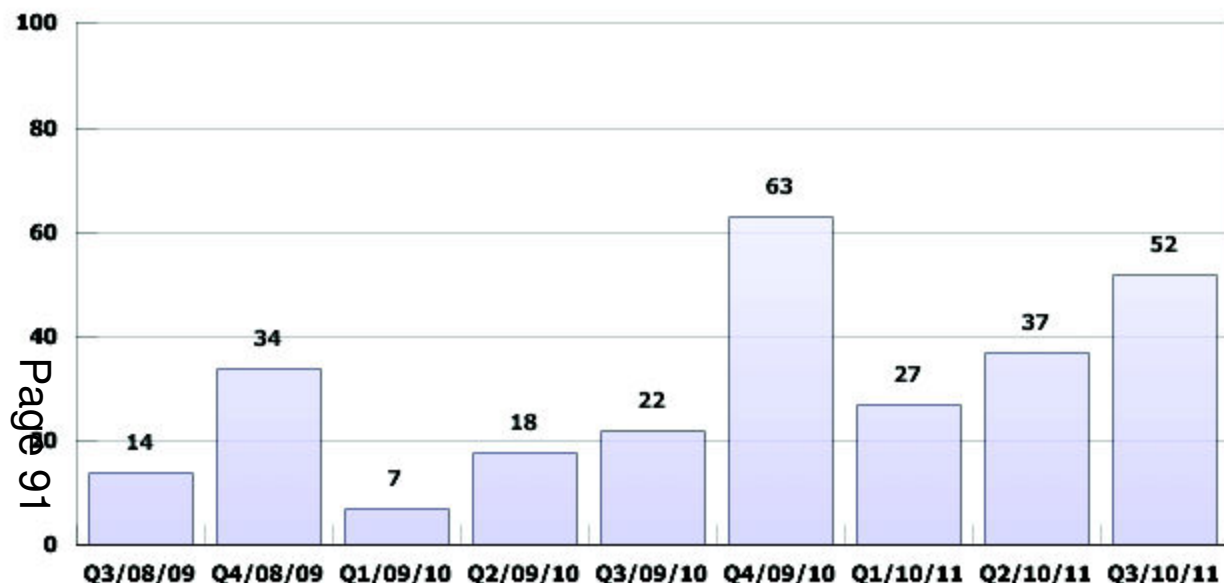
Corrective action proposed (if required):

(Quarter 3 2010/11) Director of Housing to report.

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 | |
|----------|--------|--------|---|
| Q3/10/11 | 52 | 52 | ✓ |
| Q2/10/11 | 35 | 37 | ✓ |
| Q1/10/11 | 17 | 27 | ✓ |
| Q4/09/10 | 57 | 63 | ✓ |
| Q3/09/10 | 42 | 22 | ✗ |

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 3 2010/11) The latest estimated out-turn for 2010/11 is the delivery of 126 new affordable homes.

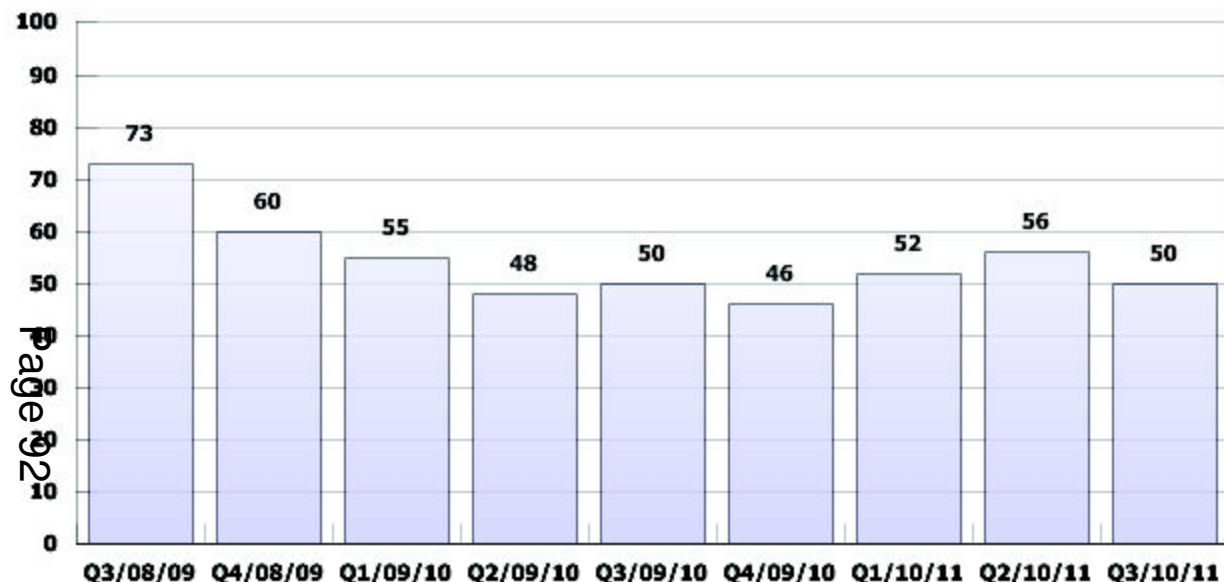
Corrective action proposed (if required):

(Quarter 3 2010/11) Director of Housing to report.

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 | |
|----------|--------|--------|---|
| Q3/10/11 | 60 | 50 | ✓ |
| Q2/10/11 | 60 | 56 | ✓ |
| Q1/10/11 | 60 | 52 | ✓ |
| Q4/09/10 | 100 | 46 | ✓ |
| Q3/09/10 | 100 | 50 | ✓ |

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?

Yes



Comment on current performance (including context):

(Quarter 3 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 3 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.



2010 / 11 Key Performance Indicators

Planning & Economic Development

NI

154

157 (a)

157 (b)

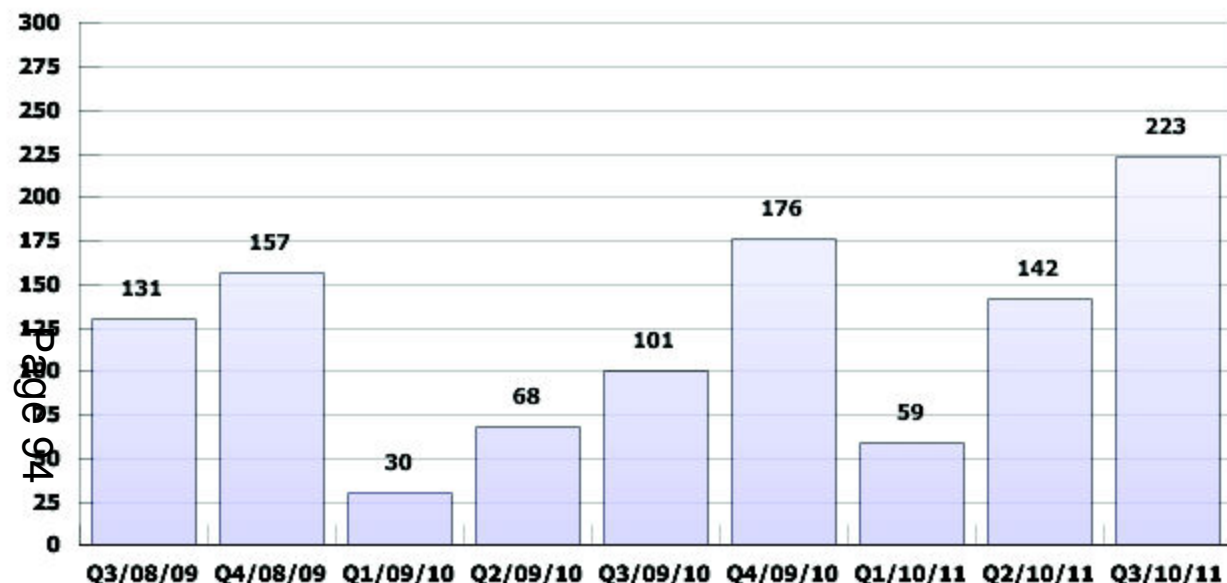
LPI

045

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 | |
|----------|--------|--------|---|
| Q3/10/11 | 135 | 223 | ✓ |
| Q2/10/11 | 90 | 142 | ✓ |
| Q1/10/11 | 45 | 59 | ✓ |
| Q4/09/10 | 144 | 176 | ✓ |
| Q3/09/10 | 108 | 101 | ✗ |

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 3 2010/11) 81 net new homes were completed in Quarter 3, resulting in a cumulative total of 223. This is a good performance against the target, and significantly higher than the third quarter for the last two years. Most of these units were completed on large sites.

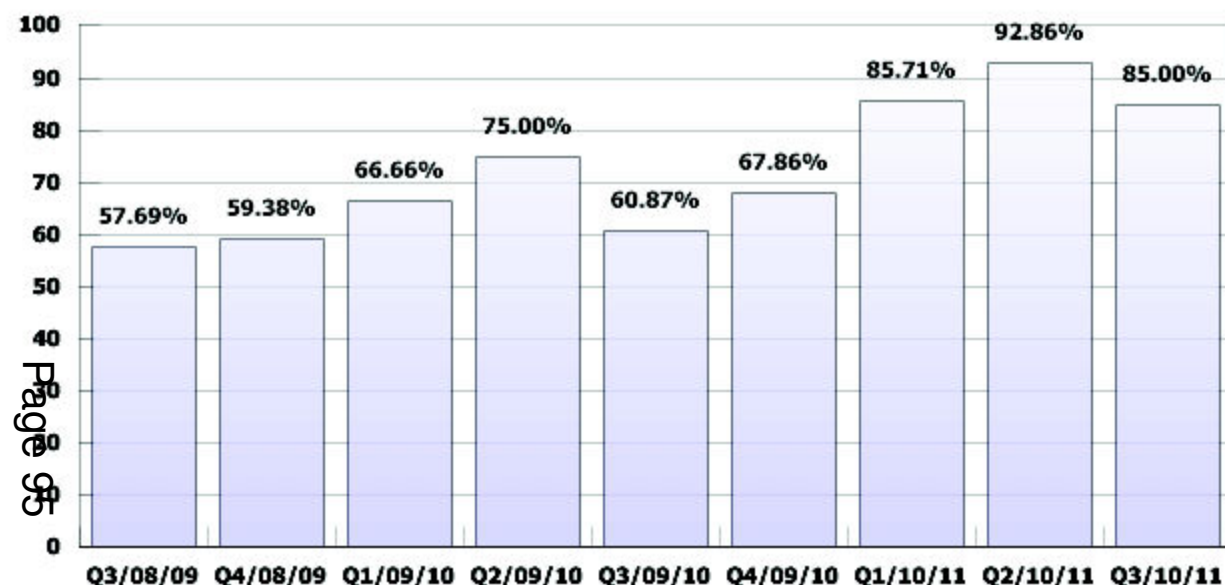
Corrective action proposed (if required):

(Quarter 3 2010/11) Performance is on-target and no corrective action is currently proposed.

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



| Quarter | Target | Actual | |
|----------|--------|--------|---|
| Q3/10/11 | 81.00% | 85.00% | ✓ |
| Q2/10/11 | 81.00% | 92.86% | ✓ |
| Q1/10/11 | 81.00% | 85.71% | ✓ |
| Q4/09/10 | 81.00% | 67.86% | ✗ |
| Q3/09/10 | 81.00% | 60.87% | ✗ |

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):

(Q3 2010/11) A low number of major applications is received, but the target just being maintained. One of the two planning applications that was decided out of time in the current quarter was delayed for the signing of a Section 106 Agreement, which inevitably delays the issue of the decision. 17 out of 20 decisions made in time represents good performance, but it will take any one or two more decisions over time to make a large impact on the final outturn performance.

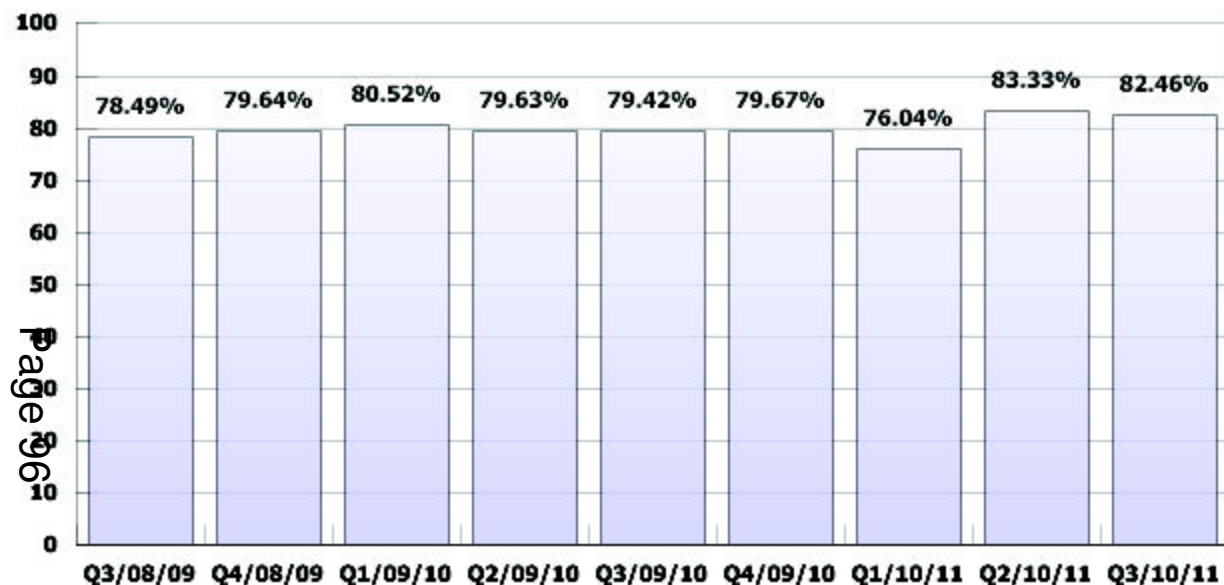
Corrective action proposed (if required):

(Quarter 3 2010/11) Target achieved for Quarter 3 and no corrective action currently planned.

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 | |
|----------|--------|--------|---|
| Q3/10/11 | 80.00% | 82.46% | ✓ |
| 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% | ✗ |

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



Comment on current performance (including context):

(Quarter 3 2010/11) Target performance met for Quarter 3, with 235 out of 285 applications in decided in time, due to improved delegated powers and delegated turnaround. However, applications determined by Plans Sub-Committees still hold back further improvement.

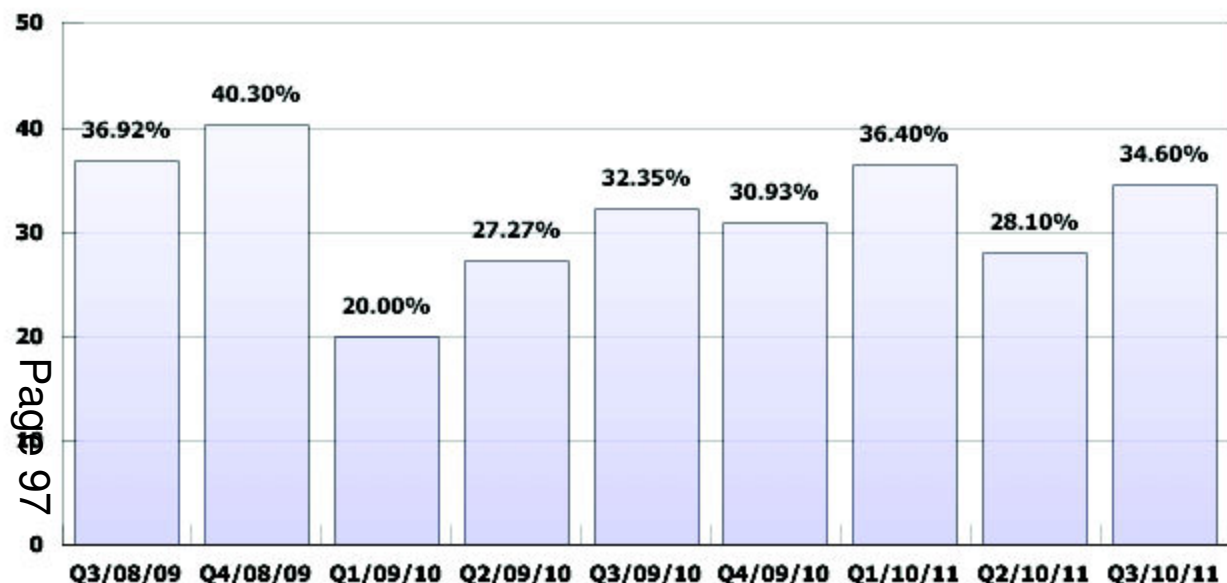
Corrective action proposed (if required):

(Quarter 3 2010/11) Target achieved for Quarter 3 and no corrective action currently planned.

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 | |
|----------|--------|--------|---|
| Q3/10/11 | 28.00% | 34.60% | X |
| 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 |

Annual 2010/11 - 28.00%
Target: 2009/10 - 25.00%

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

Comment on current performance (including context):

(Q3 2010/11) Nearly half of all appeal decisions were allowed in Quarter 3 (9 out of 20), although the figure may not have been so great if advertisement decisions and tree decisions were included (1 allowed and 4 dismissed), but the performance relates to planning applications only. Of the 9 allowed, 6 were Member reversals of an Officer recommendation. 2 Committee reversal appeals were dismissed. The performance out-turn is clearly affected by appeal decisions as a result of Member decisions at Plans Sub-Committees.

Corrective action proposed (if required):

(Q3 2010/11) Director of Planning & Economic Development to report.

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KEY PERFORMANCE INDICATORS 2011/12 - TARGETS

FORMER NATIONAL INDICATORS

| KPI REF | SUMMARY DEFINITION AND DIRECTION OF IMPROVING PERFORMANCE (HIGH/LOW) | RESPONSIBILITY | OUTTURN 2008/09 | OUTTURN 2009/10 | TARGET 2010/11 | QUARTER 3 2010/11 | PROPOSED TARGET 2011/12 | COMMENTS/JUSTIFICATION FOR PROPOSED TARGET FOR 2011/12 | FREQUENCY |
|-------------------------|---|---|--------------------|--------------------|---|---------------------------|-------------------------------|--|-----------|
| KEY OBJECTIVE REF | | | | | | | | | |
| NI 014 KO 2 | 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. Performance against the indicator for 2010/11 reflects 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) | Target to be set at year-end | The Avoidable Contact Working Party is to report to Management Board at year-end, with proposals for the future approach to the minimisation of customer contact that is 'avoidable'. It is proposed that a target for this indicator for 2011/12 not be set until the report of the Working Party has been considered. | Quarterly |
| NI 154 KO 6 | 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 | 223.00 | 180.00 | It is proposed that the current target for this indicator be retained for 2011/12. The target is challenging, but achievable, and is higher than the calculated residual target (based on years left in which to provide the housing demanded by the East of England Plan), and so represents good performance. | Quarterly |
| NI 155 KO 6 | 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 | 52.00 | 112 | There are currently three developments on site, that are expected to complete during 2011/12. These are Epping Forest College, Loughton (39 homes), Meadow View, Ongar (6 homes), and Sewardstone Rd, Waltham Abbey (67 homes). The target for this indicator for 2011/12 is therefore based on these expected completions. | Quarterly |
| NI 156 KO 6 | 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 | 50.00 | 60.00 | It is proposed that the target for this indicator for the current year be retained for 2011/12. This is in the light of the current economic climate and the fact that it is important to ensure that as many rooms are occupied at Norway House as possible, thereby enabling as much permanent Council accommodation as possible to be allocated to non-homeless households. | Quarterly |
| NI 157 (a) KO 4 | 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% | 85.00% | 81.00% | Whilst performance against this indicator has improved over previous years, 'Major' planning permissions can be delayed by the signing of Section 106 Agreements. The target for the indicator could be realistically achieved if the measure was taken at the time of the original Committee decision, rather than date of the signing of the Section 106 Agreement. This would represent a change from the previous approach to measuring performance against the indicator, which was defined nationally. | Quarterly |
| NI 157 (b) KO 4 | 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% | 82.46% | 81.00% | The proposed target for this indicator for 2011/12 represents a slight but challenging increase. However, improvement could be achieved if, where relevant, the signing of Section 106 Agreements did not delay the determination date of planning applications. | Quarterly |
| NI 157 (c) KO 4 | PROCESSING OF PLANNING APPLICATIONS This indicator ensures that local planning authorities determine 'other' planning applications in a timely manner (within eight weeks) (HIGH). | Director of Planning and Economic Development | 89.88% | 93.05% | Target not set. Indicator not retained as KPI for 2010/11 | 92.24% | 93.00% | Indicator reinstated as KPI for 2011/12..The majority of planning applications are in the 'Other' category of this indicator, and predominantly comprise householder type applications. The achievement of target performance for the indicator for 2011/12 would rely on the continuation of current good performance in respect of delegated decisions on planning applications. | Quarterly |

| KEY OBJECTIVE REF | (HIGH/LOW) | RESPONSIBILITY | 2008/09 | 2009/10 | TARGET 2010/11 | 2010/11 | TARGET 2011/12 | COMMENT/JUSTIFICATION FOR PROPOSED TARGET FOR 2011/12 | FREQUENCY |
|--------------------|---|---|----------------------------|----------------------------|----------------|----------|---------------------------------------|---|--------------|
| NI 158 KO 4 | 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% | Year-end | 0.00% | It is proposed that the current target for this indicator be retained for 2011/12, as it is important that the Council continues to ensure that all of its homes meet the Decent Homes Standard. | Year-end |
| NI 159 KO 6 | 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% | Year-end | 100.00% | It is proposed that the current target for this indicator be retained for 2011/12. A 100.00% outturn represents that a full five-year supply of housing land can be demonstrated (i.e. enough to fulfil five year's worth of the East of England Plan target). The former National Indicator definition for this indicator defines good performance as 100.00% or more. | Year-end |
| NI 185 KO 5 | 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% | Year-end | Target to be set at year-end | No target is currently proposed for this indicator for 2011/12, as the Department for Energy and Climate Change has announced a new proposal for measuring and reporting greenhouse gas emissions that is not yet implemented. Director of Planning and Economic Development to report further at year-end. | Year-end |
| NI 187 KO 7 | 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 | Year-end | Target to be set at year-end | No target is currently proposed for this indicator for 2011/12, as the reporting mechanism for the assessment of levels of fuel poverty is under review, and has yet to be announced. Director of Planning and Economic Development to report further at year-end. | Year-end |
| NI 189 N/A | 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 New KPI for 2010/11 | N/A New KPI for 2010/11 | 80.00% | Year-end | Not to be retained as KPI for 2011/12 | The Government's proposals for a new Single Data List to replace the existing National Indicator Set, includes a return in respect of some flood and coastal erosion risk management and sustainable drainage system data previously measured by NI 189. However, the new data requirements apply only to Essex County Council, as part of new responsibilities under the Flood and Water Management Act 2010. Discussions have been held with the Environment Agency in this respect, but it has not proved possible to adjust the existing NI 189 measure to make it more meaningful for the Council, and it is therefore recommended that this indicator not be retained as a KPI for 2011/12. | Year-end |
| NI 191 KO 4 | 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 | 290.00 | 420.00 | Recycling performance has remained around 60% throughout the year, hence the relatively static outcome for this indicator of around 100kg per household per quarter. If this remains the case, although an allowance will be required for the additional waste at Christmas (seasonal plus adverse weather), the outturn for 2010/11 should be in the region of 400kg to 420kg per household. Given that no further changes to the waste system are envisaged, it is proposed to set the target for this indicator for 2011/12 at 420kg per household | Quarterly |
| NI 192 KO 4 | 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% | 60.51% | 58.00% | No significant changes to the waste service are envisaged over the next few years. However, members will shortly be requested to consider changes to 'bring schemes' (i.e. recycling banks), with a view to rationalising numbers of banks and the materials collected. This has the potential to save money, but may have a nominal adverse effect upon overall recycling performance. Therefore, although the outturn for 2010/11 is anticipated to be in the region of 60%, it is proposed that the target for this indicator for 2011/12 be retained at 58%. | Quarterly |
| NI 195 (a) KO 4 | 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% | 10.00% | 9.00% | The statutory requirement for reporting against this indicator at four-monthly intervals has ceased, and it is suggested that the data now be collected and reported on a quarterly basis in line with other KPIs. When last set of top quartile performance figures were published, the median for district councils was around 10%, and that target will probably be achieved for 2010/11. The proposed target for this indicator for 2011/12 has therefore been set a percentage point lower, at 9%, to drive further improvement from Sita and meet public aspirations for a cleaner overall environment. | Four-Monthly |

| KEY OBJECTIVE REF | (HIGH/LOW) | RESPONSIBILITY | 2008/09 | 2009/10 | TARGET 2010/11 | 2010/11 | TARGET 2011/12 | COMMENTS/JUSTIFICATION FOR PROPOSED TARGET FOR 2011/12 | FREQUENCY |
|--------------------|---|--|---------|---------|----------------|-------------------------------------|----------------|--|--------------|
| NI 195 (b) KO 4 | 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% | 7.00% April to November 2010 | 6.00% | The statutory requirement for reporting against this indicator at four-monthly intervals has ceased, and it is suggested that the data now be collected and reported on a quarterly basis in line with other KPIs. There is a marked improvement in performance against this indicator for 2010/11 to date but, given the condition of the highways within the district, it is proposed only to seek a further 1% improvement for 2011/12. | Four-Monthly |
| NI 196 KO 4 | 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 | Grade 3 | This is a complex indicator to gather data and report on. Through the Neighbourhoods Team, the level of enforcement activity has increased very significantly over the past year months but, in order to achieve Grade 2 against this indicator, the overall level of fly-tipping has to decrease, irrespective of increased enforcement activity. Achieving a downward trend in flytipping is extremely challenging in the current economic climate, and the proposed target for this indicator for 2011/12 has therefore been retained at Grade 3. | Quarterly |

| KEY OBJECTIVE REF | (HIGH/LOW) | RESPONSIBILITY | 2008/09 | 2009/10 | TARGET 2010/11 | 2010/11 | TARGET 2011/12 | COMMENTS/JUSTIFICATION FOR PROPOSED TARGET FOR 2011/12 | 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 3 2010/11 | PROPOSED TARGET 2011/12 | COMMENTS/JUSTIFICATION FOR PROPOSED TARGET FOR 2011/12 | FREQUENCY |
| LPI 01 N/A | 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, 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 | Year-end | Target to be set at year-end | Progress against the Council's Equality Framework For Local Government (EFLG) Action Plan is monitored by the Corporate Equality Working Group. Not all of the actions contained in the Action Plan have yet been completed. The current cost of the formal Peer Challenge for Level 2 ('Achieving') of the EFLG (£4,300) managed by Local Government Improvement and Development (formerly IDeA), has been considered an unacceptable expense, for which no specific budget provision currently exists. Options are therefore being investigated for alternative peer accreditation or in-house self-assessment approaches, in order to determine improvement against the EFLG. | Year-end |
| LPI 04 KO 4 | 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% | 97.60% | 97.00% | In the current economic climate, many tenants are having difficulty paying their rent. The Council will continue with the existing 'firm but fair' policy in respect of rent collection, but many County Court judges are taking a lenient approach to applications for possession which is affecting officers' ability to reduce rent arrears further. It is therefore proposed that the current target for this indicator be retained for 2011/12, which will ensure that the Council remains in the top quartile of performance. | Quarterly |
| LPI 05 KO 4 | 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 | 30.00 | Since the current target for this indicator is not presently being achieved, it is proposed that this target be retained for 2011/12. | Quarterly |
| LPI 07 KO 4 | 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% | 99.00% | As part of the Council's Housing Repairs Refresh Programme, an external repairs management contractor will be appointed in May 2011. Although the specification for the contract includes targets that are much more challenging than currently set for this indicator (with reward incentives if all repairs targets are met), it will take some time for the contractor to achieve the required and expected step-change in performance. It is therefore suggested that the current target be retained for 2011/12, for monitoring purposes. | Quarterly |
| LPI 08 KO 4 | 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% | 69.00% | 95.00% | As part of the Council's Housing Repairs Refresh Programme, an external repairs management contractor will be appointed in May 2011. Although the specification for the contract includes targets that are much more challenging than currently set for this indicator (with reward incentives if all repairs targets are met), it will take some time for the contractor to achieve the required and expected step-change in performance. It is therefore suggested that the current target be retained for 2011/12, for monitoring purposes. | Quarterly |
| LPI 09 KO 4 | 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% | 87.00% | 95.00% | As part of the Council's Housing Repairs Refresh Programme, an external repairs management contractor will be appointed in May 2011. Although the specification for the contract includes targets that are much more challenging than currently set for this indicator (with reward incentives if all repairs targets are met), it will take some time for the contractor to achieve the required and expected step-change in performance. It is therefore suggested that the current target be retained for 2011/12, for monitoring purposes. | Quarterly |

| KEY OBJECTIVE REF | (HIGH/LOW) | RESPONSIBILITY | 2008/09 | 2009/10 | TARGET 2010/11 | 2010/11 | TARGET 2011/12 | COMMENTS/JUSTIFICATION FOR PROPOSED TARGET FOR 2011/12 | FREQUENCY |
|-------------------|---|-----------------------------|---------------------------|------------|----------------|--------------------|----------------|---|-----------|
| LPI 10 KO 4 | 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% | Data not submitted | 98.00% | Satisfaction with the repairs service is always high. However, it will be important to ensure that this continues after the appointment of the external repairs management contractor, and it is therefore proposed that the existing challenging target for this indicator be retained for 2011/12. | Quarterly |
| LPI 13 KO 4 | 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% | 97.00% | The target for this indicator for 2010/11 is only just being met at the third quarter of the year. The proposed target for the indicator for 2011/12 has therefore been reduced, based upon performance to date during 2010/11. | Quarterly |
| LPI 14 KO 4 | 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% | 77.94% | 97.30% | Council Tax collection at the end of the third quarter of 2010/11 is 0.22% up on the same period in 2009/10. The proposed target for this indicator for 2011/12 shows continual improvement as the economic position recovers | Quarterly |
| LPI 15 KO 4 | 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% | 81.64% | 98.10% | National Non-Domestic Rates Collection at the end of the third quarter of 2010/11 is 0.14% up on the same period in 2009/10. The proposed target for this indicator for 2011/12 shows continual improvement as the economic position recovers | Quarterly |
| LPI 16 KO 4 | 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 | 23.45 | 20.00 | The proposed target for this indicator for 2011/12 has been reduced, based upon performance to date during 2010/11. There is no backlog of work and the proposed target will be challenging, yet achievable, providing that staff vacancies do not arise within the Benefits Division. | Quarterly |
| LPI 17 KO 4 | 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 | 8.92% | 7.00 | The proposed target for this indicator for 2011/12 has been reduced, based upon performance to date during 2010/11. There is no backlog of work and the proposed target will be challenging, yet achievable, providing that staff vacancies do not arise within the Benefits Division. | Quarterly |
| LPI 24(a) KO 4 | 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 | 630,892.00 | 840,000.00 | The Council's existing Sitestat software is being replaced by Google Analytics from April 2011, which estimates an average 70,000 visits to the website each month, totalling 840,000 per year, on which basis the target for this indicator for 2011/12 has been set. It is also proposed to transfer from the existing PUNCH website publishing software to Joomla CMS in 2011/12 to allow for restructure and streamlining of web pages. This could result in a reduction of website visits, as old information is removed and site quality is improved. | Quarterly |
| LPI 24(b) KO 4 | 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 | Year-end | Grade 3 | The Council's website was awarded a 3 (out of 4) star rating by Socitm for 2010/11, being one of only twelve local authority websites that achieved this grade. Eleven local authority websites achieved the 4 star rating for 2010/11, and it is therefore considered appropriate to retain the Grade 3 target for this indicator for 2011/12. | Year-end |

| KEY OBJECTIVE REF | (HIGH/LOW) | RESPONSIBILITY | 2008/09 | 2009/10 | TARGET 2010/11 | 2010/11 | TARGET 2011/12 | COMMENTS/JUSTIFICATION FOR PROPOSED TARGET FOR 2011/12 | FREQUENCY |
|--------------------|---|---|---------------------------|---------------------------|---------------------------|---------------------------|--------------------------------|---|-----------|
| LPI 24(c) KO 4 | 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 | Exceed national average by 15% | New KPI for 2011/12. The annual Society of Information Technology Management report 'Better Connected' provides a snapshot of local authority websites. The 'Better Connected' report for 2011 will be published in April 2011, and it is proposed that the target for this new KPI for 2011/12 be to exceed the national average for visit satisfaction in respect of local authority websites identified by the Socitm report for 2011, by 15%. Deputy Chief Executive to report further at year-end. | Year-end |
| LPI 28 KO 4 | 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 | 5.84 | 7.75 | It is possible that 2010/11 will be the first year that the Council will meet its target for this indicator. The current target of eight days was adopted from 2008/09 (it was previously 8.29 days in 2007/08), and the proposed reduction of 0.25 days for 2011/12 will be a challenging target to take forward. | Quarterly |
| LPI 39 KO 1 | 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% | Year-end | 3.00% | Regular arrears monitoring is undertaken between relevant officers of the Corporate Support Services (Estates and Valuation, Legal) and Finance and ICT Directorates. As at the most recent review (Month 8 - November 2010) the total arrears, excluding a number of tenants paying by instalments, amounted to approximately 2.7% of the rent roll. Whilst this position may change at the year-end review, on the basis of the information available at present it is considered appropriate to set a continued target of 3% for this indicator for 2011/12. | Year-end |
| LPI 40 KO 1 | 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% | Year-end | 99.00% | In view of the current economic situation, it is considered appropriate to retain the existing target for this indicator for 2011/12, as the securing of a consistent occupation rate of more than 99.00% during the year would be extremely difficult to achieve.. | Year-end |
| LPI 44 KO 8 | 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) | Year-end | Target to be set at year-end | An updated version of Local Development Scheme is to be considered by the Local Development Framework Cabinet Committee on 28 March 2011. Director of Planning and Economic Development to report further at year-end. | Year-end |
| LPI 45 (a) KO 4 | PLANNING APPEALS - OFFICER RECOMMENDATION 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% | 34.60% | 28.00% | This indicator currently only applies to certain types of planning applications (not advertisements, listed buildings, enforcement etc.), and was derived from a former statutory indicator. It is proposed that for 2011/12 the indicator should relate to all appeal types and that, as a measure of decision-making, two separate targets of 28% be set, one for officer recommended decisions, and one for Member reversals of officer recommendations, to allow a greater understanding of decision-making. | Quarterly |
| LPI 45 (b) KO 4 | PLANNING APPEALS - MEMBER REVERSAL OF OFFICER RECOMMENDATION 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 | New indicator for 2011/12 | New indicator for 2011/12 | New indicator for 2011/12 | New indicator for 2011/12 | 28.00% | Proposed new indicator for 2011/12. See comments in respect of LPI 45 (a). | Quarterly |

| KEY OBJECTIVE REF | (HIGH/LOW) | RESPONSIBILITY | 2008/09 | 2009/10 | TARGET 2010/11 | 2010/11 | TARGET 2011/12 | COMMENTS/JUSTIFICATION FOR PROPOSED TARGET FOR 2011/12 | FREQUENCY |
|-------------------|------------|--|---------------------------|---------|----------------|---------|----------------|--|-----------|
| LPI 51 KO 4 | | Director of Environment and Street Scene | New indicator for 2009/10 | 97.09 | 95.00% | 97.80% | 97.00% | Performance against this indicator sits at between 95% and 98% throughout the year and is very dependant upon overall workload and officer availability. The target for 2011/12 has therefore been set at 97% which should be attainable, whilst still providing a very high level of service to residents | Quarterly |
| LPI 53 KO 4 | | Director of Finance and ICT | New indicator for 2009/10 | 285 | 300 | 204 | 500 | The target for this indicator for 2010/11 was reduced to 300 completed fraud investigations (from 500) earlier in the year, as a result of vacancies in the Benefits Investigation Team. The proposed target for the indicator for 2011/12 has been restored to an achievable, yet challenging level, as there are currently three Investigation Officers in post. | Quarterly |

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