

Scrutiny Standing Panel Agenda



Finance and Performance Management Scrutiny Panel Tuesday, 20th March, 2012

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:
democraticservices@eppingforestdc.gov.uk

Members:

Councillors D Jacobs (Chairman), G Waller (Vice-Chairman), K Angold-Stephens, R Bassett, K Chana, R Cohen, J Hart, P Keska, S Murray, S Packford and W Pryor

SUBSTITUTE NOMINATION DEADLINE:

18:00

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 OF THE LAST MEETING (Pages 3 - 10)

To consider and agree the notes of the meeting held on 15 November 2011.

5. TERMS OF REFERENCE / WORK PROGRAMME (Pages 11 - 14)

(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. SICKNESS ABSENCES (Pages 15 - 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. INFORMATION AND COMMUNICATION TECHNOLOGY UPDATE (Pages 49 - 54)

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

9. KEY PERFORMANCE INDICATORS 2011/12 -QUARTER 3 PERFORMANCE MONITORING (Pages 55 - 110)

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

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

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

Agenda Item 4

EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF FINANCE AND PERFORMANCE MANAGEMENT SCRUTINY
PANEL
HELD ON TUESDAY, 15 NOVEMBER 2011
IN COUNCIL CHAMBER, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.00 - 8.55 PM

Members Present:	D Jacobs (Chairman), G Waller (Vice-Chairman), K Angold-Stephens (Chairman of Council), R Bassett, R Cohen, J Hart, D C Johnson (Deputy Portfolio Holder (Estates)) and P Keska
Other members present:	Ms R Brookes, A Lion, Mrs M McEwen, G Mohindra, J Philip, D Stallan, Mrs L Wagland and C Whitbread
Apologies for Absence:	K Chana (Deputy Portfolio Holder (Safer and Greener)), S Murray, S Packford and W Pryor
Officers Present	D Macnab (Acting Chief Executive), J Gilbert (Director of Environment and Street Scene), A Hall (Director of Housing), J Preston (Director of Planning and Economic Development), S Bacon (Senior Systems Support Officer), T Carne (Public Relations and Marketing Officer), P Maddock (Assistant Director (Accountancy)), P Maginnis (Assistant Director (Human Resources)), D Newton (Assistant Director (ICT)), J Twinn (Assistant Director (Benefits)), S Tautz (Performance Improvement Manager), S Mitchell (PR Website Editor), A Hendry (Democratic Services Officer) and S G Hill (Senior Democratic Services Officer)

33. WEBCASTING INTRODUCTION

The Chairman reminded everyone present that the meeting would be broadcast live to the Internet, and that the Council had adopted a protocol for the webcasting of its meetings.

34. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

The Panel noted that Councillor D Johnson was substituting for Councillor Chana.

35. DECLARATION OF INTERESTS

Pursuant to the Council Code for Members Conduct, Councillor Richard Bassett declared a personal interest in agenda item 7, Epping Forest District Council Website, by virtue of working for Hewlett Packard. He declared that his interests were not prejudicial and that he would remain for the discussion and consideration of the item.

36. MINUTES OF THE LAST MEETING

The minutes of the previous meeting held on 20 September 2011 were agreed.

37. TERMS OF REFERENCE / WORK PROGRAMME

The Panel noted their Terms of Reference and Work Programme.

38. SICKNESS ABSENCE

With the Panel's agreement the item on Sickness Absence (agenda item 10a) was taken next.

The Assistant Director of Corporate Support Services (HR), Paula Maginnis, introduced the report on the Council's absence figures for quarter two in 2011/12. It included absence figures by Directorate, the number of employees who have met the trigger level, those who had more than 4 weeks' absence and reasons for absence.

It was noted that the quarter 2 figure was below the target level as well as being below the 2010/11 figures. Two thirds of staff had not taken any sick absence during this period. Currently the Council's target for sickness absence under KPI 10 for 2011/12 was an average of 7.75 days per employee. The Council's figure for quarter 2 was 1.64 days. 3.9% of staff had met the trigger levels or were above; 22.8% had sickness absence but did not meet the triggers and 73.3% had no absences.

Ms Maginnis asked the Panel if they still wished to receive this data or were there other things that they would like information on.

The Panel indicated that they liked the breakdown of the information, which showed the areas doing well, as well as the types of illness involved and the fact it helped you drill down into the information. They noted that the situation was improving year on year although it appeared that Local Government figures were higher than private industry. Although it had been recently noted by the press that EFDC compared very favourably with private industry on levels of sickness.

It was noted that a lot of problems seemed to be musculo-skeletal related; was this anything to do with RSI? Ms Maginnis replied that there were no recent recordings of that, although there had been a spate of broken bones recently.

RESOLVED:

That the report on sickness absence for quarter 2 be noted.

39. EPPING FOREST DISTRICT COUNCIL WEBSITE

The Public Relations and Marketing Officer, Tom Carne, made the following corrections to the report published in the agenda. In paragraph 11 the KPI referred to as KPI 01 should be KPI 02; in paragraph 15 the KPI referred to as KPI 02 should be KP 04 and the same again in paragraph 16.

The Panel received a demonstration of the new Council's website, currently in development. The current website had been developed over the last ten years using the Punch Content Management System, costing the council approximately £16,000 per annum to run, including support. This system has now run its course and officers looked for a more powerful, flexible alternative. They found 'Joomla' which was easier and more efficient to use and would represent a significant potential, long term financial saving to the council. It was a free open source Content Management System, and officers had identified savings of £15,000 pa once it went live, with the possibility of more savings to come.

Stephen Bacon, the Senior Systems Support Officer, took the Panel through a demonstration of the new site, as it would look on line when up and running. The new systems would have one big bold image on the home page making it more user friendly, suitable for the casual browser, with rotating headlines. Officers were also

looking to put in advertising space on the pages. The home page would report the Council news, and have a Leaders blog. News feeds would be tailored to each Directorate and they were also looking at the possibility of putting Town/Parish Council pages on the site, linking in with 'Twitter'. Social media links would also be on the menu bar. Using free software from 'Joomla' officers would be able upload council's posts on to these sites as well. So far officers thought that the new website had only cost the Council €59; and it would have no ongoing costs. They were aiming for it to be user friendly, with any user having to use a maximum of three clicks to get to any page on the website, ideally only two; the present system can take up to nine clicks. Individual users could alter the colour scheme of the pages, change the font size and have it translated into other languages.

Officers were also looking to integrate the currently separate systems such as the Planning pages, into the main website and make it more efficient.

Councillor Bassett said that the new site looked good. Residents could pay their Council Tax on line, but there was some vulnerability in using open source software. Was it safe to use? Mr Bacon replied that they would be linked to the Capita site for transactions as they are now. They would not use open source software for payments.

Councillor Mohindra asked about tracking the use of the site. He was told that officers could not use 'Google Analytics' until the EU had decided on the implementation of the EU Cookies Directive; as without the use of Cookies a visit to our site could not be recorded. They were using a free trial system at present but this would have to be paid for once the free period ended. Officers were also looking to link this into intranet visits.

Councillor Philip commented that officers were currently tracking visits to the site; could not other things be monitored such as the number of page loads and response time be monitored. Mr Bacon replied that monitoring page hits could be valuable over time, tracking which pages people went to most often etc.

Councillor Philip went on to ask if users could save changes they made to the colour and font sizes. He was told that they could, but it relied on the use of Cookies.

Councillor Bassett wanted to know if links to other websites and organisations could be added to our site. He was told that officers were looking at putting in this facility using Google Search.

The Public Relations and Marketing Officer, Tom Carne, had looked at the indicators in place and asked that they continue with the current performance indicator measuring user satisfaction levels (KPI 04). But, they would like to adapt it slightly to not only measure the people who were 'very satisfied' but also the 'OKs', the 'quite satisfied' as well as the 'very satisfied' as this would give a better statistical database, and would enable us to revisit how we assessed the website. They would also like to set a satisfaction level of 80%, which would be well above the current national average.

Councillor Bassett said that 80% was a very high level to live up to especially in the first year of a new site. It would be more sensible to set the target at 70% for the first year and then revisit it next year, when they could set a target for improvement; this was agreed by the Panel. They also agreed to delete KPI 02 (visits to the Council Website) and 03 (Quality of the Council Website).

RESOLVED:

- (1) That the progress towards the implementation of the new Epping Forest District Council Website be noted;
- (2) That the Panel recommend that:
 - KPI 02 (Visits to the Council Website) and KPI 03 (Quality of the Council Website) be deleted;
- (3) That, pursuant to the deletion of KPI 02, the Director of Finance and ICT and the Acting Chief executive bring forward proposals for replacement website visits indicator once the Council's new website has been rolled out and the authority has determined its approach to meeting the requirements of the European Union Cookies Directive; and
- (4) KPI 04 (Satisfaction with the Council's Website) be amended to include the people who were OK, Quite Satisfied and Very Satisfied with the website; achieving a target of 70% for the first year, to be revised at the end of the year in light of the result.

40. KEY PERFORMANCE INDICATOR 2011/12 QUARTER 2

The Performance Improvement Manager, Mr S Tautz, introduced the report on the Council's performance against its adopted Key Performance Indicators (KPI) for the second quarter of 2011/12. Members were reminded that a target had been set for at least 70% of the KPIs to achieve target performance by the end of the year. The report now had the improvement plans immediately following on to each KPI.

The Panel noted that 14 KPIs (50%) had achieved the second quarter performance targets and that contrary to the statement in paragraph 13 of the report, KPI 24 (Fly Tipping) and KPI 48 (Non-decent homes) had met their respective second quarter targets.

KPI 02 – *How many times was our Council website visited* – This had just been deleted.

KPI 30 – *What percentage of the invoices we received were paid within 30 days* – noted that there was a problem with Housing, due to staffing shortages and an issue with building supplies, at present skewing the figures, but this was being rectified.

KPI 31 – *What percentage of the district's annual Council Tax was collected* – officers were complimented for exceeding their targets on this indicator. Councillor Stallan asked if the number of payment arrangements increased over the last year; officers were unsure but promised to find out and advise members accordingly. The Panel noted that there was currently a government consultation being carried out on Council Tax which may have implications further on.

KPI 33 – *On average, how many days did it take us to process new benefit claims* – Councillor Hart said officers were doing well to keep the indicator at just under 27 days especially with two officers down. Officers thought that they would not meet their target this year. They had just been another resignation and it was hard work for the officers to maintain standards. It was hoped to fill the vacancies by internal recruitment.

Councillor Brookes asked if the number of applications had gone up. She was told that there were around 9,400 cases at present; three years ago there were 7,500. The caseload had gone up considerably; also new claims were more difficult to process, more time consuming.

KPI 34 – *On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances* - Councillor Bassett asked if there was a common reason for losing staff through resignations. He was told that there was no specific reasons, some went to London Boroughs and there was uncertainty about the new Universal Credit system coming in. Experienced staff are leaving and they needed experienced staff to replace them. They were also unsure if their investigative staff would be subsumed by the Department for Work and Pensions. There was a lot of uncertainty at present.

KPI 42 – *What percentage of emergency repairs to our council properties were completed within 24 hours* – The Panel noted that a new computer system would be installed after Christmas by Mears, the Council's Repairs Management Contractor and this should speed up response times.

KPI 46 – *How many affordable homes were built in the District* – Councillor Brookes asked about the Open Market Shared Ownership, the joint venture with Broxbourne Housing Association. She was told that the joint agreement with Broxbourne HA had achieved a number of applications from tenants and housing applicants; shortlisted applicants were currently being contacted to undergo a financial assessment. Unfortunately the KPI target would not be met this year, due to slippage with an affordable housing scheme in Waltham Abbey. However, the completions would be achieved next year.

KPI 47 – *How many households were housed in temporary accommodation* – Councillor Bassett asked how successful had the Council been in keeping people in their own homes? He was told officers were preventing around 80% of cases from resulting in formal homelessness applications. But numbers of homeless applicants were increasing as more people came to the Council in difficulties. Officers feared it would only get worse with the new Welfare Reform Bill.

KPI 50 – *What was the net increase or decrease in the number of homes in the district* – The Panel noted that if the relevant information had been made available earlier quarter 1 would have been above the target level.

RESOLVED:

That the first six months of the Council's performance for 2011/12 in relation to the monitored Key Performance Indicators adopted for the year be noted.

41. QUARTERLY FINANCIAL MONITORING

The Assistant Director of Finance, Peter Maddock, introduced the quarterly financial monitoring report. This report provides a comparison between the original estimate for the period ended 30 September 2011 and the actual expenditure or income as applicable.

The Panel noted that:

- The salaries budget showed an underspend of £413,000 or 4.2%, compared to 3.4% last year;

- Investment interest levels in 2011/12 are above expectations at quarter 2;
- Current indications are that the Council would receive between 86 and 90% of the original investment back from the Heritable Bank, however this would not be received until towards the end of 2012/13 at the earliest;
- Building Control income was on track and was slightly up on the previous year;
- The ring fenced account was looking healthy and was expected to return a surplus;
- Development Control income at month 6 was £40,000 above expectations;
- Hackney Carriage licensing income was in line with expectations but down slightly on last year;
- The Housing Repairs Fund showed an underspend of £767,000. It was now expected that a saving of around £250,000 would occur here;
- The budgets are currently being revisited and where appropriate would be revised in line with expectations.

Councillor Bassett asked what sort of returns were we getting on our investments? He was told it was just under 1%, with some longer term investments at 1%.

Councillor Stallan noted that some authorities would receive about a 100% return from the Icelandic Banks. Would this alter the report? He was told that it would be only right to wait until it was known for sure what returns the council would get. The report was based on what was thought was currently the most likely outcome.

Councillor Angold-Stephens asked about the recent burglary at the museum, would this cost the Council any money for items not covered by the insurance. He was told that the only cost would be a small excess on some items as all items were covered; and also any costs for reviewing / improving security arrangements.

RESOLVED:

That the Capital and Revenue Financial Monitoring report for the second quarter of 2011/12 be noted.

42. FEES AND CHARGES

The Assistant Director of Finance, Peter Maddock, introduced the annual report on the proposed fees and charges for the coming year as part of the annual budget process. This report gave members an opportunity to comment the proposed fees and charges for 2012/13.

A proposed general increase of 5% was recommended where possible, but it was noted that in a number of areas this may not be appropriate; also, it was noted that some fees were set by the Government. Car parking charges were not included in the report as they were subject to consideration by the Council's consultant and a report would be coming separately to this Panel at a later date. There were also a number of leisure related fees and charges, waste and the HRA that were proposed for increases.

Councillor Bassett noted that the charges for pest control for rats and cockroaches was said to be free. Was this correct? He was told that the Council now had a contract with 'Rentokil', so we received no fees for pest control; the money went straight to the company. The report was misleading and should be amended accordingly.

Councillor Bassett asked why we only charged £10 for dishonoured cheques, as banks would charge more and we incur this charge from banks. Councillor Mohindra noted that his bank charged £25 and thought that this was a standard charge. The Panel agreed that the charge should be increased to £25.

Councillor Whitbread commented that the Council had found more savings than the £300,000 needed. With this in mind he would not want to increase any fees and charges next year and give something back to the residents in this difficult economic situation.

The Chairman noted that there would be some exceptions to the 5% increase but that this would be up to the Cabinet to decide.

RESOLVED:

That the proposed general policy for the increase in fees and charges of 5% and the schedules attached to agenda be agreed with the exception of the charge for dishonoured cheques being raised to £25 and the wording for the charges for rats and cockroaches being revised, and that this be recommended to the Cabinet.

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

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

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;

Public Consultation

3. 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;
4. To annually review the consultation exercises undertaken by the council over the previous year.

Finance

5. 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.
6. To consider financial monitoring reports on key areas of income and expenditure for each portfolio.

ICT

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

Value For Money

8. 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

9. 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

10. 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 Jacobs

Finance and Performance Management Standing Panel (Chairman – D Jacobs)

2011/12

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Key Performance Indicators – Performance Outturn 2010/11	Outturn KPI performance report considered at the first meeting of the Scrutiny Panel in each municipal year.	Completed - KPI outturn report for 2010/11 to be considered at the meeting held on 21 June 2011.	<p>21 June 2011 20 September 15 November 16 January 2012 (cancelled); and 20 March</p>
(2) Key Performance Indicators – Performance Monitoring 2011/12	KPI performance report to be considered on a quarterly basis.	Quarterly KPI performance report for 2011/12 to be considered at the meetings to be held on 20 September 2011 (quarter 1), 15 November 2011 (quarter 2) and 20 March 2012 (quarter 3).	
(3) Key Performance Indicators – Development of indicator set for 2012/13	Draft indicator set to be considered on the basis of third quarter KPI performance for 2011/12.	KPI proposals to be considered at the meeting to be held on 20 March 2012.	
(4) Quarterly Financial Monitoring	Reports to be considered on a quarterly basis.	First quarter Information to be considered September 11, 2 nd quarter in January 12 and 3 rd quarter figures at the March '12 meeting.	
(5) Annual Consultation Plan	Report considered on an annual basis. Report went to the June '11 meeting.	Completed - Consultation Plan considered at first meeting of each municipal year. Report last went to the June 2010 meeting.	

(6) Detailed Portfolio Budgets	Had been last considered at the January 2011 meeting of the Cabinet Finance Committee.	Considered at the January '12 of the Cabinet Finance Committee - Annual review of the Portfolio Holders Budgets.	
(7) Medium Term Financial Strategy	January 2012	To review the Council's medium term financial strategy January 2012	
(8) Equality and Diversity - Monitoring and Progress	Progress report considered at the first meeting of the Scrutiny Panel in each municipal year.	Completed - Progress report for 2010/11 to be considered at the meeting to be held on 21 June 2011.	
(9) Capital Outturn 2009/10 and use of transitional relief in 2009/10	Went to the June '11 meeting	Completed - Last considered at the June 2011 meeting	
(10) Provisional revenue Outturn 2010/11	Went to the June '11 meeting	Completed - Last considered at the June 2011 meeting	
(11) Fees and Charges	To be considered at the November 11.	Completed - Last considered at the November 2011 meeting	
(12) Sickness Absences	Quarterly reports	Quarterly figures of the Council's sickness absence figures. Last considered at the June and September 2011 meetings.	
(13) Value for Money and Data Quality Strategies	September 2011	Completed – September 2011 Progress made against the Council's VFM and Data Quality Strategy.	



Report to the Finance and Performance Management Scrutiny Panel

SCRUTINY



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. This report provides information on the Council's absence figures for Q3 in 2011/2012; 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.
2. The Council's target for sickness absence under KPI10 for 2011/2012 is an average of 7.75 days per employee. The Council's figure is 1.87 days for Quarter 3 and figures for each Directorate are set out in paragraph 9 of the report.
3. During Q3, 3.9% of staff met the trigger levels or above, 29.5% had sickness absence but did not meet the triggers and 66.6% had no absence.
4. Currently, under the Council's Managing Absence Policy there are trigger levels for initiating management action in cases of excessive sickness absence. These are:
 - (i) during any 'rolling' twelve-month period an employee has had 5 or more separate occasions of absence; or
 - (ii) during any 'rolling' twelve-month period an employee has had at least 8 working days of any combination of un/self certificated, or medically certificated absences.

Reasons for Proposed Decision

To enable members 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 or receive no report.

Report:

Introduction

5. The latest figures published by the Industrial Relations Service (for 2010) show that the average number of days taken as sickness absence in Local Government was 8 days compared to 6.5 days across all sectors. In manufacturing and production the average number of days was 6.2 and in private sector services the average was 6.2 days. (These figures have not been updated for 2011).

6. 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.
7. 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 2010/2011 – 2011/2012

8. The target for sickness absence was revised to 7.75 days for 2011/12 and the Q3 figure is below target at 1.87 days.

Table 1 below shows the absence figures for each quarter since 2010/2011.

	Q1	Q2	Q3	Q4	Outturn	Target
2010/2011	1.88	1.81	2.15	2.01	7.85	8
2011/2012	1.86	1.64	1.87			7.75

Table 1

Directorate Figures 2010/2011 – 2011/2012

9. Table 2 shows the average number of days lost per employee in each Directorate. The target figure for Q2 is an average 2.13 days and 5 of the 7 Directorates are below this figure. Two Directorates are above this target.

Directorate	Average FTE	Average Number of Days Absence 2010/2011				Total Average Number of Days 2010/11	Average Number of Days Absence 2011/2012			
		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4
Office of CE	20.87	0.25	0.51	2.12	1.42	4.3	1.39	1.93	2.34	
Office of DCE	46.91	0.92	2.09	2.35	1.99	7.35	2.08	2.12	1.71	
Corporate Support Services	69.69	2.06	1.81	2.29	2.26	8.42	2.12	1.08	1.13	
Environment & Street Scene	112.97	1.70	2.10	1.79	2.78	8.37	1.25	1.75	1.53	
Finance & ICT	115.62	1.15	0.87	1.73	1.29	5.04	1.72	1.79	2.71	
Housing	183.8	3.11	2.42	2.72	2.01	10.26	1.83	1.52	1.94	
Planning	68.20	1.07	1.48	1.64	1.96	6.15	2.75	1.75	1.60	

Table 2

10. This table is represented by a graph which can be found at appendix 1.

Long Term Absence 2011/2012

11. For this purpose long term absence has been defined as 4 weeks or over. During Q3 a total of 13 employees had 4 weeks or more absence. Ten employees had one continuous period of absence, 2 employees had two periods of absence and 1 employee had 3 periods.

Table 3 provides further detail on these employees.

Quarter	Left	Returned to work	Dismissed	Proposed Return date	Still Absent	Other Arrangements
Q3	0	46.1% (6)	0	0	30.8% (4)	15.4% (2) (leaving) 7.7% (1) (other duties)

Table 3

12. At appendix 2 there is a graph which sets out a breakdown of days lost to long term absence, those who met the trigger level and those below the trigger level. This graph shows that overall, 27% of lost time for Q3 was due to long term absence, 24% met the trigger level (and above to 19 days) and 49% was due to short term absence.

Reasons for Absence

13. Table 4 shows the reasons for absence.

Reason	Number of Days Q1	Number of Days Q2	Number of Days Q3
	2011/2012	2011/2012	2011/2012
Stomach, liver, kidney, digestion; include diarrhoea, vomiting and other gastro-intestinal illnesses.	282	295	200.3
Other musculo-skeletal problems; includes neck, legs or feet and arms or hands. Also include joint problems such as arthritis.	150.5	196.8	206.9
Infections, including viral infections such as influenza, cold, cough and throat infections	132.9	75.3	227.3
Depression, anxiety, mental health and fatigue. Includes mental illnesses such as anxiety and nervous debility/disorder (does not include stress)	60.6	42.3	87.4
Stress – Old description	91	0	0
Work related stress	58	30.7	2.9
Non Work related stress	29.1	59.7	16
Chest, respiratory; including asthma, bronchitis, hay fever and chest infections	89	62	26.1
Back problems	55.1	22.5	52.4
Neurological; headaches and migraines	41.1	42.7	26.4
Genito-urinary; menstrual problems	34.5	32	39
Cancer, including all types of cancer and related treatments	30.4	22.6	29.2

Reason	Number of Days Q1	Number of Days Q2	Number of Days Q3
	2011/2012	2011/2012	2011/2012
Eye, ear, nose and mouth, dental; sinusitis	20.9	56.8	23.8
Pregnancy	17.5	1	6.4
Heart, blood pressure, circulation	10	4.4	97.9
RTA	0	5	6.6

Table 4

Numbers of Staff Absent

14. Table 5 shows that there were fairly consistent numbers of staff who had no absence and those that had absence over the course of last year which has continued into this year. In both Q3 the number of employees who had sickness absence increased compared to other quarters. Approximately two-thirds of staff had no absence.

Quarter	Staff with no absence	Staff with 7 days or less	Staff with 8 days or more
1 2011/2012	71.2% (475)	23.7% (158)	5.1% (34)
2 2011/2012	73.3% (489)	22.8% (152)	3.9% (26)
3 2011/2012	66.6% (444)	29.5% (197)	3.9% (26)
1 2010/2011	71.4% (523)	24% (176)	4.6% (34)
2 2010/2011	73.7% (539)	22% (162)	4.3% (32)
3 2010/2011	65.2% (478)	29.9% (219)	4.9% (36)
4 2010/2011	66.8% (490)	28.9% (212)	4.3% (31)

Table 5

Resource implications:

N/A

Legal and Governance Implications

N/A

Safer, Cleaner and Greener Implications

N/A

Consultation Undertaken

None

Background Papers

Finance and Performance Scrutiny Panel - Sickness Absence Reports for 9 September 2010, 10 March 2011, 21 June 2011, 20 September 2011 and 15 November 2011.

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?

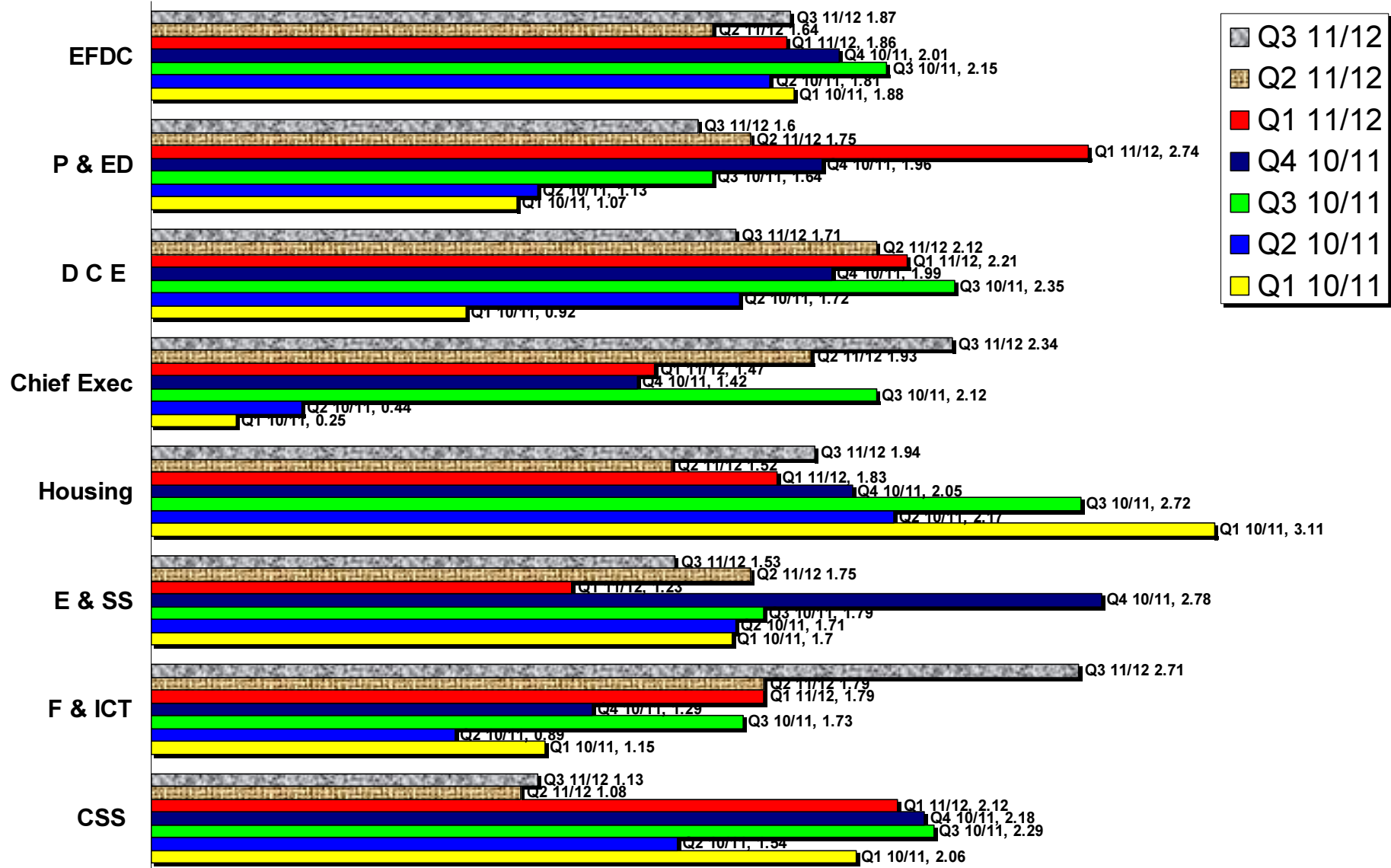
N/A

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

N/A

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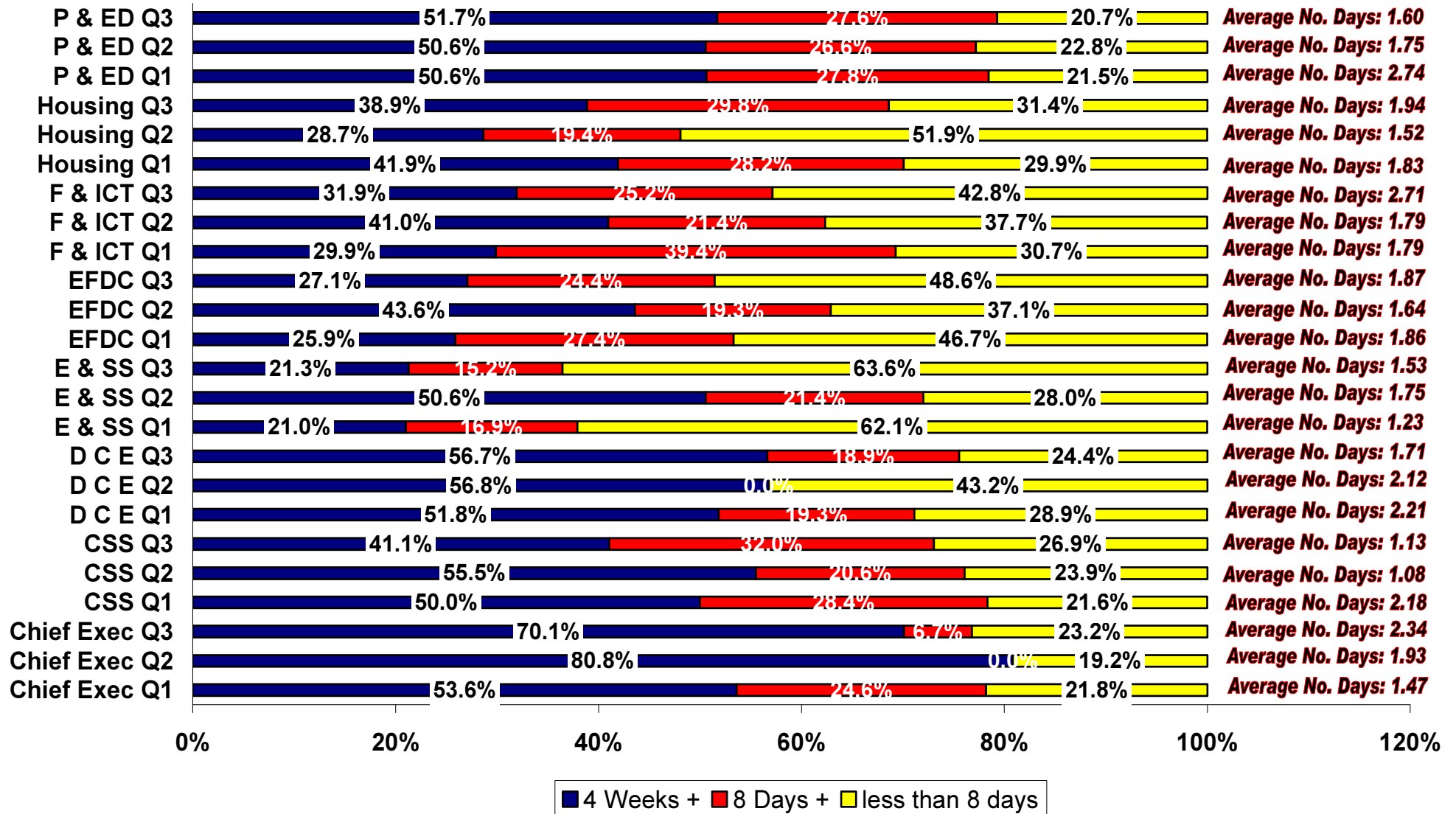
Sickness Absence All Directorates 2010-12



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Sickness Absence by Duration Q1 - Q3 2011/12

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Report to the Finance & Performance Management Scrutiny Panel

Date of meeting: 20 March 2012

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 2011/12.

Executive Summary

The report provides a comparison between the original estimate 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 2011/12.

Other options for action

No other options available.

Report:

1. The Panel has within its terms of reference to consider financial monitoring reports on key areas of income and expenditure. This is the third quarterly report for 2011/12 and covers the period from 1 April 2011 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 2012/13 budget setting process. The Original Estimate expected £171,000 to be taken from General Fund balances to balance the budget however the probable outturn is expected to add £69,000 to General Fund balances this is a movement of £240,000.
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 £110,000 or 0.8%. This compares to 2.0% at this time last year. More

than half of this however relates to the Housing Revenue Account.

5. Expenditure on salaries at month 9 is £259,000 lower than at this point in 2010/11. This is no doubt due at least in part to the restrictions placed on recruitment and indeed the expected salaries expenditure figure had been revised to £14.209m some £443,000 lower than the figure of £14.652m in the previous year in recognition of the aforementioned restrictions. This accounts for much of the move from a deficit on the in year General Fund net expenditure to a small surplus.
6. Investment interest levels in 2011/12 are roughly in line with expectations at quarter 3. Interest rates are still extremely low and with the potential need to have cash available for the Payment to the DCLG for Housing Self Financing, much is lent out short term. Whilst investment income to date is in line it does look as if the final figure could now fall short of the updated budget by as much as £30,000.
7. The Council has received a little over £1.622m (64.9%) of the original £2.5m investment placed with Heritable Bank as at 31 December 2011, however a further payment in January has brought this figure up to £1.705m (68.2%). Current indications are still that the Council will receive between 86 and 90% of the original investment back however the final amounts will not be received until toward the end of 2012/13 at the earliest.
8. Building Control Income is generally on track when compared to the budget but is slightly down on the previous year. Income for the year may fall slightly short of the updated figure however the ring fenced account is looking quite healthy and is expected to return a surplus due to expenditure being lower.
9. Development Control income is above expectations, there have been some significant fees relating to glasshouses and this has been treated as one off income in the probable outturn. Having said that Income in December was quite low and both January and February were also low. In order to reach the target income of around £70,000 would be required in March. This does not look at all likely and a figure of nearer £30,000 is expected meaning a shortfall of around £40,000.
10. Hackney Carriage licensing income is slightly above expectations but down slightly on last years actual to date. However there have recently been a number of refunds of licence plates and the number of registered vehicles is falling. If this trend continues at the current rate the budgeted income levels will not be met and will obviously affect income going forward into 2012/13. Other licensing income is in line with expectations but down on the prior year. Having said that January was a good month and by the end of February the actual figure had exceeded the full year budget.
11. Income from MOT's carried out by Fleet Operations has been revised downwards due to the withdrawal of a local dealer. It now looks as if income will fall short of this revised level though. The issue surrounding Hackney licence plates highlighted above is also likely to have an effect on fleet operations income going forward as the vehicle inspections are carried out by the Council.
12. Introduction of the Local Land Charges (Amendment) Rules 2010, has led to a reduction in income levels compared to previous years and there is currently uncertainty regarding the ability to charge for certain types of land charge search. Having said that income levels were revised upwards in the probable outturn and indications suggest that this level may well now be exceeded.
13. The Housing Repairs Fund shows an underspend of £355,000. Expenditure does tend to be higher in the final quarter but even taking that into account an underspend looks likely.
14. Payments to the Waste Management and Leisure Management contractor are in line

with expectations and variances are minimal. The payments to the Leisure Management contractor tend to be made in the month following service delivery whereas payments to the Waste Management contractor are generally a further month behind.

15. The financial year will shortly be coming to an end and whilst there will undoubtedly be some variations to budgets overall net expenditure will be lower than the original and quite possibly lower than the probable outturn.

Capital Budgets (Annex 10 - 16)

16. 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.
17. The full year budget for comparison purposes is the updated budget that is within the recently approved Capital Strategy.

Major Capital Schemes

18. The Limes Farm Hall Development started at the end of the previous financial year. The development has now been completed and opened to the public on 6 February. Annex 17 gives some detail around the development.

Conclusion

19. The budgets for 2011/12 have now been updated and the overall position is better than expected. When comparing against the probable outturn there may be some shortfall in income but some expenditure underspends also look likely.
20. 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

The probable outturn suggests that the final position on the General Fund will add an amount to balances rather than use an amount from balances therefore the position should be better than originally expected. There is concern around Hackney Carriage Licence and MOT income but salary and other expenditure savings are likely to offset this. There is no reason at this stage to assume that the Probable Outturn will not be met.

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 2011 - SALARIES

<u>DIRECTORATE</u>	<u>2011/12</u>		<u>2010/11</u>		<u>VARIATION FROM BUDGET (REVISED) %</u>
	<u>EXPENDITURE TO 31/12/11</u> <u>£000</u>	<u>BUDGET PROVISION (REVISED) £000</u>	<u>EXPENDITURE TO 31/12/10</u> <u>£000</u>	<u>BUDGET PROVISION (REVISED) £000</u>	
OFFICE OF THE CHIEF EXECUTIVE	481	480	544	544	0.0
DEPUTY CHIEF EXECUTIVE *	1,080	1,084	1,121	1,102	1.7
CORPORATE SUPPORT SERVICE DIRECTORATE	1,877	1,870	1,879	1,891	-0.6
FINANCE & ICT DIRECTORATE	2,952	2,960	2,865	2,900	-1.2
HOUSING DIRECTORATE *	3,751	3,827	3,855	4,022	-4.2
ENVIRONMENT & STREET SCENE DIRECTORATE *	2,528	2,543	2,557	2,595	-1.5
PLANNING & ECONOMIC DEVELOPMENT DIRECTORATE (Less Building Control)	1,270	1,284	1,367	1,403	-2.6
BUILDING CONTROL	160	161	170	195	-12.8
TOTAL	14,099	14,209	14,358	14,652	-2.0

* Agency costs are included in the salaries expenditure.

	11/12 Full Year Budget £'000	Third Quarter		10/11 Actual £'000	11/12 Variance Budget v Actual		Comments
		11/12 Budget £'000	11/12 Actual £'000		£'000	%	
<u>Major expenditure items:</u>							
Grants to Voluntary Groups	138	83	77	77	-6	-7	Grants carried forward from previous years as committed amount to £56,200, of which £29,210 is still outstanding at the end of Quarter 3. Grants approved in the first three quarters amount to £73,520 of which £43,200 has been paid out. The grant of £7,550 has also been paid out to Homestart. Grants are paid out on completion of the project, or in stage payments as work is completed for larger applications. It is therefore inappropriate to make comparisons with previous years.
Voluntary Sector Support	167	153	153	153	0	0	The figures include grants to the CAB and VAEF which are paid twice yearly in 50% instalments in April and October.
	305	236	230	230			

	11/12 Full Year Budget £'000		Third Quarter		10/11 Actual £'000	11/12 Variance Budget v Actual		Comments
	11/12 Budget £'000	11/12 Actual £'000	11/12 Budget £'000	11/12 Actual £'000		£'000	%	
Major expenditure items:								
Building Maintenance	331	165	150	147	147	10	15	The budget profiling has been based on the expenditure pattern for the previous three years, with typically 54% of expenditure occurring in the final quarter. Expenditure for the third quarter is higher than the previous year as Capital projects had taken priority in the comparative period.
	331	165	150	147	147			

	11/12 Full Year Budget £'000		Third Quarter		10/11 Actual £'000		11/12 Variance Budget v Actual		Comments
	11/12 Budget £'000	11/12 Actual £'000	11/12 Budget £'000	11/12 Actual £'000	£'000		%		
					11/12 Budget £'000	11/12 Actual £'000			
<u>Major income items:</u>									
Hackney Carriages	179	146	134	146	153	12	9	The number of applications for driver and vehicle licences for Quarter 3 has fallen compared to the comparative period, and the actuals now include income for Driver Knowledge Tests. The number of applications received since the introduction of the tests has reduced slightly, but not had a significant impact on income.	
Licensing & Registrations	103	93	77	93	89	16	21	The third quarter of 2011/12 has seen increased levels of fee income compared to the previous year, with renewal notices for premises licenses accounting for the majority of the increase in the current year. Income from other types of Licence has remained constant.	
Fleet Operations MOTs	300	220	221	220	233	-1	0	MOTs are undertaken by the Fleet Operations Unit at Langston Road depot. The reduction in income in quarter 3 compared to the previous year is the result of the loss of a significant proportion of business from a local dealership, this is reflected in the probable outturn.	
Local Land Charges	180	147	143	147	139	4	3	There has been an improvement in the housing market over last year which has led to an increase in land charges income. This has helped to offset the government direction issued last year revoking the charge for personal searches resulting in an annual income loss of approximately £35,000. Some private search companies have issued court proceedings in an attempt to reclaim fees paid. The Local Government Association is acting on behalf of a number of authorities in defending this action.	
	762	606	575	606	614				

Major income items:	11/12 Full Year Budget		Third Quarter			11/12 Variance		Comments
	£'000	Budget	11/12 Actual		Budget v Actual	%		
			£'000	£'000			£'000	
Industrial Estates	908	873	911	866	38	4	Rents from the Industrial units at Brooker Road, Oakwood Hill, Oakwood Hill Workshop units and Langston Road, are ahead of the probable outturn as income includes arrears resulting from back dated rent reviews totalling £34,000.	
Business Premises - Shops	1,780	1,780	1,783	1,780	3	0	This income relates to non housing assets which were transferred from the HRA on 31 March 2011. The assets are shops, a petrol station and public houses. Income is on target, and includes rents billed in advance for the final quarter.	
Land & Property	156	52	60	101	8	15	Commission is received from the David Lloyd Centre based on their turnover. Income relating to 2011/12 will be accounted for at the end of the year, but received during the initial part of 2012/13. The previous years actual includes income of £47,695 for the WVRS meals on wheels service for rental of units at Langston Road depot which have now been vacated.	
	2,844	2,705	2,754	2,747				

2011/12 DIRECTORATE FINANCIAL MONITORING - PLANNING & ECONOMIC DEVELOPMENT

	11/12 Full Year Budget		Third Quarter		11/12 Variance		Comments	
	£'000		£'000		Budget v Actual			
	Budget	Actual	11/12 Budget	11/12 Actual	£'000	%		
<u>Major expenditure items</u>								
Forward Planning	168		30	27	68	-3	-10	Work has begun in the third quarter towards the preparation of a new Local Plan, a number of studies have been commissioned to achieve this, with the majority of expenditure expected in the final quarter. The budget required to fund this work in 2011/12 is significantly lower than the original forecast, and is reflected in the probable outturn figure.
			30	27	68			
<u>Major income items</u>								
Development Control	552		385	403	373	18	5	Development control income has exceeded both the budget and the previous years actuals as a result of three significant applications for glasshouses being received in the first quarter. The Government's proposed increase in application fees is unlikely to be passed by Parliament until 2012/13.
Building Control Fee Earning	528		400	396	399	-4	-1	Building Control fees, which are profiled on the average of the previous three years, are slightly behind budget and the third quarter of the previous year.
	1,080		785	799	772			

2011/12 DIRECTORATE FINANCIAL MONITORING - FINANCE & ICT

	11/12 Full Year Budget £'000		Third Quarter		11/12 Variance Budget v Actual		Comments
	11/12 Budget £'000	11/12 Actual £'000	10/11 Actual £'000		£'000	%	
			11/12 Budget £'000	11/12 Actual £'000			
<u>Major expenditure items:</u>							
Information Technology	751	659	762	762	-40	-6	The expenditure compared to budget and the previous years actual reflects a saving resulting from the renegotiation of a number of maintenance contracts, which have produced savings in the year. The reduction in budget is reflected in the probable outturn.
Telephones	190	122	141	141	-8	-6	Expenditure on telephones in the third quarter is below budget and the prior year due to a combination of late billing, lower call charges and a reduction in new equipment purchases.
Bank & Audit Charges	237	115	103	103	0	0	Expenditure to date represents the two quarters Audit Fee, with the fee for the third quarter becoming payable in quarter four.
	1,178	896	1,006	1,006			
<u>Major income items:</u>							
Investment Income	667	497	445	445	-3	-1	No major variances for the year. The increase between years relates to a number of investments made over the last year at competitive rates.
	667	497	445	445			

	11/12 Full Year Budget		Third Quarter				11/12 Variance Budget v Actual		Comments
	£'000		11/12 Actual		10/11 Actual		£'000		
			£'000		£'000		%		
Major expenditure items:									
Museum	73	58	56	40	-2	-3	No major variances arising.		

2011/12 DIRECTORATE FINANCIAL MONITORING - HOUSING GENERAL FUND

	11/12 Full Year Budget £'000		Third Quarter				11/12 Variance Budget v Actual		Comments	
	Budget £'000	88	11/12 Actual £'000		10/11 Actual £'000	Budget £'000	Actual £'000	Budget £'000		Actual %
			Budget £'000	Actual £'000						
<u>Major expenditure items</u>										
Bed & Breakfast Accommodation		88	66	31	63			-35	-53	Bed & Breakfast accommodation is only allocated to the homeless as a last resort. The Council has managed to achieve low levels, despite a number of other Councils in Essex having seen a marked increase in placement into Bed & Breakfast, by good proactive work by the Council's homelessness prevention team.
<u>Major income items</u>										
Bed & Breakfast Accommodation		75	56	33	47			-23	-41	

2011/12 DIRECTORATE FINANCIAL MONITORING - ENVIRONMENT & STREET SCENE

Major expenditure items:	11/12 Full Year Budget		Third Quarter				11/12 Variance		Comments
	£'000	Budget	11/12 Actual		10/11 Actual		Budget v Actual	%	
			£'000	£'000	£'000	£'000			
Refuse Collection	1,407	826	799	784	784	-27	-3	The main variance relate to publicity where it is projected to be spent by the year end.	
Street Cleansing	1,349	813	805	788	788	-8	-1	There are no major variances.	
Recycling	3,701	2,434	2,433	2,313	2,313	-1	0	There are no major variances	
Highways General Fund	356	120	72	104	104	-48	-40	Maintenance of Street Name Plates and replacement of Litter Bins is behind schedule due to the contractor terminating the contract early. Expenditure is beginning to catch up but a minor underspend looks likely.	
Off Street Parking	477	354	350	326	326	-4	-1	There are no major variances.	
On Street Parking	447	295	291	235	235	-4	-1		
North Weald Centre	238	143	121	138	138	-22	-15	This relates to maintenance works, which are currently on-going. The budget is expected to be spent by the year end.	
Land Drainage & Contaminated Land	144	69	55	36	36	-14	-20	There is currently an underspend on Contaminated Land, which could possibly lead to a small underspend at the year end.	
	8,119	5,054	4,926	4,724	4,724				

2011/12 DIRECTORATE FINANCIAL MONITORING - ENVIRONMENT AND STREET SCENE

	11/12 Full Year Budget		Third Quarter		10/11 Actual		11/12 Variance		Comments
	£'000		£'000		£'000		Budget v Actual		
	Budget	Actual	11/12 Budget	11/12 Actual	10/11 Actual	£'000	%		
Contract cost Monitoring									
Leisure Facilities:-									
Loughton Leisure Centre	-76		-40	-40	17		0	0	The difference between years, relates to the management fee which was re-negotiated during 2011/12 due to the Council investing in the centre. The net result is that the contractor pays the Council to manage the Centre.
Epping Sports Centre	304		179	178	170		-1	-1	
Waltham Abbey Pool	459		268	268	256		0	0	No major variances
Ongar Sports Centre	290		169	169	163		0	0	
			576	575	606				
Major income items:									
Refuse Collection	78		50	50	42		0	0	No major variances.
Recycling	2,350		1,340	1,396	1,410		56	4	There has been a 3.5% increase in recycling tonnages resulting in higher than expected income.
Off Street Parking	1,044		686	709	787		23	3	Pay and display income is higher than forecasted. However penalty charge income whilst in line with the Probable Outturn is lower than that received in the prior year.
On Street Parking	570		417	426	404		9	2	Season ticket income is higher than expected.
North Weald Centre	1,486		1,237	1,116	1,101		-121	-10	Rental income is down due to tenants awaiting new leases to be agreed. The majority of this has now been actioned and invoiced in Month 10 (January).
			3,730	3,697	3,744				
	5,528								

	11/12 Full Year Budget £'000		Third Quarter				11/12 Variance Budget v Actual		Comments
	£'000	£'000	11/12 Actual		10/11 Actual		£'000	%	
			£'000	£'000	£'000	£'000			
<u>Major expenditure items:</u>									
Management & General	302		209	134	123		-75	-36	The main variances relates to professional fees, consultants and computer costs. It is anticipated that this will be spent by the year end.
Housing Repairs	5,469		3,882	3,527	3,694		-355	-9	The main variance relates to the void area of the repairs fund. The budget is profiled evenly across the year, as it is unknown when voids will be required. Other areas showing smaller underspends are external decorations, UPVC, and gas servicing, where these areas are likely to be spent by the year end.
Special Services	664		487	338	305		-149	-31	The main areas showing an underspend are Heating and Lighting where there is likely to be an underspend at the year end. The other area relates to sheltered unit maintenance, where expenditure will be spent by the end of the year.
		6,435	4,578	3,999	4,122				
<u>Major income items:</u>									
Non-Dwelling Rents	890		651	648	669		-3	0	There are no major variances within the year.
Gross Dwelling Rent	27,544		20,129	20,126	19,234		-3	0	No major variance in year. The variance between years relates to the increase in dwelling rents of 7.2% from April 2011.
		28,434	20,780	20,774	19,903				

2011/12 DIRECTORATE CAPITAL MONITORING -
CORPORATE SUPPORT SERVICE

ANNEX 10

	11/12 Full Year Budget £'000	Third Quarter		11/12 Variance Budget v Actual		Comments
		11/12 Budget £'000	11/12 Actual £'000	£'000	%	
Civic Office Works	339	111	93	-18	-16	This covers all projects being undertaken at the civic offices within the Planned Maintenance Programme, including energy efficiency schemes, two of which are being funded from the Government's Area Based Grant. The replacement of the main boilers, the refurbishment of two lifts, the upgrade of the air conditioning units and the upgrade of the roof insulation have all been completed. The installation of the new lighting system, energy efficiency controls and the fall arresting equipment are progressing well and on target to be completed by the year-end or early in the new financial year. Most of the remaining schemes have been started but will slip into next year; approximately £65,000 is expected to be carried forward.
Parklands Shops, Coopersale	30	23	18	-5	-22	The environmental work at Parklands is now complete providing a new bin compound, new tarmac to the rear yard and parking areas, and improvements to the grass verges. There were some outstanding payments at the end of December, which have since been processed, and a small saving is anticipated.
Other Planned Maintenance	68	24	14	-10	-42	Work on the roof at Epping Sports Centre is progressing well and expected to be finished by 31 March 2012; a small saving is anticipated. However, work on the flat roof at Waltham Abbey Swimming Pool has not been progressed pending a structural survey.
Other Capital Investments	99	0	0	0	0	This includes a budget of £24,000 for the purchase of a new vehicle lift and ancillary equipment to increase the capacity for undertaking MoT Tests, a budget of £21,000 for the purchase of a strip of land in Pyles Lane and £54,000 for feasibility works on the Langston Road Redevelopment project.
Total	536	158	125			

2011/12 DIRECTORATE CAPITAL MONITORING -
FINANCE & ICT.

ANNEX 11

	11/12 Full Year Budget		Third Quarter		11/12 Variance		<u>Comments</u>
	Budget		11/12 Actual		Budget v Actual		
	£'000	£'000	£'000	£'000	£'000	%	
ICT Projects	358		268	248	-20	-7	Work has been undertaken on 14 ICT capital projects during 2011/12. 8 projects have already been completed this year, including the WAN project, second phase of information at work, security hardening, purchase of desktop upgrades, purchase of software licenses, cash office upgrade, full implementation of the cash receiving system, and purchase of the Atlas software. One more project, the mobile working solution project, is expected to be finished this year and the remaining 5 projects have been phased over two years with anticipated completion in 2012/13. Although the majority of the budget is expected to be spent by the year-end, it has been estimated that there will be slippage of approximately £50,000.
Total	358		268	248			

	11/12 Full Year Budget		Third Quarter		11/12 Variance		Comments
	£'000		£'000		Budget v Actual		
	Budget	Actual	Budget	Actual	£'000	%	
Leisure Centre Works	204		154	-44	-198	-129	The majority of this budget (£192,000) is for new fitness equipment at Epping and Ongar Leisure Centres. All the equipment has now been purchased and the payments were made in January 2012; therefore they do not show on this report. The negative actual figure relates to two credits which have resulted from the final settlements respect of the extension of the Loughton Leisure Centre and the feasibility works at Waltham Abbey Sports Centre being lower than the outstanding sundry creditors raised last year; it is therefore anticipated that this will generate a saving in the order of £44,000 at the year-end.
Waste Management Equipment & Vehicles	1,141		1,000	930	-70	-7	This includes a budget of £1,000,000 to replace seven of the nineteen Council-owned refuse freighters this year. All seven vehicles have been delivered and paid for and the underspend of £70,000 which will be proposed for carry forward in the Capital Outturn Report. The remaining £141,000 budget is the sum remaining for the purchase of new waste and recycling containers. Although the procurement process for the containers has been carried out and a preferred supplier chosen, the contract is still being finalised; it is likely that the containers will be delivered next financial year and a carry forward will be required.
Bobbingworth Tip	39		29	33	4	14	The Bobbingworth Tip restoration and remediation works at the site are complete and the final account and report was presented to Cabinet in September 2010. To date £33,000 has been spent on outstanding works in this financial year and £30,000 has been set aside in 2012/13 pending a further report on the best use of this allocation.
Parking Reviews (Epping)	71		53	-1	-54	-102	The Epping parking review is progressing well and the value of work to be completed by the end of this financial year has been estimated to total approximately £90,000; this will necessitate bringing forward about £20,000 of the £73,000 set aside in 2012/13 for Epping. Once this review is finished, the Buckhurst Hill and Loughton reviews will follow.
North Weald Airfield	73		55	10	-45	-82	A schedule of capital improvement works to be carried out at North Weald Airfield has been jointly agreed with the market operators. Some of the works have been completed but it is anticipated that approximately £50,000 will need to be carried forward at the end of the financial year.
Other Environmental works	54		29	26	-3	-11	This includes a budget of £29,000 for grounds maintenance vehicles, all of which has been spent. The actual expenditure shown here has been offset slightly by an ongoing sundry creditor raised many years ago in respect of a compensation payment; this liability is likely to be written off this year and will consequently result in a £3,000 saving. A new budget of £25,000 was approved by Cabinet in December for the replacement of the Council's existing flood warning telemetry systems and associated CCTV monitoring equipment. Although every effort is being made to procure and install the new systems in this financial year, it is possible that some or all of the estimate will need to be carried forward into 2012/13.
Total	1,582		1,320	954			

	11/12 Full Year Budget		Third Quarter		11/12 Variance		Comments
	£'000		£'000		Budget v Actual		
	Budget	Actual	11/12 Budget	11/12 Actual	£'000	%	
Customer Services Transformation Programme	14		10	5	-5	-50	The enhancement work to the customer reception area at Limes Farm Hall commenced in December 2011 and was completed at the end of January 2012. It has brought together various areas of service into a one stop shop for customer convenience.
Limes Farm Hall Development	1,000		750	737	-13	-2	See comments on major schemes schedule.
Waltham Abbey All Weather Pitch	513		18	18	0	0	Construction of the new Astrotrurf pitch at Waltham Abbey has been delayed because of planning issues raised by the Environment Agency. At their request, one additional survey has already been undertaken and a further one is planned. Construction work is now expected to start in April 2012 and will take 16 weeks to complete; the budget relating to the construction costs will therefore be requested for carry forward as part of the Capital Outturn Report. A re-evaluation of estimated costs will be undertaken and it may also be necessary to request additional funding.
Waltham Abbey Regeneration	45		34	27	-7	-21	The Regeneration Initiative at Waltham Abbey comprises of a number of projects managed and procured by the Town Council. The full cost of the initiative will be financed from the £165,000 premium paid by Lidl in respect of 1 Cartersfield, Waltham Abbey. Two projects are now complete: the refurbishment works to the public conveniences at the Town Hall; and the refurbishment works to the cinema in Waltham Abbey. The combined cost of these projects is expected be in the region of £58,000; which will mean bringing forward £13,000 of next year's allocation into this financial year. The remaining projects will be undertaken in 2012/13 as planned, once agreed and finalised between EFDC and the Town Council.
Total	1,572		812	787			

	11/12 Full Year Budget		Third Quarter		11/12 Variance		Comments
	£'000		£'000		Budget v Actual		
	Budget	Actual	Budget	Actual	£'000	%	
Loughton Broadway Works TCE	22	-18	17	-18	-35	-206	The £22,000 budget is the sum remaining for final works at the end of the 12 month defects period. The works are currently being undertaken to rectify all the defects identified by ECC highways engineers and any underspend is likely to be minimal. The negative actual figure at month 9 relates to a capital creditor which is expected to be cleared by the year-end.
Loughton Broadway CCTV	49	1	1	1	0	0	The procurement process for the installation of new CCTV systems and the enhancement of existing systems is nearly complete and the contract will be awarded shortly. Installation is planned to start in April 2012 and will take 8 to 12 weeks to be completed; the majority of the budget will therefore need to be carried forward.
Planning Capital Works	9	8	7	8	1	14	This project is now complete and has been funded from the remaining Housing and Planning Delivery Grant.
Total	80	-9	25	-9			

	11/12 Full Year Budget £'000	Third Quarter		11/12		Comments
		11/12 Budget £'000	11/12 Actual £'000	Variance Budget v Actual £'000	%	
Contributions to Affordable Housing	70	0	0	0	0	This allocation was approved recently to finance the Council's initiative to provide financial assistance to Hastoe Housing Association to construct 4 affordable homes at Millfield, High Ongar. It is anticipated that EFDC will pass the grant over in March 2012, subject to planning approval. The Council's contribution will be fully recovered from the London-Stansted-Harlow Programme of Development (POD) Partnership Board which oversees the use of the Government's Growth Area Fund, so there will be no net cost to the Council. In fact, the Council will receive a capital receipt of £83,000 from the lease of land to Hastoe HA.
Home Ownership Schemes	319	84	84	0	0	The Home Ownership Grant Programme from previous years has been completed. The Cabinet has suspended the scheme for the time being, with the future of the scheme to be reviewed in September 2012. The separate Open Market Shared Ownership Scheme has a total budget of £785,000, including the sum of £435,000 for Phase 1 of the Scheme. The first phase will provide 8 interest-free loans to Broxbourne Housing Association to assist housing applicants to purchase low-cost homes on a shared-equity basis; at an average cost of £54,000 per loan. The Housing Portfolio Holder will be reviewing the success of the scheme in early 2012/13, and whether it should proceed to Phase 2. Of the £235,000 allocation set aside in 2011/12, it is anticipated that £173,000 (representing 3 loans) will be handed over by 31 March 2012.
Disabled Facilities Grants	330	247	212	-35	-14	Expenditure on Disabled Facility Grants has been lower than expected to date due to a shortfall in the number of private sector referrals from Essex County Council. While the situation is improving, it is necessary to consistently receive high numbers of good quality referrals before the desired level of expenditure is achieved. Consequently officers have re-assessed the situation and estimated a total spend in the region of £290,000 in 2011/12. This, however, may be impacted by three large grants totaling £120,000, two of which are expected to be spent in 2011/12 and one in 2012/13. If these assumptions are correct a carry forward of about £40,000 will be required.
Other Private Sector Grants	290	218	207	-11	-5	The full revised budget for other private sector grants, including Decent Homes Grants, Small Works Assistance, Thermal Comfort Grants and Empty Homes Grants, is expected to be fully spent this year and the situation is being monitored.
Housing Estate Off Street Parking	166	124	80	-44	-35	The off street parking programme on Housing Estates has commenced and the first three schemes have now been completed within budget. Planning permission has been granted for the next three schemes and works are in hand. These schemes are joint-funded with the HRA.
Total	1,175	673	583			

	11/12 Full Year Budget		Third Quarter		11/12 Variance Budget v Actual		Comments
	£'000	Budget	11/12		£'000	%	
			Budget	Actual			
Springfields, Waltham Abbey	28		0	-4	-4	N/A	The final account has now been agreed and reported to Cabinet in July 2011. The negative figure relates to a capital creditor in 2010/11 for unclaimed consultants fees. However, no further claims have come forward, therefore this is now a saving.
Pyrles Lane	239		0	0	0	0	A supplementary estimate of £239,000 was approved by Cabinet in September to assist with a potential development in Pyrles Lane.
Heating/Rewiring	1,557		1,168	964	-204	-17	New heating upgrades remain on target and the programme to replace communal boilers with individual boilers at Ninefields has now been completed. Electrical testing has generally resulted in more minor electrical capital works so far this year, consequently this has resulted in lower than expected expenditure to date. Projecting this forward, it is anticipated there will be an underspend in the region of £175,000 at the end of the financial year. However, it has been identified that there are a lot of rising laterals which require electrical testing and probable replacement. This programme will commence in April 2012 subject to Member approval as part of the Housing Assets Restructure.
Windows/Roofing / Asbestos / Water Tanks	746		560	549	-10	-2	Several of the budgets in this category have been scaled back this year to take into account the decision to progress work ahead of schedule last year. The PVCu window replacement and roofing schemes are still progressing well and on target. Work on asbestos, which is demand led, is now expected to be fully spent by the year end as is balcony resurfacing works. The water tank replacement programme is now complete and within budget.
Other Planned Maintenance	392		294	244	-50	-17	This category includes communal TV upgrades, energy efficiency measures, drainage schemes, door entry systems and Norway House improvements. Overall these budgets are now generally on target apart from the energy efficiency budget, which is likely to be underspent by approximately £25,000. This has resulted from the fact that the standard cavity wall and loft insulation energy efficiency measures included in the programme are now essentially completed for most of the Housing stock. However, a new programme has been drawn up to improve external wall insulation in rural properties with solid walls and to install new heating systems using renewable energy where appropriate; this programme is due to commence in March 2012. The drainage budget has been reduced significantly because of the transfer in responsibility of private sewers to the water utility companies from 1 October 2011. On the other hand, the budget for the communal TV upgrade programme has been enhanced to fulfill the plans to achieve the "switch over" date of 31 March 2012, which is on target.
Other Capital Works	4,064		2,810	1,791	-1,019	-36	The five year kitchen and bathroom replacement programme appears to be significantly underspent as at 31 December 2011. Although this is partially due to preparations being put in place to renew kitchens at Limes Farm where there will be some 275 new kitchens required, which will require a dedicated programme of works and resident liaison. It is thought that there will be an underspend in the region of £100,000 by the year end. Expenditure on Disabled Adaptations in council dwellings has picked up significantly in the third quarter as the backlog of recommendations from Essex County Council occupational therapists has been largely cleared and payments for two major adaptations have now been completed and the payments have been made. As it is not necessary to carry out means testing on council tenants, the catch-up process has had a more immediate effect on HRA expenditure levels than General Fund expenditure levels with regard to disabled adaptations.
Total	7,026		4,832	3,543			As stated previously, expenditure on small capital repairs is notoriously difficult to forecast due to nature of the work being demand led. Although workload in this area generally increases during the winter months, the increase so far this year has been lower than usual and it is thought that the budget will be under spent by approximately £300,000. With regard to off-street parking, the first three schemes have been completed under budget and planning permission has been granted for the next three schemes and works are in hand. The budget for structural schemes was increased by £140,000 as part of the Capital Review and plans are in place to spend the enhanced budget in full by the year end.

LIMES FARM HALL DEVELOPMENT										
Original Start Date	Original Finish Date	Actual Start Date	Actual Finish Date	Original Project Cost £'000	Supplementary Estimates £'000	Approved Budget £'000	Actual Exp To Date £'000	Anticipated Outturn £'000	Variance to Original Cost %	Variance to Approved Budget %
Mar-11	Aug-11	Mar-11	Feb-12	1,062	0	1,062	737	1,062	0%	0%
<p>Limes Farm Hall dates back to the 1970s and is located in the centre of the Limes Farm Estate in Chigwell. The Council owns the hall and has managed it since 1 April 2009 following 11 years of management by Chigwell Parish Council. At the time the hall was transferred back to EFDC, it was functional but was in need of significant investment to modernise and improve it both internally and externally. It also required a complete roof replacement. Having consulted with local residents and a range of partners it was agreed that Limes Farm would benefit from the provision of centralised multi-agency services.</p> <p>Once the consultation exercise was completed, meetings were held on a regular basis with the partners to discuss potential future provision from a multi-agency hub both in terms of delivery at the site and outreach delivery across the estate. This resulted in a firm commitment from West Essex PCT (now known as SEPT - South Essex Partnership Trust) who were keen to transfer their clinic services to the central location from elsewhere on the estate and Essex County Council who were interested in extending their existing Children's Centre activity. It was agreed that the Council's Housing Service would transfer from a converted flat to the new facility and that the Housing Benefits Service would open a new service from Limes Farm to meet external Audit recommendations to improve access. Other partners involved in the development of the plans included Limes Farm Community Association, Chigwell Parish Council, Limes Farm Infant and Junior Schools, East Potential and Grange Farm Trust.</p> <p>Following a development period of several months, a feasibility study was commissioned to produce a range of options and Cabinet agreed on a scheme to refurbish the existing hall and extend to the front and rear, which would double the size of the building. Following the tender process the building contract was awarded to Beardwell Construction in March 2011 and initial works commenced immediately. During the course of the build, construction works were delayed due to issues with steelwork fabrication and the installation of new electrical power cables by UK Power Network, but the works are now complete and the Hall opened for business on 6 February 2012. Although there is a list of snagging items, which are being addressed, the new building is of a high level specification and building works are seen as good value for money based on the final price of the contract. However, there have been unexpected additional costs and the full financial impact of the delays is not known at present, although it is likely that the overall cost of the project will be higher than originally estimated. Once agreed, the final account and report will be presented to Cabinet in the usual way.</p> <p>With regard to funding, a competitive application to Essex County Council Extended Schools was successful which secured a financial contribution of £270,000 towards the project. The full grant will now be applied to the capital works and the Council will finance the shortfall.</p>										

Report to the Finance and Performance Management Scrutiny Panel



SCRUTINY

 Epping Forest District Council

Date of meeting: 20 March 2012

Portfolio: Planning & Technology

Subject: Information and Communications Technology (ICT) Update

Responsible Officer: David Newton (01992 564580).

Democratic Services Officer: Adrian Hendry (01992 564246).

Recommendations/Decisions Required:

- (1) To note the findings within the recent Society of Information Technology Management (SOCITM) benchmarking report for the financial year 2010/2011 and;**
- (2) To note the progress on ICT projects for 2011/2012.**

Executive Summary:

ICT have again taken part in the UK SOCITM benchmarking exercise. This year the SOCITM report has analysed Key Performance Indicators (**KPI's**) from only 17 Councils in the UK, 10 less than last year. Only 2 other District Council took part in the survey this year and although this Authority performed well against much larger Authorities, if this trend continues, it is debatable whether a meaningful comparison will be possible in future years. The results are broken down into 3 main categories:

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

This exercise has enabled us to identify areas of good practice and to include those which need to be developed into the ICT Business Plan. The overall results indicate another very good performance.

Work on projects within the Business Plan for 2011/2012 is still on-going and this report also gives an update of progress to-date. The majority of projects are progressing well and are still in line with the expectations.

Reasons for Proposed Decision:

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

Other Options for Action:

Members' could ask for further detailed information on any of the schemes summarised on the following pages.

Report:

1. SOCITM report.

A summary of the major points contained within this comprehensive report are listed below. The final version of this report is available in the Member's room.

2. Performance.

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

- a) Core applications availability was weighted at 95, well above the median of 75.
- b) The EFDC network experienced zero downtime for the entire year.
- c) Internet availability was 100%.
- d) Website availability was 100%.
- e) Good procurement practices and a very competitive market due to the current economic climate has again resulted in EFDC having the cheapest hardware costs, despite no longer being a member of the Essex on Line Partnership (EOLP).
- f) The Total Cost of Ownership (**TCO**) of PC's was just above the median. However, it was only possible to compare this figure against the much larger Authorities.
- g) The cost of telephone calls was again identified as high. A recent tender and resulting contract awarded to BT will see these costs drop dramatically in the future. However, there is still a high maintenance charge for the old telephony equipment currently in place. A project to replace this obsolete switch with a digital Voice Over Internet Protocol (VOIP) system is on-going. An update is provided later in this report.
- h) Remote and home working accessibility results show that although 33% of staff have remote access to the EFDC network, very few staff have official home working arrangements.
- i) EFDC still have a low ratio of users to printers. Currently, EFDC have an average of just over 3 staff per printer, compared to the median of 6.5. To address this issue, ICT no longer replace printers unless there is a valid business case to do so.
- j) The server virtualisation project has been completed over a year ago. Virtualised servers are far cheaper and easier to maintain and EFDC has the highest percentage of virtualised servers of all participants in the survey.
- k) The average cost per ICT employee was the lowest of the other comparable Authorities.

3. Resourcing

The Capital Budget was the lowest and Revenue Budget was the highest of comparable Authorities. The Revenue figure was inflated largely due to the desktop replacement programme carried out during this period. The completion of this project and other cost cutting exercises will address this issue in the following years.

4. Management

The ICT Management **Governance** results were good and above the median. However, **Management Practices** were below the median, mainly due to the lack of satisfaction surveys carried out during this period. Satisfaction surveys will be issued to staff during the next financial year.

5. 2011/2012 Action Plan Update

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

- a) Staged conversion from GroupWise to Outlook email solution. – All staff now have full access to Microsoft Outlook for both their email and calendar requirements.
- b) Mobile working. – (Enable staff to work off-site by accessing emails and documents using mobile technology). – Access to Email and Calendar can now be delivered securely to either Council owned or personal mobile phones.
- c) I@W (Information at Work) Environment and Street Scene – The continued rollout of the Corporate Document Management solution.
- d) Investigate open-source software and cloud solutions - Open source is fully functional software at very low cost. An Open Source solution is currently being used to develop the new EFDC website. Cloud technology also has the potential to offer cheaper solutions.
- e) Full systems review – This Authority has a wide range of diverse systems which require continued evaluation.
- f) Full systems contracts review – Ensure best value for money from all systems.
- g) BACS upgrade – Implementation of a high security web based payment collection system.
- h) Major Academy (Revenue & Benefits) upgrade – this new 'efficiency version' is aimed at rationalising the current system to improve ease of use and productivity.

6. Combine Environmental and Street Scene Systems/Gazetteer

Project description; This project will combine both separate applications into a single instance and then link this to the single Local Property Gazetteer (LPG) reducing duplication of work.

Situation Report; All data cleansing has taken place and new cases are being added to the new instance. Unfortunately, this project will not be fully completed on schedule due to the inability of the supplier to provide a resource to transfer the historical data.

7. Disaster recovery (DR)

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

Situation Report; The supplier for the Wireless DR connection to Parsonage Court has been appointed and work is currently underway. Following a number of DR exercises, it has become apparent that focus should be towards improving communications and to prioritise the replacement of the obsolete analogue telephone switch for a digital VOIP solution.

8. Telephony upgrade (VOIP) Converged network.

Project description; Replace the obsolete switch with new digital solution capable of meeting the additional functionality required by Directorates.

Situation Report; The existing telephone switch is now obsolete and will be unsupported from the end of 2013. ICT have begun evaluating a number of solutions and the process is still on-going. A report to Cabinet will be presented in the new financial year. The complexity and different technologies available as solutions, along with the recent resignation of the Network Support Analyst, mean that it will not be possible to complete this project on schedule.

9. Internet / Intranet replacement

Project description; Create in-house solutions developed using low cost open-source software.

Situation Report; The Intranet solution is now live. The website solution has been demonstrated to Members' and is currently being implemented, with an expected live date of July 2012.

10. Anite Housing (Leasehold Module).

Project description; To activate the leasehold module within the Housing system to facilitate automation of maintenance charges for flats etc.

Situation Report; This project has been put on hold due to resourcing issues within the Housing Directorate.

11. Upgrade to Microsoft Office 2010.

Project description; The version of Office currently available is 2003. The licences to upgrade to 2010 have already been purchased prior to the termination of the Microsoft Enterprise agreement.

Situation Report; Due to a number of projects over running it has not been possible to rollout this upgrade. The upgrade will now be included in the business plan for 2012/2013.

12. ICT Strategy.

Project description; The existing ICT strategy is out of date. Both the SOCITM survey and audit reports recommend this be updated.

Situation Report; The document is now approaching its final iteration and should be available from the next financial year.

13. Support implementation of the West Essex shared crime and anti-social behaviour mapping and analysis system.

Situation Report: This project has been dropped by the West Essex partnership due to the funding being withdrawn.

Resource Implications:

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

Legal and Governance Implications:

None

Safer, Cleaner and Greener Implications:

None

Consultation Undertaken:

None

Background Papers:

The SOCITM report 2010/2011 is available in the Members Room

ICT Business Plan 2011/12 – 2012/13.

Impact Assessments:

Risk Management

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

Equality and Diversity:

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications? **No**

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

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

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group? **No**

Report to: Finance and Performance Management Scrutiny Panel

Date of Meeting: 20 March 2012

SCRUTINY



Portfolio: Finance and Economic Development (Councillor G. Mohindra)

Subject: Key Performance Indicators 2011/12 - Quarter 3 Performance Monitoring

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 third quarter performance in relation to the quarterly monitored Key Performance Indicators adopted for 2011/12; and**
- (2) That, subject to the concurrence of the Finance and Performance Management Cabinet Committee, proposed targets for the Key Performance Indicators for 2012/13, be agreed.**

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 services and key objectives are adopted each year. Performance against the KPIs is monitored on a quarterly basis and has previously been an inspection theme in external judgements of the overall performance of the authority.

Reasons for Proposed Decision:

3. The adoption and monitoring of performance against the KPIs provides an opportunity for the Council to focus specific attention on how areas for improvement are being addressed, opportunities exploited and better outcomes delivered.
4. KPIs are used as performance measures to assess progress against 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 slippage or under performance.

Other Options for Action:

5. No other options are appropriate in this respect. Failure to monitor and review performance against the KPIs and to take corrective action where necessary, could mean that opportunities for improvement were lost and might have negative implications for judgements made about the progress of the Council.

Report:

6. A range of Key Performance Indicators (KPIs) for 2011/12 was adopted by the Cabinet Committee and the Finance and Performance Management Scrutiny Panel in March 2011, and a target was set for at least 70% of the indicators to achieve target performance by the end of the year. 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 services and its key objectives, and comprise a combination of former statutory indicators and locally determined performance measurers. The aim of the KPIs is to focus improvement on services and key objectives and to improve current performance. Progress in achieving target performance in respect of the majority of the KPIs, is reported to the Scrutiny Panel, Management Board and the relevant Portfolio Holder at the conclusion of each quarter. Performance in relation to the remaining KPIs is subject to scrutiny at year-end only, as little change in performance is likely over quarterly periods or where performance is designed to be reported on an annual basis. These annually reported indicators are identified in Appendix 1.
8. Improvement plans are produced for each of the KPIs each year, setting out actions to be implemented in order to achieve target performance, and to reflect changes in service delivery. In view of the corporate importance attached to the KPIs, the improvement plans are considered and agreed by Management Board in the first instance, and are subject to ongoing review between the relevant Service Director and Portfolio Holder over the course of the year.
9. The continued relevance of several KPIs adopted for 2011/12, has recently been considered by both the Scrutiny Panel and the Finance and Performance Management Cabinet Committee, and a number of indicators have been deleted in favour of alternative monitoring and reporting mechanisms. These deleted indicators are also identified in Appendix 1.

Key Performance Indicators 2011/12 – Quarter 1, 2 and 3 Performance

10. A 'dashboard' headline third quarter performance report in respect of the overall KPI position at 31 December 2011, is attached as Appendix 2 to this report, together with detailed cumulative performance reports for each of the quarterly monitored KPIs for 2011/12.
11. The nine-month position with regard to the achievement of target performance for the KPIs for 2011/12 is as follows:
 - (a) 16 (59.26%) have achieved the second quarter performance target; and
 - (b) 11 (40.74%) have not achieved the second quarter performance target.
12. For comparison, 14 (50.00%) of the KPIs had achieved the respective target at the end of the second quarter of the year, although it should be noted that one quarterly monitored indicator (KPI 02 - Visits to the Council's website), has been deleted in the intervening period.

13. Management Board has recently considered third-quarter KPI performance for 2011/12. Whilst the overall number of indicators achieving target remains below 70%, the consistency and direction of performance is felt to be encouraging. Of the KPIs reported as achieving target at the end of the second quarter of the year, none have subsequently fallen back below target in the third quarter. In addition to maintaining this performance, in all of the service directorates that reported KPI performance below target in the second quarter, at least one additional KPI has achieved target at the end of the third quarter.
14. The on-line Corporate Strategy Guide has recently been updated with the third quarter KPI performance reports for 2011/12. Using visits to the 'Our Performance' page on the Council's website as a proxy indicator for visitors to the guide, the three months from November 2011 to the end of January 2012 witnessed in excess of sixty visits, with an average dwelling time on the page of up to three minutes.
15. The Scrutiny Panel is requested to consider the Council's performance for the first nine months of 2011/12, in relation to the quarterly monitored KPIs for the year. Service directors and other appropriate officers will be in attendance at the meeting to respond to any issues in respect of current performance against specific indicators.

Key Performance Indicators 2012/13 – Targets

16. As the continued relevance of the KPI set has recently been considered, it is not intended that any further changes will be made to the KPIs for 2012/13. Service directors have therefore sought to identify provisional targets for each indicator with the relevant Portfolio Holder, based on third-quarter performance (and the estimated outturn position) for the current year. Details of the proposed KPI targets for 2012/13, are set out at Appendix 3.
17. The KPIs will comprise the totality of the Council's formal performance indicator measures for 2012/13. Improvement plans will be developed for each KPI, identifying actions to achieve target performance, which will be considered and agreed by Management Board. As part of this process, the Board will also review the provisional targets for each KPI with reference to outturn data for 2011/12 when this available. Any revisions to targets on the basis of the outturn position, will be reported to the Scrutiny Panel and the Finance and Performance Management Cabinet Committee in June 2012.
18. As it is not yet known whether the Council's overall aim of achieving target performance for at least 70% of the KPIs for 2011/12 will be achieved, it is recommended that identification of a corporate KPI performance improvement target for 2012/13 be considered when the KPI outturn data for 2011/12 is reported.
19. The Scrutiny Panel is requested to agree the proposed KPI targets for 2012/13. These targets will also be considered by the Finance and Performance Management Cabinet Committee at its meeting on 19 March 2012, and the views of the Committee in this respect will be reported to the Scrutiny Panel meeting.

Resource Implications:

The respective service director will identify the resources required to meet the proposed KPI targets for 2012/13.

Legal and Governance Implications:

There are no legal implications or Human Rights Act issues arising from the recommendations in this report, which ensure that performance management processes are

in place to review and monitor performance in key areas and to identify proposals for appropriate corrective action in instances of slippage or under performance.

Safer, Cleaner and Greener Implications:

The respective service director will identify any implications arising from proposals for KPI targets for 2012/13, in respect of the Council's commitment to the Nottingham Declaration for climate change, the 'Safer, Cleaner, Greener' initiative, or any crime and disorder issues within the district.

Consultation Undertaken:

The performance information and targets and set out in this report have been submitted by the respective service director, and have been reviewed by Management Board.

Background Papers:

Third quarter KPI performance submissions for 2011/12 held by the Performance Improvement Unit. KPI calculations and supporting documentation held by the respective service director.

Impact Assessments:

Risk Management

The respective service director will identify any risk management issues arising from the proposed KPI targets for 2012/13.

Equality and Diversity:

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

No. However, the respective service director will identify any equality issues arising from the proposed KPI targets for 2012/13.

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

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

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

Key Performance Indicators 2011/12

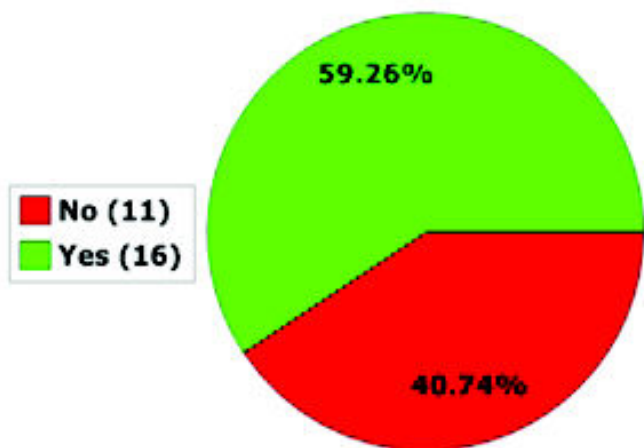
Directorate	2011/12 KPI Ref. No.	Description (Old)	Description (New)	Reporting Frequency
Deputy Chief Executive	KPI 01	The level of the Equality Framework for Local Government to which the Council conforms	What progress did we make with our work on equality and diversity? How well did the Council comply with the Equality Framework for Local Government?	Annual
	KPI 02	The level of visits to the Council's website (DELETED)	Deleted as KPI for 2011/12 by the Finance & Performance Management Scrutiny Panel (15 November 2011) and Finance & Performance Management Cabinet Committee (16 January 2012). Director of Finance and ICT/Acting Chief Executive to bring forward proposals for replacement website visits indicator once the Council's new website has been rolled-out and an approach to meeting the requirements of the European Union Cookies Directive has determined	Quarterly
	KPI 03	The quality of the Council's website (DELETED)	Deleted as KPI for 2011/12 by the Finance & Performance Management Scrutiny Panel (15 November 2011) and Finance & Performance Management Cabinet Committee (16 January 2012).	Annual
	KPI 04	The level of user satisfaction with the Council's website	What percentage of visitors to the council website were satisfied with their experience? Target revised to 70% for 2011/12 (from previous National Average +15%) (Finance & Performance Management Scrutiny Panel (15 November 2011) and Finance & Performance Management Cabinet Committee (16 January 2012).	Annual
Corporate Support Services	KPI 10	Working days lost due to sickness absence	How many working days did we lose due to sickness absence?	Quarterly
	KPI 11	Rent Arrears (Commercial and Industrial Property)	What percentage of the rent we were due to be paid for our commercial premises was not paid?	Annual
	KPI 12	Occupation Rate (Commercial and Industrial Property)	What percentage of our commercial premises was let to tenants?	Annual
Environment & Street Scene	KPI 20	Residual household waste per household	How much non-recycled waste was collected for every household in the district?	Quarterly
	KPI 21	Household waste sent for reuse, recycling and composting	What percentage of all household waste was sent to be recycled, reused or composted?	Quarterly
	KPI 22	Improved street and environmental cleanliness (litter)	What percentage of our district had unacceptable levels of litter?	Quarterly
	KPI 23	Improved street and environmental cleanliness (detritus)	What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?	Quarterly
	KPI 24	Improved street and environmental cleanliness (fly-tipping)	How well have we done in both reducing flytipping and taking action against those believed to be responsible?	Quarterly
	KPI 25	Environment and Neighbourhoods Team service standards	What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?	Quarterly
Finance & ICT	KPI 30	Invoices paid within 30 days of receipt	What percentage of the invoices we received were paid within 30 days?	Quarterly
	KPI 31	Level of Council Tax collection	What percentage of the district's annual Council Tax was collected?	Quarterly
	KPI 32	Level of National Non-Domestic Rates (NNDR) Collection	What percentage of the district's annual business rates was collected?	Quarterly
	KPI 33	Processing of new benefit claims	On average, how many days did it take us to process new benefit claims?	Quarterly

Directorate	2011/12 KPI Ref. No.	Description (Old)	Description (New)	Reporting Frequency
	KPI 34	Processing notification of changes of circumstance for benefit claims	On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?	Quarterly
	KPI 35	The number of completed fraud investigations	How many benefits fraud investigations were completed by the Council?	Quarterly

Directorate	2011/12 KPI Ref. No.	Description (Old)	Description (New)	Reporting Frequency
Housing	KPI 40	Rent collected as a proportion of rents owed on housing revenue account dwellings	What percentage of the rent due from our council home tenants was paid?	Annual
	KPI 41	Average number of days to re-let council dwellings	On average, how many days did it take us to re-let a Council property?	Quarterly
	KPI 42	Emergency repairs undertaken within target time	What percentage of emergency repairs to our council properties were completed within 24 hours?	Quarterly
	KPI 43	Urgent repairs undertaken within target time	What percentage of urgent repairs to our council properties were completed within five working days?	Quarterly
	KPI 44	Routine repairs undertaken within target time	What percentage of routine repairs to our council properties were completed within six weeks?	Quarterly
	KPI 45	Satisfaction with repairs	How satisfied were our tenants with the standard of the repairs service they received?	Quarterly
	KPI 46	Affordable homes delivered (gross)	How many affordable homes were built in the District?	Quarterly
	KPI 47	Households living in temporary accommodation	How many households were housed in temporary accommodation?	Quarterly
	KPI 48	Level of non-decent council homes	What percentage of our council homes were not in a decent condition?	Quarterly
Planning & Economic Development	KPI 50	Additional homes provided (net)	What was the net increase or decrease in the number of homes in the district?	Quarterly
	KPI 51	Processing of major planning applications within target time (13 weeks)	What percentage of major planning applications were processed within 13 weeks?	Quarterly
	KPI 52	Processing of minor planning applications within target time (8 weeks)	What percentage of minor planning applications were processed within 8 weeks?	Quarterly
	KPI 53	Processing of other planning applications within target time (8 weeks)	What percentage of other planning applications were processed within 8 weeks?	Quarterly
	KPI 54	Planning Appeals - Officer Recommendation	What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal (a lower figure is better and is expressed as a percentage of the number of appeals lodged)?	Quarterly
	KPI 55	Planning Appeals - Member Reversal of Officer Recommendation	What percentage of planning applications, refused by Council Members against the recommendation of the planning officers, were granted permission following an appeal (a lower figure is better and is expressed as a percentage of the number of appeals lodged)?	Quarterly
	KPI 56	Supply of ready to develop housing sites	How much of the land required to meet our house building needs over the next five years was available to be delivered over the next five years?	Annual
	KPI 57	Local Development Scheme - Achievement of Milestones (DELETED)	Deleted as KPI for 2011/12 by the Finance & Performance Management Scrutiny Panel (20 September 2011) and Finance & Performance Management Cabinet Committee (16 January 2012). The Local Development Framework Cabinet Committee has resolved that no formal Local Development Scheme be submitted to the Secretary of State at this stage, but that an informal timetable be published on the Council's website.	DELETED
KPI 58	CO2 reduction from local authority operations (DELETED)	Deleted as KPI for 2011/12 by the Finance & Performance Management Scrutiny Panel (20 September 2011) and Finance & Performance Management Cabinet Committee (16 January 2012). An annual report on the Council's progress in securing a reduction in its carbon emissions is in future to be presented to the Safer, Cleaner, Greener Scrutiny Panel.	DELETED	

Directorate	2011/12 KPI Ref. No.	Description (Old)	Description (New)	Reporting Frequency
	KPI 59	Levels of fuel poverty (DELETED)	Deleted as KPI for 2011/12 by the Finance & Performance Management Scrutiny Panel (20 September 2011) and Finance & Performance Management Cabinet Committee (16 January 2012). A new approach to assessing and addressing levels of fuel poverty in the district is to be developed for consideration by the Safer, Cleaner, Greener Scrutiny Panel.	DELETED

Summary of KPIs Achieving Target



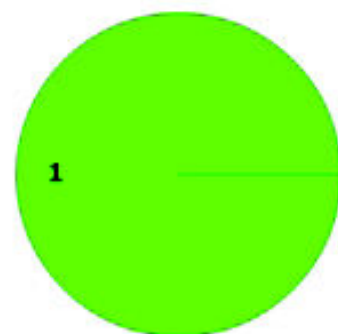
No (11)
Yes (16)

Year End Prediction

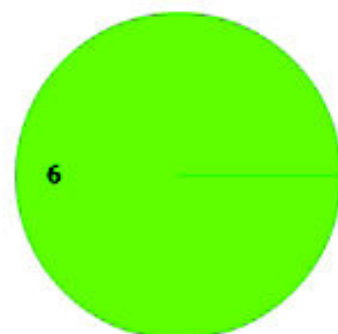


= Uncertain

Corporate Support Services

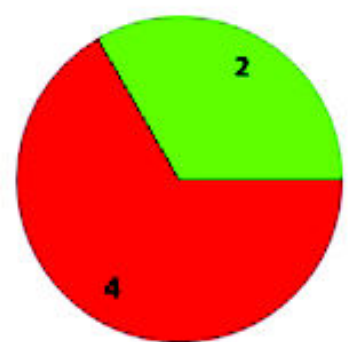


Environment & Street Scene

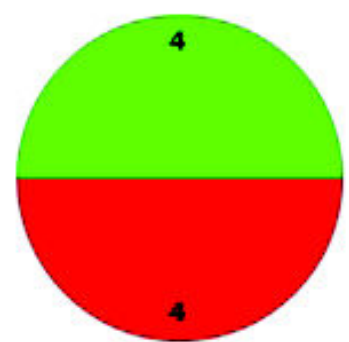


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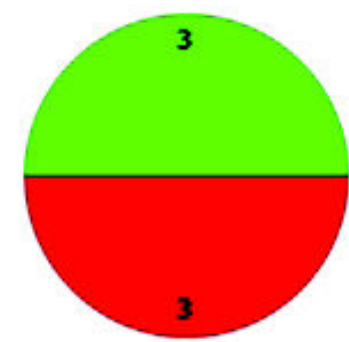
Finance & ICT



Housing



Planning & Economic Development



Quarterly Indicators		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual		
Corporate Support Services Quarterly KPIs											
KPI 10	How many working days did we lose due to sickness absence?	1.86	1.86	✓	3.64	3.50	✓	5.77	5.37	✓	7.75
Environment & Street Scene Quarterly KPIs											
KPI 20	How much non-recycled waste was collected for every household in the district?	106	94	✓	209	190	✓	311	287	✓	420
KPI 21	What percentage of all household waste was sent to be recycled, reused or composted?	60.34%	61.94%	✓	60.07%	62.16%	✓	59.34%	60.79%	✓	58.00%
KPI 22	What percentage of our district had unacceptable levels of litter?	10%	9%	✓	10%	6%	✓	10%	7%	✓	10%
KPI 23	What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?	13%	9%	✓	13%	6%	✓	13%	5%	✓	13%
KPI 24	How well have we done in both reducing flytipping and taking action against those believed to be responsible?	3	3	✓	3	3	✓	3	1	✓	3
KPI 25	What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?	97.00%	95.30%	✗	95.00%	96.20%	✓	95.00%	97.80%	✓	95.00%

Quarterly Indicators (cont.)		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual		
Finance & ICT Quarterly KPIs											
KPI 30	What percentage of the invoices we received were paid within 30 days?	97%	90%	✗	97%	91%	✗	97%	92%	✗	97%
KPI 31	What percentage of the district's annual Council Tax was collected?	27.38%	27.50%	✓	52.40%	52.70%	✓	77.90%	78.03%	✓	97.80%
KPI 32	What percentage of the district's annual business rates was collected?	30.35%	30.44%	✓	56.61%	56.18%	✗	82.08%	81.07%	✗	98.00%
KPI 33	On average, how many days did it take us to process new benefit claims?	23.00	26.27	✗	23.00	26.68	✗	23.00	26.88	✗	23.00
KPI 34	On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?	8.00	9.72	✗	8.00	8.73	✗	8.00	8.93	✗	8.00
KPI 35	How many benefits fraud investigations were completed by the Council?	125	78	✗	250	231	✗	375	384	✓	500
Housing Quarterly KPIs											
KPI 41	On average, how many days did it take us to re-let a Council property?	30	30	✓	30	34	✗	30	32	✗	30
KPI 42	What percentage of emergency repairs to our council properties were completed within 24 hours?	99%	98%	✗	99%	98%	✗	99%	98%	✗	99%
KPI 43	What percentage of urgent repairs to our council properties were completed within five working days?	95%	75%	✗	95%	91%	✗	95%	86%	✗	95%
KPI 44	What percentage of routine repairs to our council properties were completed within six weeks?	95%	96%	✓	95%	96%	✓	95%	96%	✓	95%
KPI 45	How satisfied were our tenants with the standard of the repairs service they received?	98.00%			98.00%	100.00%	✓	98.00%	99.00%	✓	98.00%
KPI 46	How many affordable homes were built in the District?	0	0	✓	44	15	✗	86	15	✗	112
KPI 47	How many households were housed in temporary accommodation?	60	52	✓	60	61	✗	60	57	✓	60
KPI 48	What percentage of our council homes were not in a decent condition?	0.00%	0.00%	✓	0.00%	0.00%	✓	0.00%	0.00%	✓	0.00%

Quarterly Indicators (cont.)		Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual
Planning & Economic Development Quarterly KPIs									
KPI 50	What was the net increase or decrease in the number of homes in the district?	30	22	72	140	113	223	180	
KPI 51	What percentage of major planning applications were processed within 13 weeks?	81.00%	85.71%	81.00%	86.96%	81.00%	82.76%	81.00%	
KPI 52	What percentage of minor planning applications were processed within 8 weeks?	81.00%	76.54%	81.00%	77.25%	81.00%	74.22%	81.00%	
KPI 53	What percentage of other planning applications were processed within 8 weeks?	93.00%	92.67%	93.00%	92.77%	93.00%	91.82%	93.00%	
KPI 54	What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal?	20.00%	22.20%	20.00%	22.22%	20.00%	18.18%	20.00%	
KPI 55	What percentage of planning applications, refused by Council Members against the planning officer's recommendation, were granted permission on appeal?	50.00%	50.00%	50.00%	46.15%	50.00%	56.25%	50.00%	



2010 / 11 Key Performance Indicators

Corporate Support Services

KPI

10

KPI 10 How many working days did we lose due to sickness absence?

Indicator previously known as: LPI 28

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

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	
Q3/11/12	5.77	5.37	✓
Q2/11/12	3.64	3.50	✓
Q1/11/12	1.86	1.86	✓
Q4/10/11	8.00	7.86	✓
Q3/10/11	6.00	5.84	✓

Annual 2011/12 - 7.75 days
 Target: 2010/11 - 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 2011/12) The annual target has been reduced to an average of 7.75 days for 2011/2012. The outturn for Qs1-3 is under the new target.

The calculation for KPI 10 has been amended slightly in that the Full Time Equivalent (FTE) figure is calculated as an average of the opening FTE for the quarter and the closing FTE for the quarter.

Corrective action proposed (if required):

(Quarter 3 2011/12) None required at this time



2010 / 11 Key Performance Indicators

Environment & Street Scene

KPI

20

21

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23

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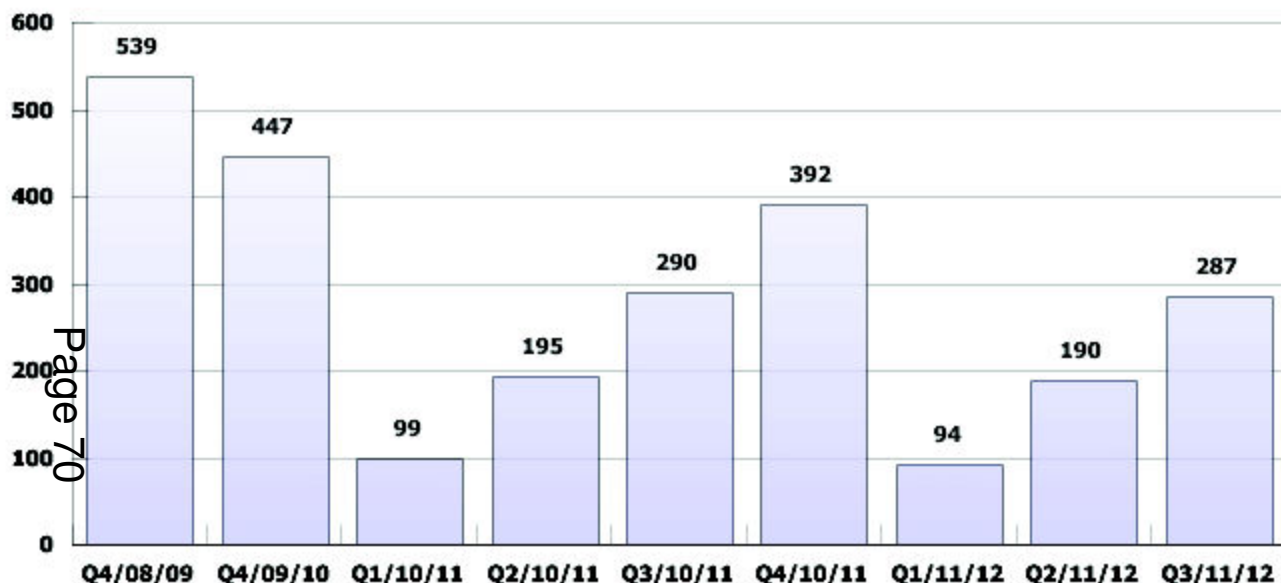
KPI 20 How much non-recycled waste was collected for every household in the district?

Indicator previously known as: NI 191

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.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	
Q3/11/12	311	287	✓
Q2/11/12	209	190	✓
Q1/11/12	106	94	✓
Q4/10/11	500	392	✓
Q3/10/11	375	290	✓

Annual 2011/12 - 420 kg
Target: 2010/11 - 500 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 2011/12) This is a satisfactory outcome and is marginally below the Q3 outturn for 2010/11. Although more waste is generated in Q4 through the Christmas holiday period, the absence of adverse weather to date should ensure that Q4 doesn't rise and that the target of 420kg is bettered at year end.

Corrective action proposed (if required):

(Quarter 3 2011/12) None required at this time

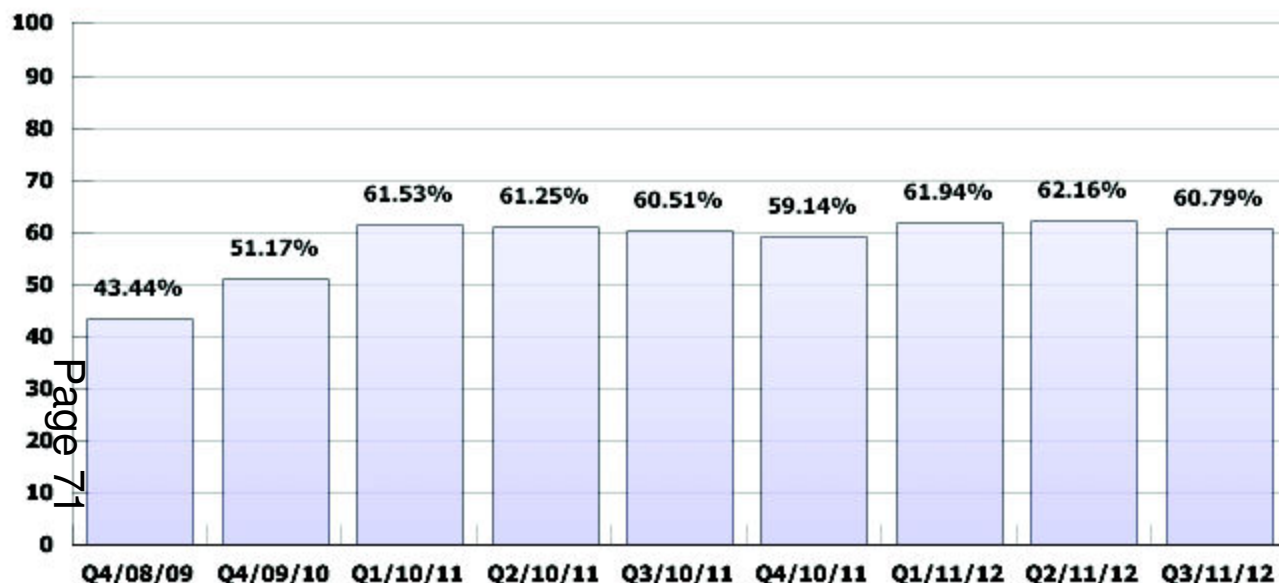
KPI 21 What percentage of all household waste was sent to be recycled, reused or composted?

Indicator previously known as: NI 192

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.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	
Q3/11/12	59.34%	60.79%	✓
Q2/11/12	60.07%	62.16%	✓
Q1/11/12	60.34%	61.94%	✓
Q4/10/11	58.00%	59.14%	✓
Q3/10/11	58.00%	60.51%	✓

Annual 2011/12 - 58.00%
Target: 2010/11 - 58.00%

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 2011/12) This is an encouraging result showing a very slight improvement on the same period last year. Given that no further major changes to systems are anticipated, we will need to maintain educational programs plus introducing more recycling systems into multi-occupied dwellings to try to ensure that this level of performance is maintained, and if possible improved further.

Corrective action proposed (if required):

(Quarter 3 2011/12) None required at this time

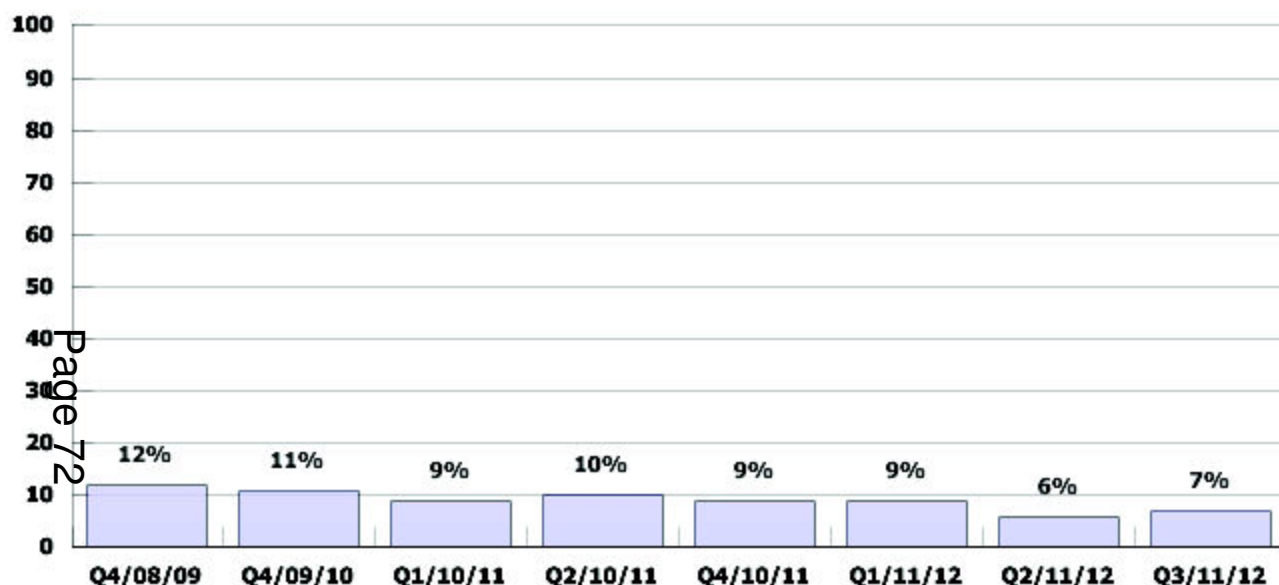
KPI 22 What percentage of our district had unacceptable levels of litter?

Indicator previously known as: NI 195(a)

Additional Information: This indicator seeks to reduce unacceptable levels of litter. Performance is based on surveys of prescribed sites carried out over four quarterly periods each year, and represents the percentage of relevant land with deposits of litter which exceed the acceptable level.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	
Q3/11/12	10%	7%	✓
Q2/11/12	10%	6%	✓
Q1/11/12	10%	9%	✓
Q4/10/11	10%	9%	✓
Q2/10/11	10%	10%	✓

Annual 2011/12 - 10%
Target: 2010/11 - 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):

(Period 3 2011/12) It was suggested in reporting at Q2 that the result may 'slip' a little as we entered the winter months. This has proven to be the case and it would not be surprising to see that trend continue into Q4. That said we remain hopeful that the target of 10% will be achieved for 2011/12

Corrective action proposed (if required):

(Period 3 2011/12) No corrective action as such, but monitoring pressure will be maintained on the contractor to achieve high standards.

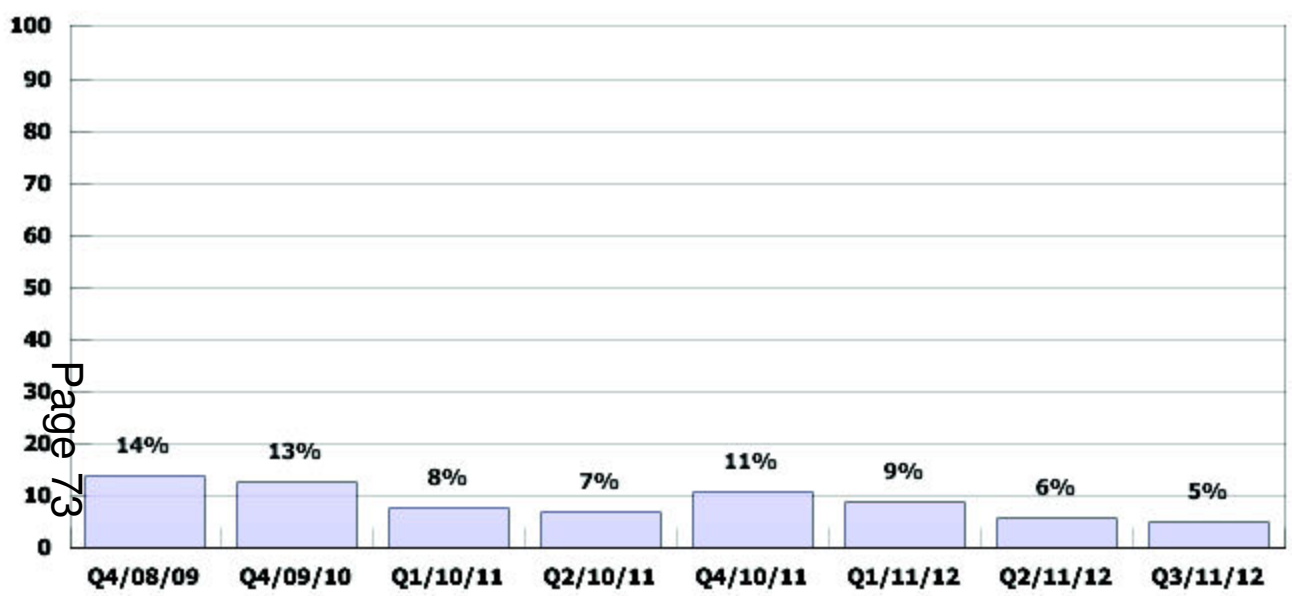
KPI 23 What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?

Indicator previously known as: NI 195(b)

Additional Information: This indicator seeks to reduce unacceptable levels of detritus. Performance is based on surveys of prescribed sites carried out over the four quarterly periods each year, and represents the percentage of relevant land with deposits of detritus which exceed the acceptable level.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	
Q3/11/12	13%	5%	✓
Q2/11/12	13%	6%	✓
Q1/11/12	13%	9%	✓
Q4/10/11	13%	11%	✓
Q2/10/11	13%	7%	✓

Annual 2011/12 - 13%
Target: 2010/11 - 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?
 Yes

Comment on current performance (including context):

Corrective action proposed (if required):

(Period 3 2011/12) As encouraging as this outturn appears, it is slightly false in that the current transects used for monitoring are perhaps not quite as representative of the district as a whole as are some others. Therefore, the 5% is unlikely to be maintained going forwards into Q4 or into 2012/13. We still however anticipate bettering the target of 13% for 2011/12 and should be in a position to confidently reduce that target for 2012/13.

(Period 3 2011/12) As with litter, no corrective action is required but pressure will be maintained on the contractor to achieve the highest possible standards.

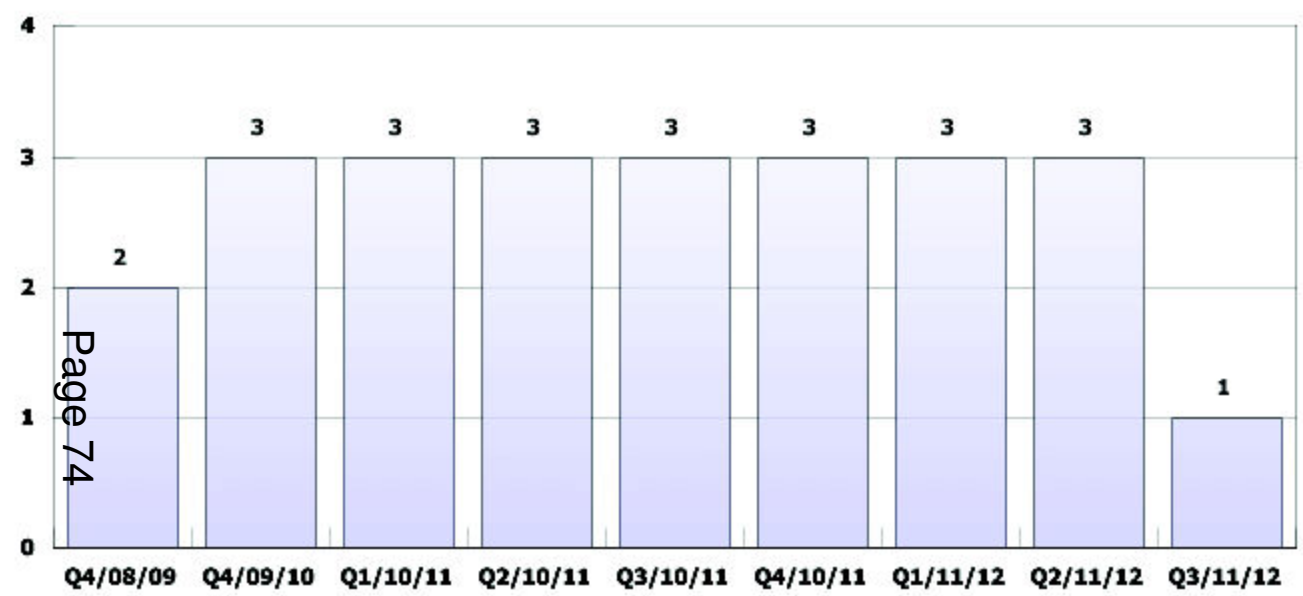
KPI 24 How well have we done in both reducing flytipping and taking action against those believed to be responsible?

Indicator previously known as: NI 196

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).

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	3	1	✓
Q2/11/12	3	3	✓
Q1/11/12	3	3	✓
Q4/10/11	2	3	✗
Q3/10/11	2	3	✗

Annual 2011/12 - Grade 3
Target: 2010/11 - 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?
 Yes

Comment on current performance (including context):

Corrective action proposed (if required):

(Quarter 3 2011/12) This is a complex KPI to monitor and report, but we have now reached a position where the changes to data collection made over recent years enable us to report back with greater confidence. Q3 has produced the first Grade 1 outcome, reflecting a high level of enforcement activity and a reduction in fly tipping overall. This will be difficult if not impossible to sustain because of the nature of the issue and the measurement process. However, we remain confident about achieving the target of level 3 and we may be in a position to recommend Grade 2 as the target for 2012/13.

(Quarter 3 2011/12) No additional actions required at this time. Enforcement activity to be maintained at a high level with prosecutions taken where there is sufficient evidence to produce a realistic likelihood of a conviction.

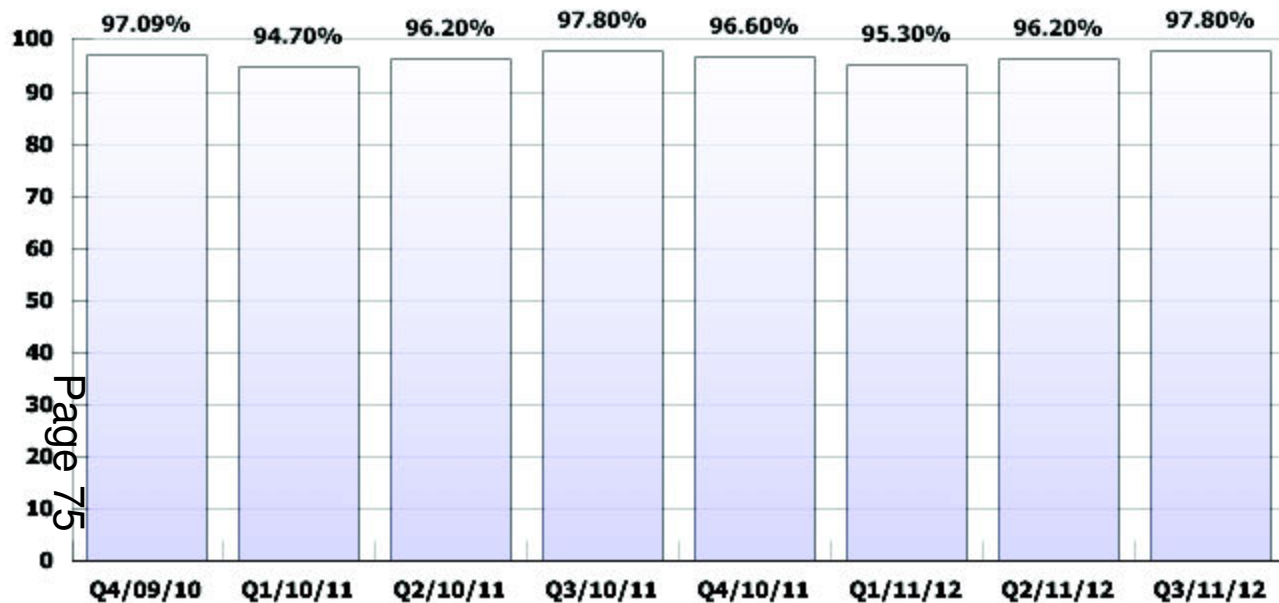
KPI 25 What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?

Indicator previously known as: LPI 51

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

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	95.00%	97.80%	✓
Q2/11/12	95.00%	96.20%	✓
Q1/11/12	97.00%	95.30%	✗
Q4/10/11	95.00%	96.60%	✓
Q3/10/11	95.00%	97.80%	✓

Annual 2011/12 - 97.00%
Target: 2010/11 - 95.00%

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 2011/12) The original target of 97% was scaled back to 95% on the basis that whilst achievable it would cause a skewing of priorities. Although 97% has been achieved in Q3 the overall Q4 outturn is anticipated to be between 95% and 97% and therefore no changes to targets for 2012/13 are recommended.

Corrective action proposed (if required):

(Quarter 3 2011/12) None required



2010 / 11 Key Performance Indicators

Finance & ICT

KPI

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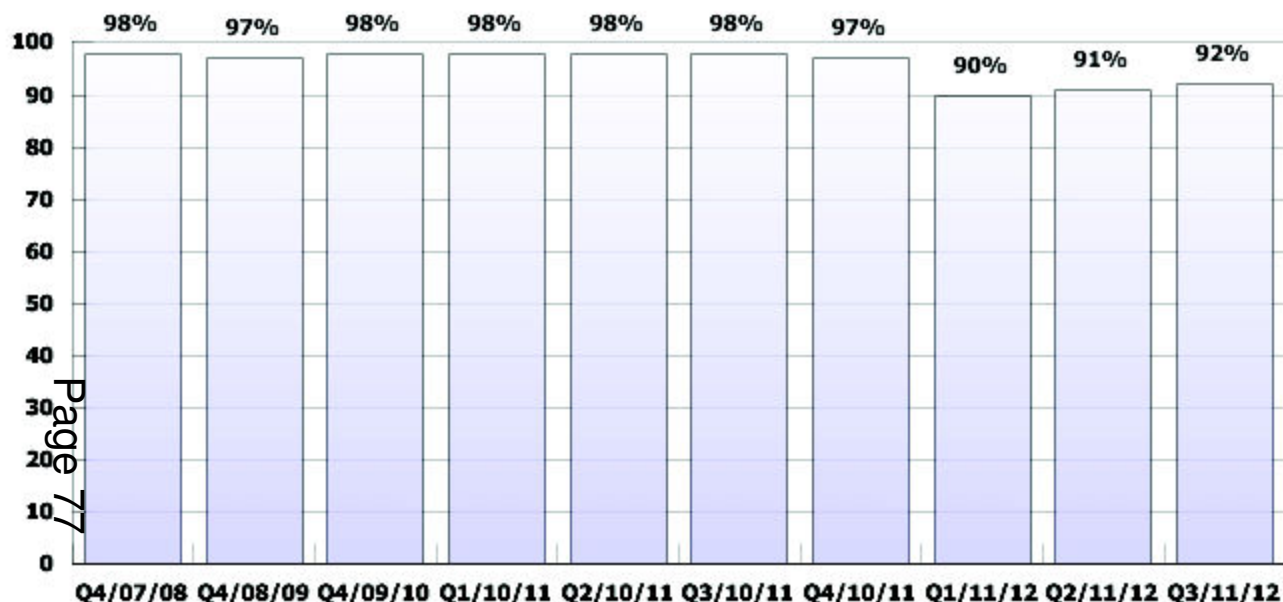
KPI 30 What percentage of the invoices we received were paid within 30 days?

Indicator previously known as: LPI 13

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

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	
Q3/11/12	97%	92%	X
Q2/11/12	97%	91%	X
Q1/11/12	97%	90%	X
Q4/10/11	98%	97%	X
Q3/10/11	98%	98%	✓

Annual 2011/12 - 97.00%
Target: 2010/11 - 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?
 No

Comment on current performance (including context):

(Quarter 3 2011/12) Performance has recovered from Quarter 1 up from 90% to 92%. The actual monthly performance for December was 96%. There tends to be more invoices processed in the final quarter so the outturn might reach 94% but the target of 97% will be not met. Housing Services performance in December is now up to 96% which is in line with the total for that month. Currently 79% of local suppliers have been paid within 20 Days, this is up from 75% at quarter 2. Actual performance for December is at 93% which is higher than last year actual.

Corrective action proposed (if required):

(Quarter 3 2011/12) The proposal to reduce the quantity of invoices processed for building supplies is going ahead in the form of a specific contract for this. The administrative burden will be significantly reduced though the impact on the figures for this financial year is likely to be minimal.

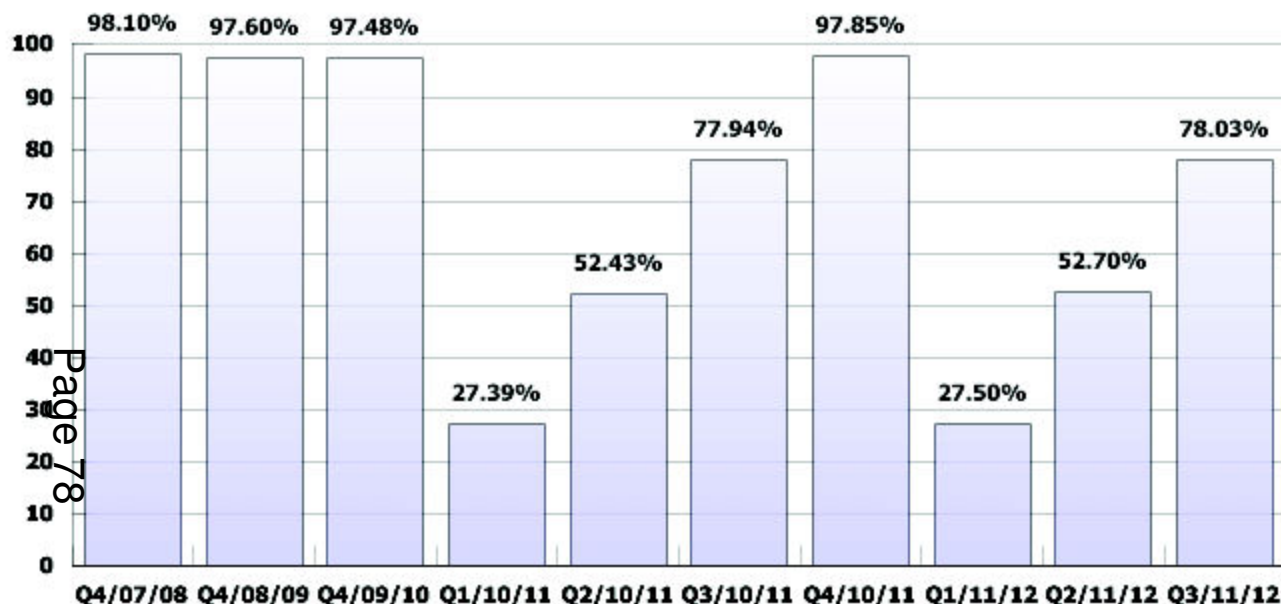
KPI 31 What percentage of the district's annual Council Tax was collected?

Indicator previously known as: LPI 14

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

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	77.90%	78.03%	✓
Q2/11/12	52.40%	52.70%	✓
Q1/11/12	27.38%	27.50%	✓
Q4/10/11	97.80%	97.85%	✓
Q3/10/11	73.35%	77.94%	✓

Annual 2011/12 - 97.80%
Target: 2010/11 - 97.80%

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 2011/12) The current collection rate is 0.09% up on the same stage last year and 0.13% up on the the profiled target for this quarter.

Corrective action proposed (if required):

(Quarter 3 2011/12) Full billing, collection and recovery processes will continue to collect outstanding amounts.

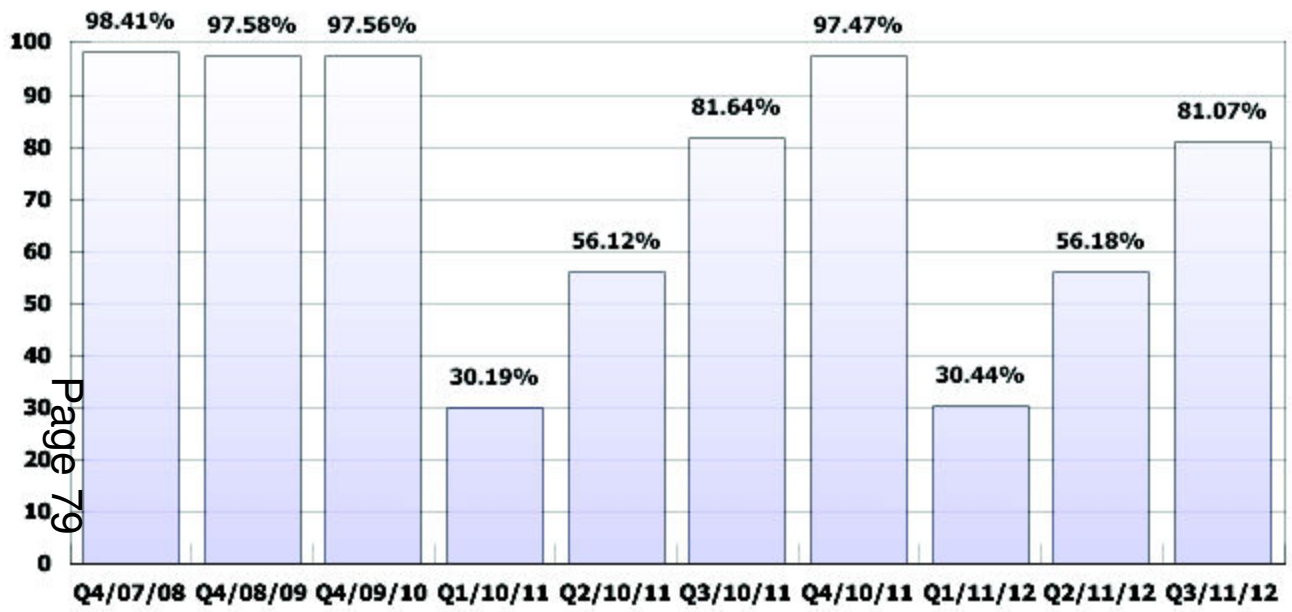
KPI 32 What percentage of the district's annual business rates was collected?

Indicator previously known as: LPI 15

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

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	82.08%	81.07%	✗
Q2/11/12	56.61%	56.18%	✗
Q1/11/12	30.35%	30.44%	✓
Q4/10/11	98.00%	97.47%	✗
Q3/10/11	73.50%	81.64%	✓

Annual 2011/12 - 98.00%
Target: 2010/11 - 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 2011/12) Collection performance is 0.57 down on the same stage last year and 1.01% down on the profiled target. Of concern is that defaults in rates payments have increased during the year which has seen the collection performance worsen, particularly in assessments dependent on discretionary spend by customers such as restaurants and pubs. This situation consequently mirrors the on-going economic problems. In addition, there are some substantial accounts awaiting action by the Valuation Office Agency and officers are attempting to get these moved along.

Corrective action proposed (if required):

(Quarter 3 2011/12) The section will continue to undertake all necessary billing, collection and recovery processes to collect the outstanding amounts.

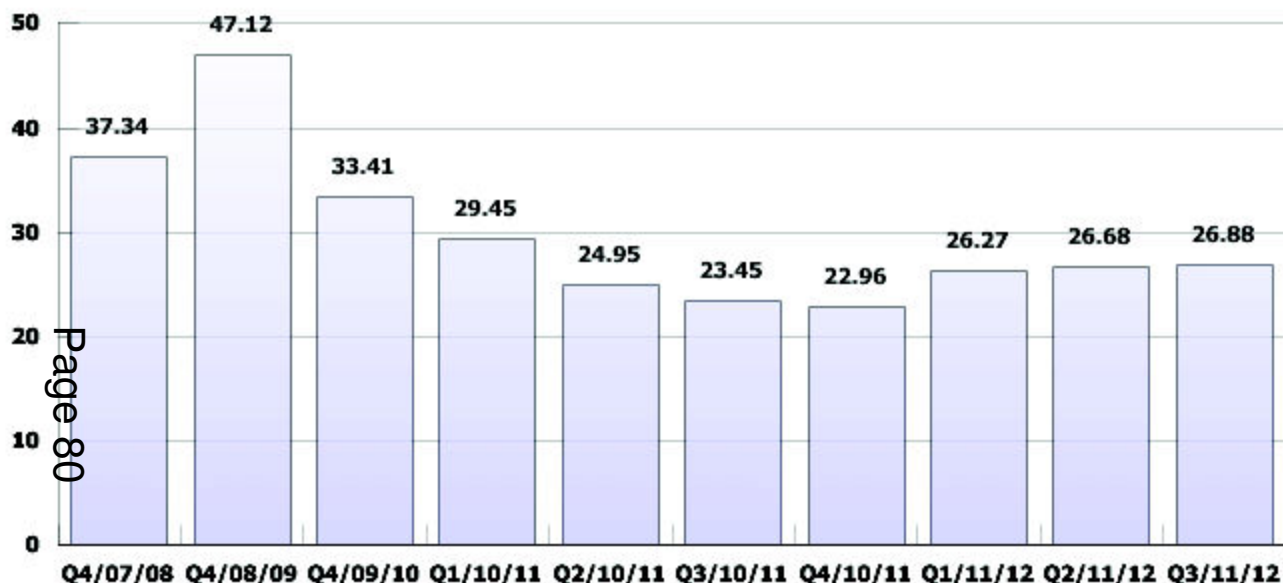
KPI 33 On average, how many days did it take us to process new benefit claims?

Indicator previously known as: LPI 16

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

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	23.00	26.88	✗
Q2/11/12	23.00	26.68	✗
Q1/11/12	23.00	26.27	✗
Q4/10/11	25.00	22.96	✓
Q3/10/11	25.00	23.45	✓

Annual 2011/12 - 23.00 Days
Target: 2010/11 - 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 2011/12) Performance is monitored on a weekly basis and improvements to processes are made when appropriate. Currently there are four vacant posts plus an Officer on maternity leave. These vacancies are having an impact but resources are being managed to target performance for the KPI's, whilst activities not relating to performance improvement are not being prioritised. Additional queries have been created by the recent and proposed changes to the welfare system.

Corrective action proposed (if required):

(Quarter 3 2011/12) Due to the current staffing situation, it is unlikely that the target of 23 days will be achieved but it is hoped that performance can at least be maintained at the current level. This will however be dependent upon the staffing level not deteriorating further. Recruitment had been delayed pending further information on the precise impact of Welfare Reforms.

KPI 34 On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?

Indicator previously known as: LPI 17

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

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	8.00	8.93	✗
Q2/11/12	8.00	8.73	✗
Q1/11/12	8.00	9.72	✗
Q4/10/11	8.00	4.67	✓
Q3/10/11	8.00	8.92	✗

Annual 2011/12 - 8.00 days
 Target: 2010/11 - 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

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Comment on current performance (including context):

(Quarter 3 2011/12) Performance is monitored on a weekly basis and improvements to processes are made when appropriate. Currently there are four vacant posts plus an Officer on maternity leave. These vacancies are having an impact but resources are being managed to target performance for the KPI's, whilst activities not relating to performance improvement are not being prioritised.

Corrective action proposed (if required):

(Quarter 3 2011/12) The Processing of claims in February in preparation for the new financial year, always results in good processing times. Performance should therefore be on target to achieve an average of 8 days over the year, dependent upon the staffing level not deteriorating further.

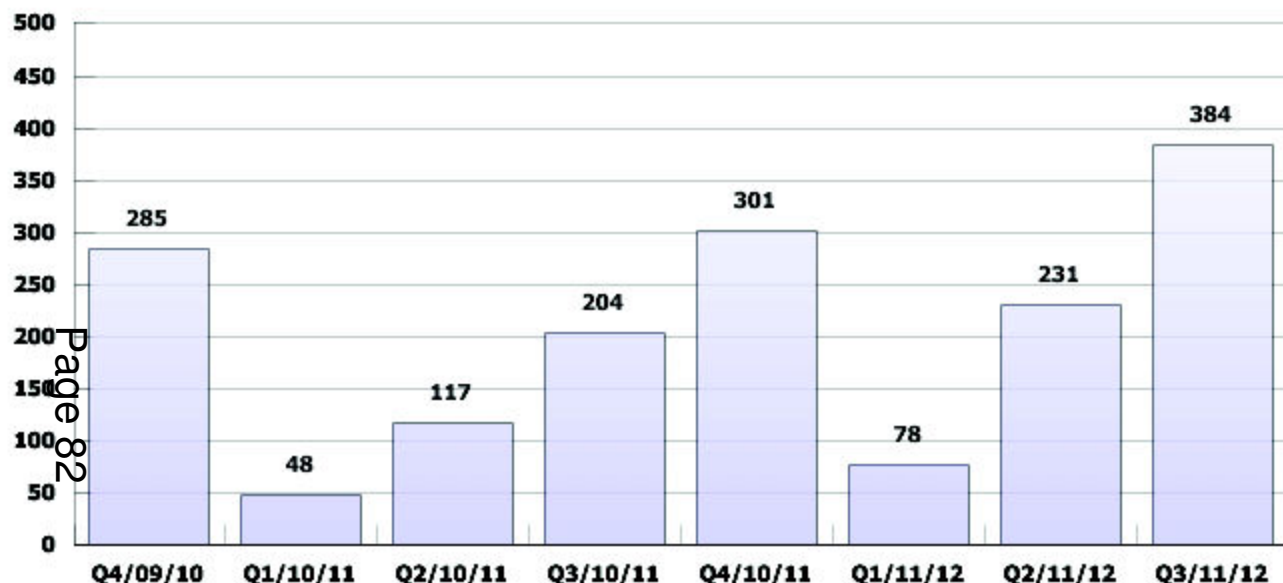
KPI 35 How many benefits fraud investigations were completed by the Council?

Indicator previously known as: LPI 53

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

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	375	384	✓
Q2/11/12	250	231	✗
Q1/11/12	125	78	✗
Q4/10/11	300	301	✓
Q3/10/11	225	204	✗

Annual 2011/12 - 500
Target: 2010/11 - 300

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 2011/12) Individual targets for the Investigation Officers have all been met in both Quarter 2 and Quarter 3. However, the lack of a Senior Officer in a vacant post means that some of the day to day management and supervision has been lacking and the Officers have not always received the level of guidance and support that we would like. In addition to the existing vacancy, one of the Investigation Officers left at the end of November creating a further vacancy on the section.

Corrective action proposed (if required):

(Quarter 3 2011/12) The Investigation Officers in post did all achieve their personal targets for quarters 2 and 3 and have made up some of the shortfall from quarter 1. A planned exercise for checking the residency of claimants should help with the performance figures in quarter 4. The additional vacancy on the section now raises uncertainty as to whether the target will be achieved.



2010 / 11 Key Performance Indicators

Housing

KPI

41	45
42	46
43	47
44	48

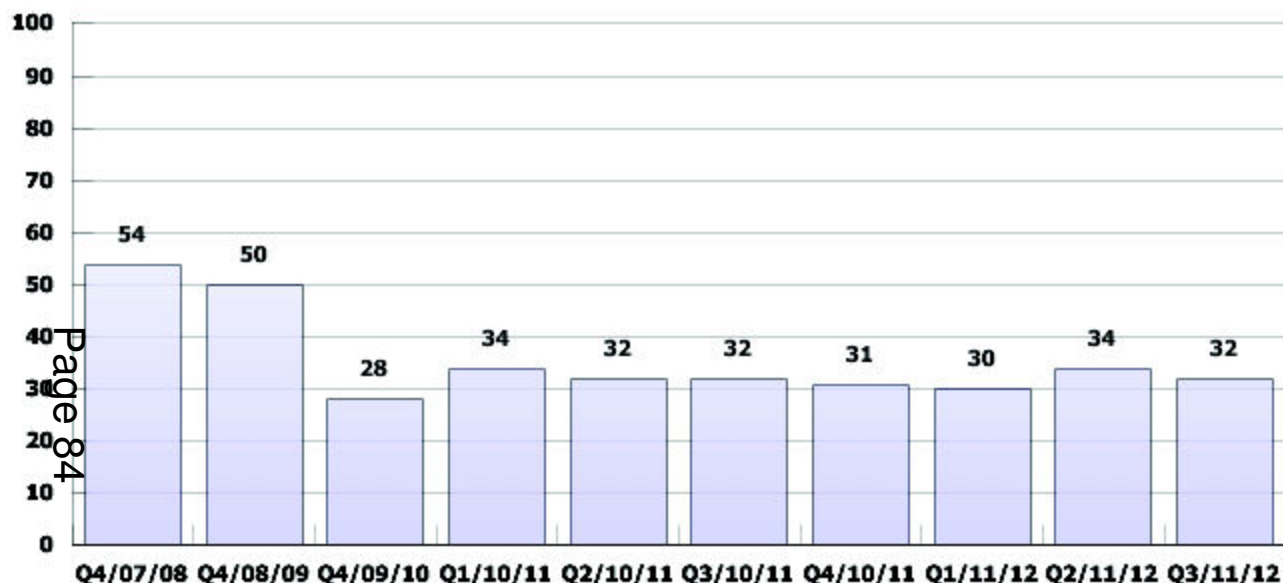
KPI 41 On average, how many days did it take us to re-let a Council property?

Indicator previously known as: LPI 05

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

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	30	32	✗
Q2/11/12	30	34	✗
Q1/11/12	30	30	✓
Q4/10/11	30	31	✗
Q3/10/11	30	32	✗

Annual 2011/12 - 30 days
Target: 2010/11 - 30 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 2011/12)
 Although performance is almost on target, the following actions will be undertaken to improve:
 Continuation of the Voids Working Party
 Completion of new void standard
 Performance output specification being piloted where contractor undertakes entire repairs process, saving time and removing the need for officer inspections
 Consider weekly property lists for CBL
 Advertise difficult to let properties in local press

Corrective action proposed (if required):

(Quarter 3 2011/12) Please see previous comments

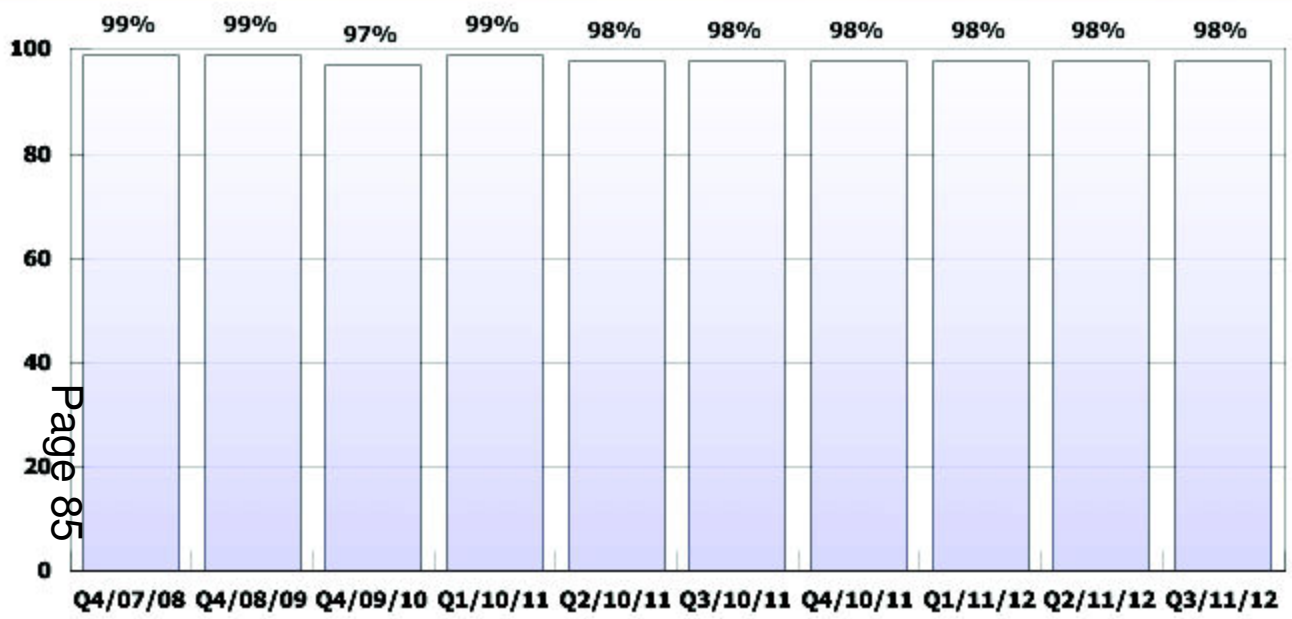
KPI 42 What percentage of emergency repairs to our council properties were completed within 24 hours?

Indicator previously known as: LPI 07

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.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	99%	98%	X
Q2/11/12	99%	98%	X
Q1/11/12	99%	98%	X
Q4/10/11	99%	98%	X
Q3/10/11	99%	98%	X

Annual 2011/12 - 99%
Target: 2010/11 - 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



Comment on current performance (including context):

(Quarter 3 2011/12) In January 2012 the Mears IT system was implemented within the Housing Repairs Service which, once fully established, is expected to significantly improve performance - particularly from April 2012.

Corrective action proposed (if required):

(Quarter 3 2011/12) Performance below target and continued focus within Housing Repairs Service to improve performance of this indicator.

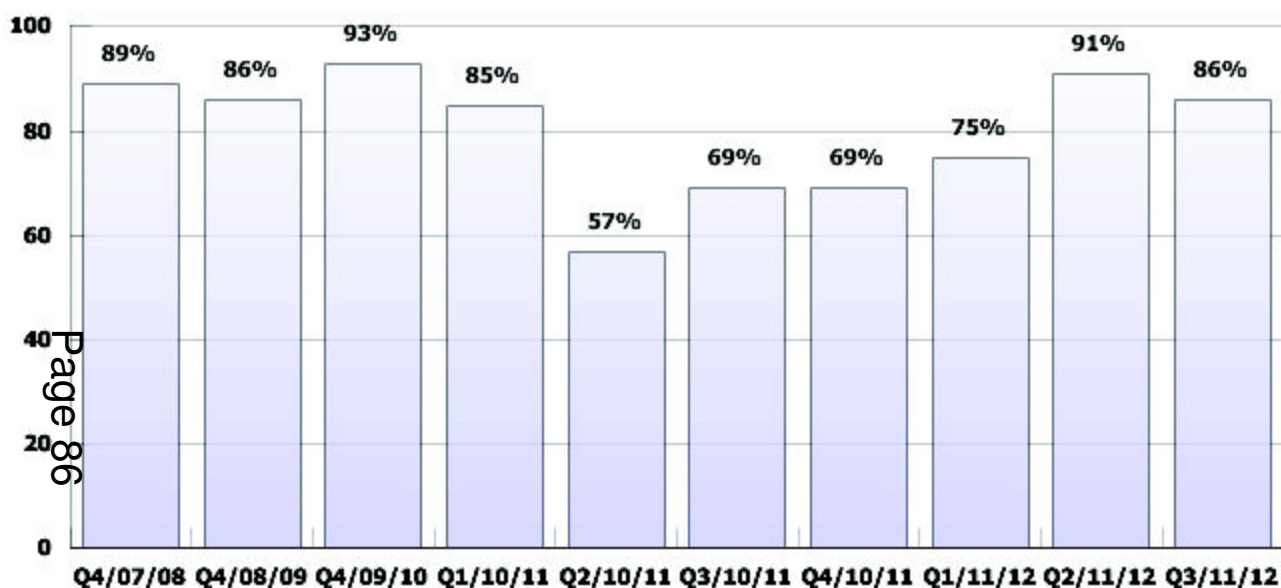
KPI 43 What percentage of urgent repairs to our council properties were completed within five working days?

Indicator previously known as: LPI 08

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.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	95%	86%	X
Q2/11/12	95%	91%	X
Q1/11/12	95%	75%	X
Q4/10/11	95%	69%	X
Q3/10/11	95%	69%	X

Annual 2011/12 - 95%
Target: 2010/11 - 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 2011/12) In January 2012 the Mears IT system was implemented within the Housing Repairs Service which, once fully established, is expected to significantly improve performance - particularly from April 2012.

Performance has still failed to achieve target of 95%. This quarter has seen a significant increase in the numbers of jobs reported on this indicator.
Number of jobs previously reported: Q1 165, Q2 270, Q3 570.

Corrective action proposed (if required):

(Quarter 3 2011/12)
Additional focus has been placed on achieving Urgent jobs within timescale.

- All jobs raised on the urgent priority will be reviewed to ensure that they are raised on the correct priority.
- Assistant Area Repairs Managers, will increase monitoring of Urgent works orders approaching due date.
- Trade operatives reminded about need to achieve completion on or before due date.

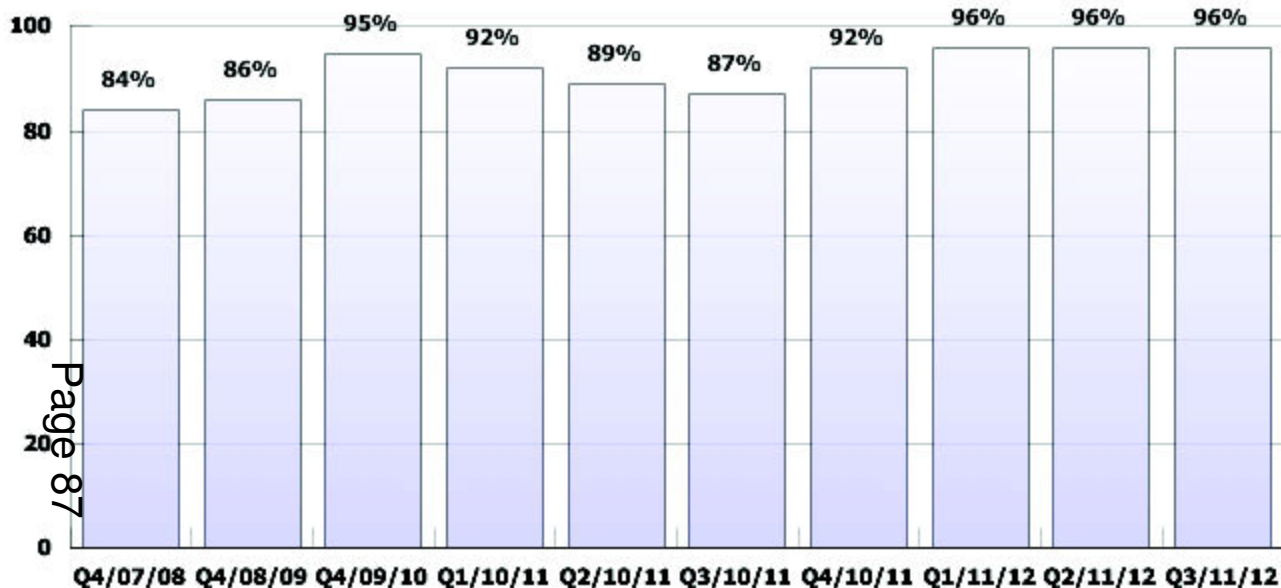
KPI 44 What percentage of routine repairs to our council properties were completed within six weeks?

Indicator previously known as: LPI 09

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.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	95%	96%	✓
Q2/11/12	95%	96%	✓
Q1/11/12	95%	96%	✓
Q4/10/11	95%	92%	✗
Q3/10/11	95%	87%	✗

Annual 2011/12 - 95%
Target: 2010/11 - 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?
 Yes



Comment on current performance (including context):

(Quarter 3 2011/12) Performance above target.

Corrective action proposed (if required):

(Quarter 3 2011/12) None required at this time.

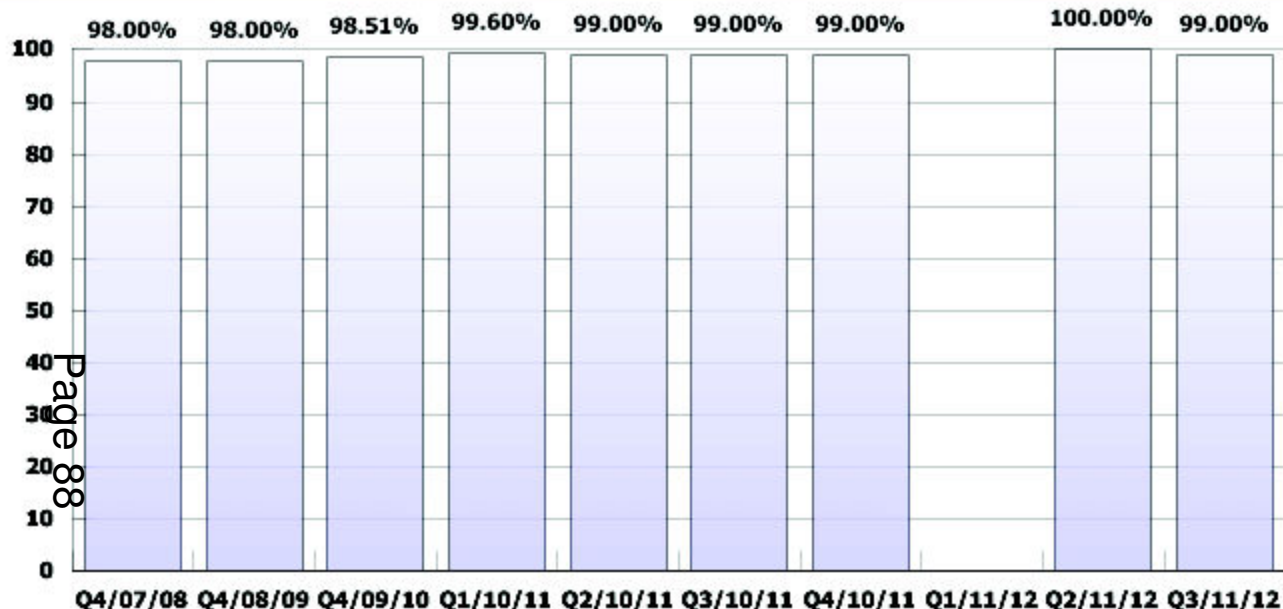
KPI 45 How satisfied were our tenants with the standard of the repairs service they received?

Indicator previously known as: LPI 10

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

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	
Q3/11/12	98.00%	99.00%	<input checked="" type="checkbox"/>
Q2/11/12	98.00%	100.00%	<input checked="" type="checkbox"/>
Q1/11/12	98.00%		
Q4/10/11	98.00%	99.00%	<input checked="" type="checkbox"/>
Q3/10/11	98.00%	99.00%	<input checked="" type="checkbox"/>

Annual 2011/12 - 98.00%
Target: 2010/11 - 98.00%

Indicator of good performance:
A higher percentage is good

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

Yes



Comment on current performance (including context):

(Quarter 3 2011/12)
Performance above target.

Corrective action proposed (if required):

(Quarter 3 2011/12)

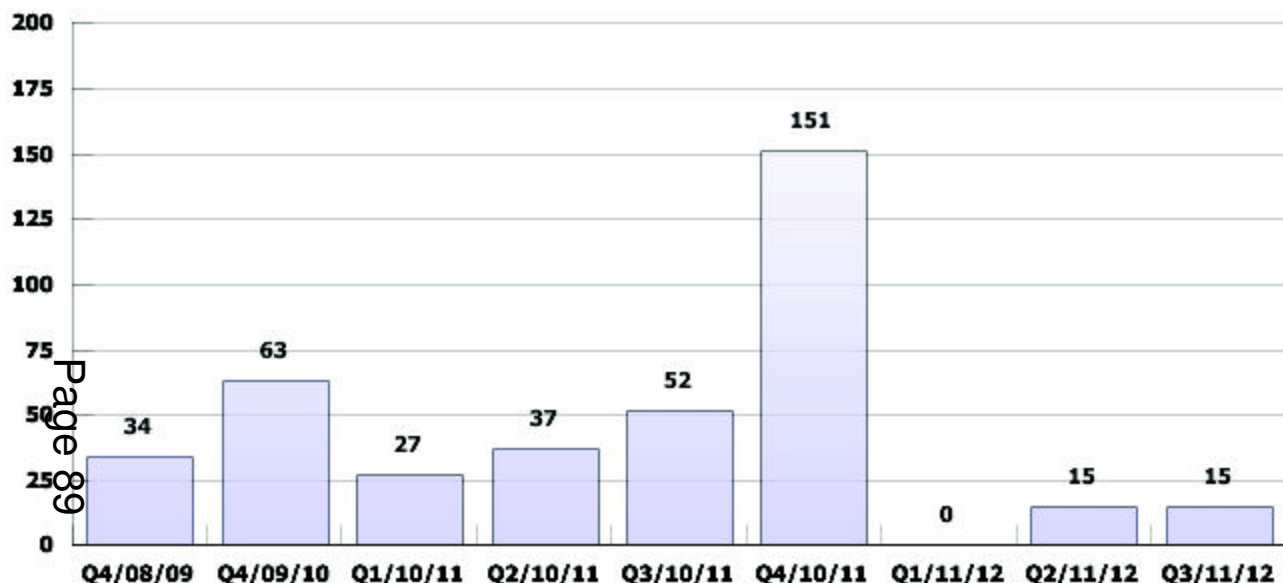
KPI 46 How many affordable homes were built in the District?

Indicator previously known as: NI 155

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.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	86	15	✗
Q2/11/12	44	15	✗
Q1/11/12	0	0	✓
Q4/10/11	70	151	✓
Q3/10/11	52	52	✓

Annual 2011/12 - 112
Target: 2010/11 - 70

Indicator of good performance:
A higher number 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 2011/12) The no. of completions up to Quarter 3 is lower than originally anticipated at the beginning of the year, due to significant delays on site at the large White Lodge development, Sewardstone Road, Waltham Abbey. 50 new affordable homes were expected to be completed in Quarters 2 and 3, but will not now be completed until at least Quarter 4. A further 16 affordable homes are also expected for Quarter 4.
It is unlikely that the target will be met for 2011/12. However, delayed completions will be carried forward to 2011/12.

Corrective action proposed (if required):

(Quarter 3 2011/12) Due to the long lead-in time to housing developments, it is not possible to correct the shortfall in 2011/12. However, the shortfall in numbers is not due to non-completions, it is due to some completion dates now falling into 2012/13, instead of 2011/12.

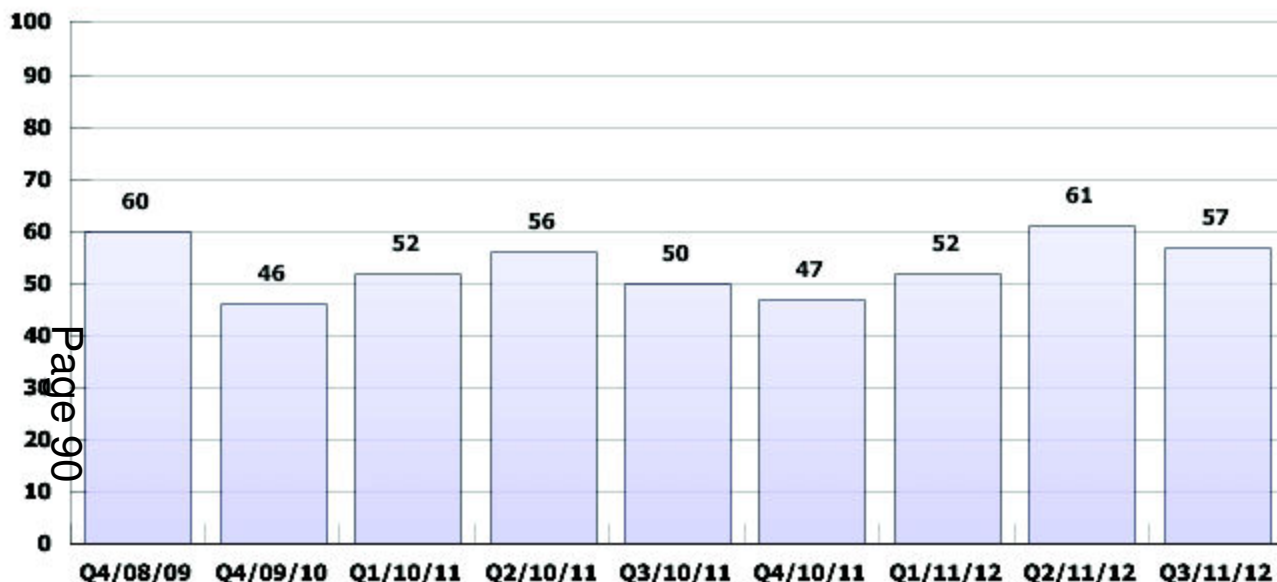
KPI 47 How many households were housed in temporary accommodation?

Indicator previously known as: NI 156

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.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	60	57	✓
Q2/11/12	60	61	✗
Q1/11/12	60	52	✓
Q4/10/11	60	47	✓
Q3/10/11	60	50	✓

Annual 2011/12 - 60
Target: 2010/11 - 60

Indicator of good performance:
A lower number is good

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

Uncertain



Comment on current performance (including context):

(Quarter 3 2011/12) Performance above target.

Corrective action proposed (if required):

(Quarter 3 2011/12)

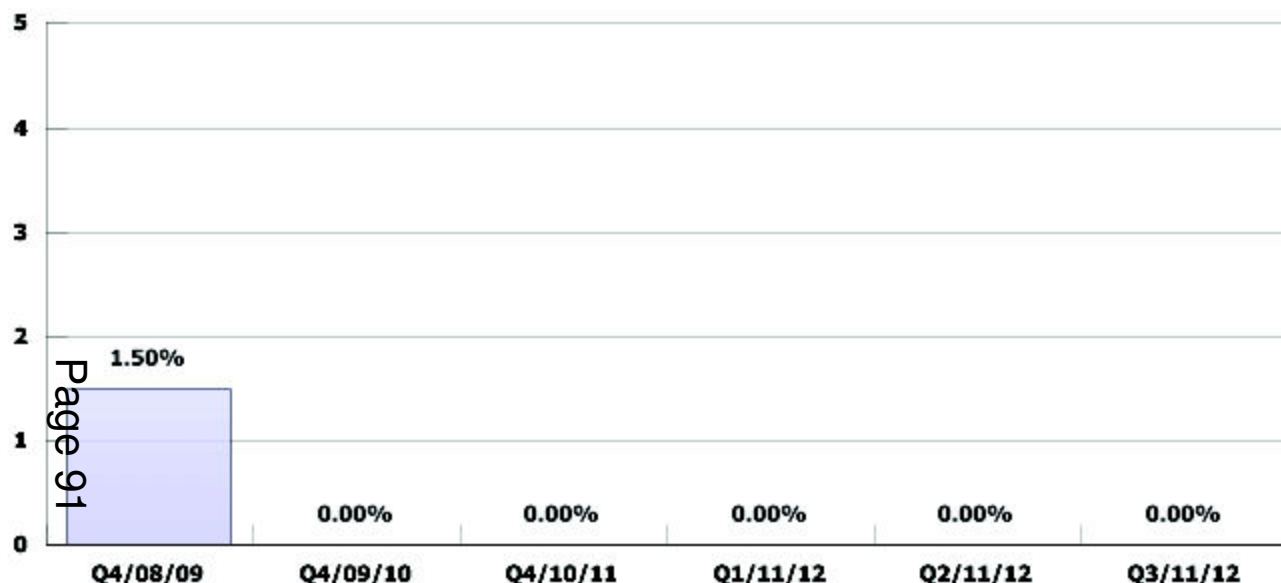
KPI 48 What percentage of our council homes were not in a decent condition?

Indicator previously known as: NI 158

Additional Information: This indicator measures the number of non-decent council homes and the proportion this represents of the total council housing stock, in order to demonstrate progress towards making all council housing decent. Performance against this indicator is reported at year-end only.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	
Q3/11/12	0.00%	0.00%	✓
Q2/11/12	0.00%	0.00%	✓
Q1/11/12	0.00%	0.00%	✓
Q4/10/11	0.00%	0.00%	✓
Q4/09/10	0.00%	0.00%	✓

Annual 2011/12 - 0.00%
Target: 2010/11 - 0.00%

Indicator of good performance:
A lower percentage is good

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

Yes

Comment on current performance (including context):

(Quarter 3 2011/12) Potential Non-Decent failures have been identified on the Stock Condition Survey for 2012-13 and appropriate Capital and Revenue works programmes have commenced to prevent these properties falling into the Non-Decent category.

Z Drive/Stock Condition Survey 2012-13 shows:-

- Criteria 'A' Minimum Standard 0-properties
- Criteria 'B' Reasonable State of Repair
 - Gas central heating 513
 - Electrical Testing 1,168
 - Roof covering 342
- Criteria 'C' Reasonable Modern Facilities
 - Kitchen and Bathroom combined failures 0 properties

It is anticipated that all the potential Non-Decent properties will be completed as part of the planned Capital and Revenue works programmes for 2011-12.

Corrective action proposed (if required):

(Quarter 3 2011/12) None required at this time



2010 / 11 Key Performance Indicators

Planning & Economic Development

KPI

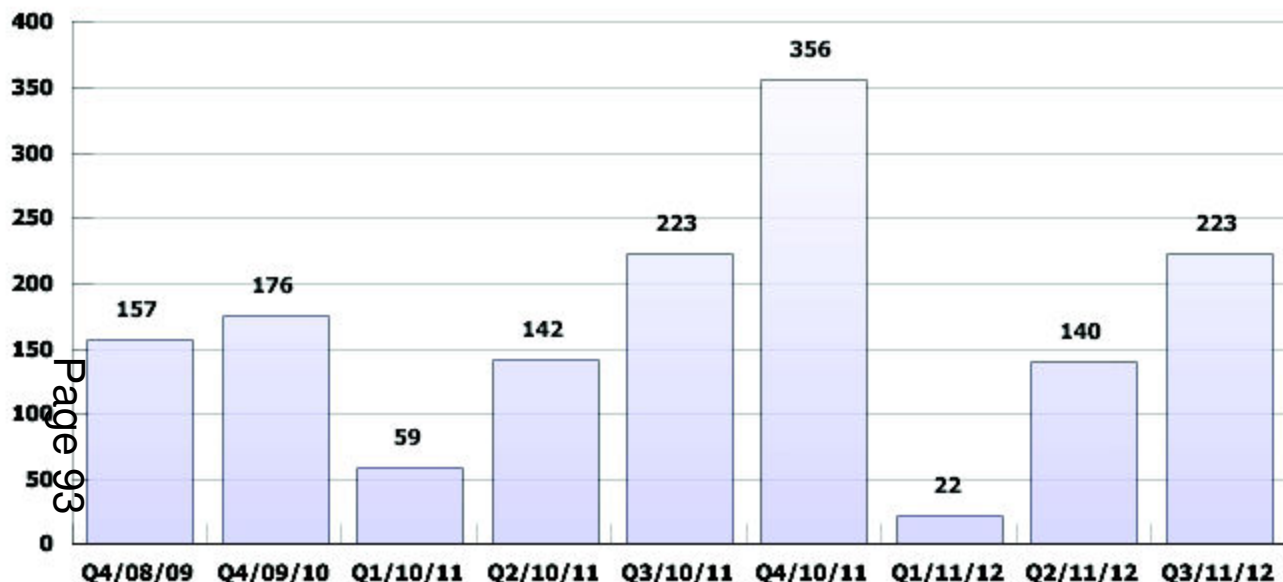
50	53
51	54
52	55

Indicator previously known as: NI 154

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.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	113	223	✓
Q2/11/12	72	140	✓
Q1/11/12	30	22	✗
Q4/10/11	180	356	✓
Q3/10/11	135	223	✓

Annual 2011/12 - 180
Target: 2010/11 - 180

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 2011/12) Performance has reached and exceeded the target for this quarter.

Corrective action proposed (if required):

(Quarter 3 2011/12) No corrective action is proposed, as performance has reached and exceeded the target.

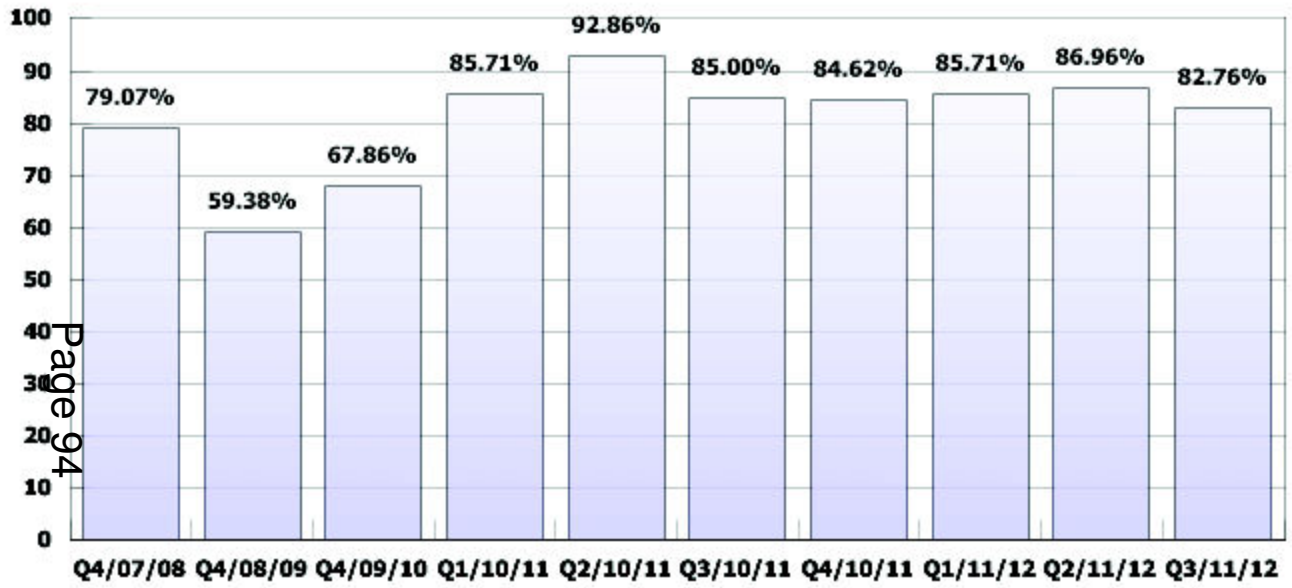
KPI 51 What percentage of major planning applications were processed within 13 weeks?

Indicator previously known as: NI 157(a)

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

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	81.00%	82.76%	✓
Q2/11/12	81.00%	86.96%	✓
Q1/11/12	81.00%	85.71%	✓
Q4/10/11	81.00%	84.62%	✓
Q3/10/11	81.00%	85.00%	✓

Annual 2011/12 - 81.00%
Target: 2010/11 - 81.00%

Indicator of good performance:
A higher percentage is good

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

Uncertain



Comment on current performance (including context):

(Quarter 3) 24 out of 29 applications meet target requirement. Still some uncertainty on whether target will be achieved as figure is volatile and vulnerable to change due to the low number of applications in this category.

Corrective action proposed (if required):

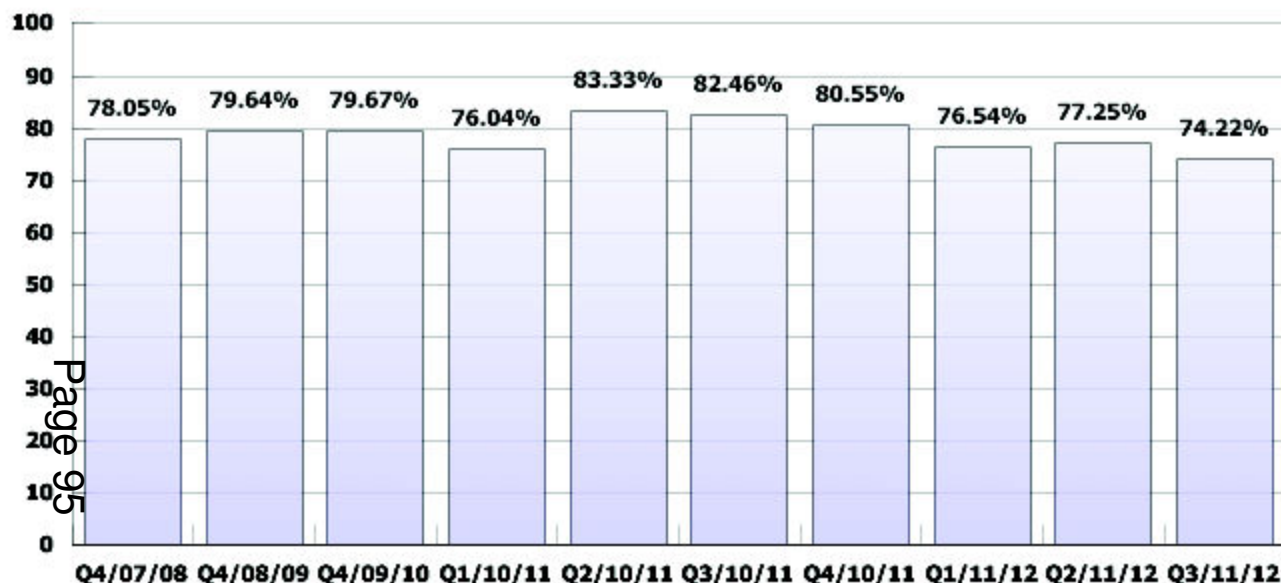
KPI 52 What percentage of minor planning applications were processed within 8 weeks?

Indicator previously known as: NI 157(b)

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

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	
Q3/11/12	81.00%	74.22%	✗
Q2/11/12	81.00%	77.25%	✗
Q1/11/12	81.00%	76.54%	✗
Q4/10/11	80.00%	80.55%	✓
Q3/10/11	80.00%	82.46%	✓

Annual 2011/12 - 81.00%
Target: 2010/11 - 80.00%

Indicator of good performance:
A higher percentage is good

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

No



Comment on current performance (including context):

(Quarter 3) 190 out of 256 applications in this category decided within target time for first half of the year that includes applications for 1 to 9 dwellings/ pitches. Target proving tougher than previous year to achieve with committees now meeting on 4 week cycle and section being a professional officer down due to recruitment restriction.

Corrective action proposed (if required):

(Quarter 3 2011/12)
Tighten up on monitoring and validation of planning applications by senior officers. Closer scrutiny when committee deadline is due and try to target the earliest committee in time. Refrain from negotiation with the applicant during the course of planning applications but this could be deemed to be at the expense of good customer service. Members to be reminded not to defer items at Committees when advice can be sought beforehand from the relevant case officer whose details are at the end of each item.

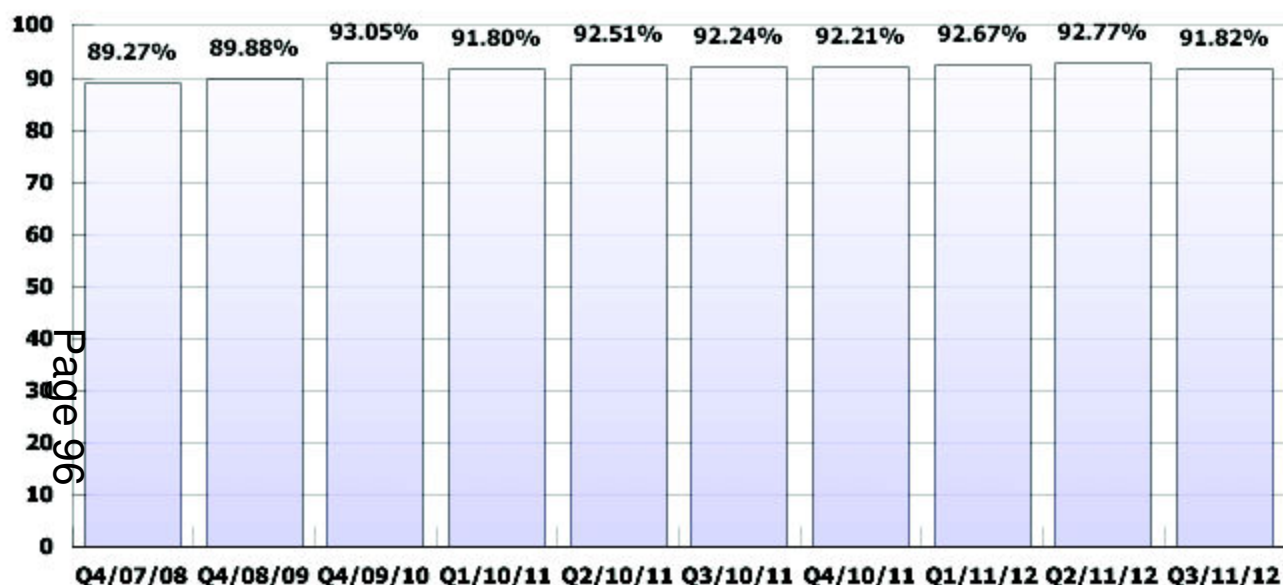
KPI 53 What percentage of other planning applications were processed within 8 weeks?

Indicator previously known as: NI 157(c)

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

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	
Q3/11/12	93.00%	91.82%	X
Q2/11/12	93.00%	92.77%	X
Q1/11/12	93.00%	92.67%	X
Q4/10/11		92.21%	
Q3/10/11		92.24%	

Annual 2011/12 - 93.00%
Target: 2010/11 - N/A

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) A percentage fall in this quarter, likely to be attributable to being one officer down for the whole of this quarter, but this represents the highest proportion (965 out of 1051 in this category) out of all planning application types decided, most of which are delegated decisions dealt within time.

Corrective action proposed (if required):

(Quarter3 2011/12)
Tighten up on monitoring and validation of planning applications by senior officers. Closer scrutiny when committee deadline is due and try to target the earliest committee in time. Refrain from negotiation with the applicant during the course of planning applications but this could be deemed to be at the expense of good customer service.

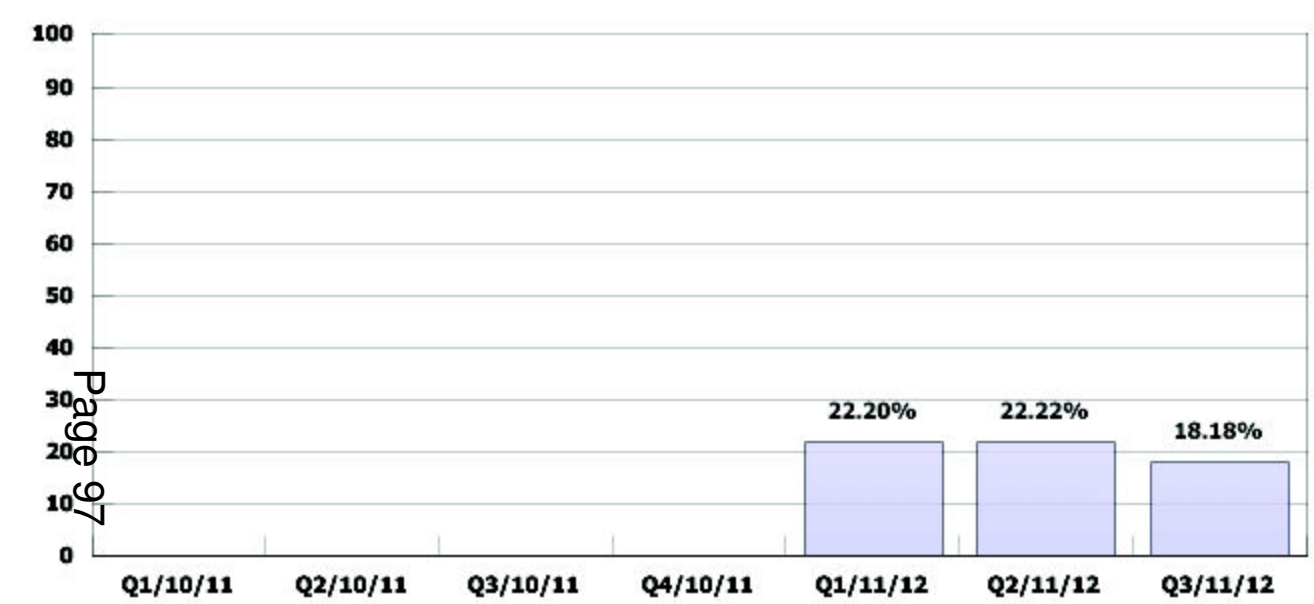
KPI 54 What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal?

Indicator previously known as: (new)

Additional Information: This indicator is expressed as a percentage of the no. of appeals lodged and seeks to assess the levels of applications that may be refused in order to meet development control performance targets. It measures the performance of only Officer Recommendations for refusal of planning permission

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	20.00%	18.18%	✓
Q2/11/12	20.00%	22.22%	✗
Q1/11/12	20.00%	22.20%	✗
Q4/10/11			
Q3/10/11			

Annual 2011/12 - 20.00%
 Target: 2010/11 - N/A
 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):

(Quarter 3) Only 8 out of 44 officer recommendation/decision appeals allowed. Target being achieved.

Corrective action proposed (if required):

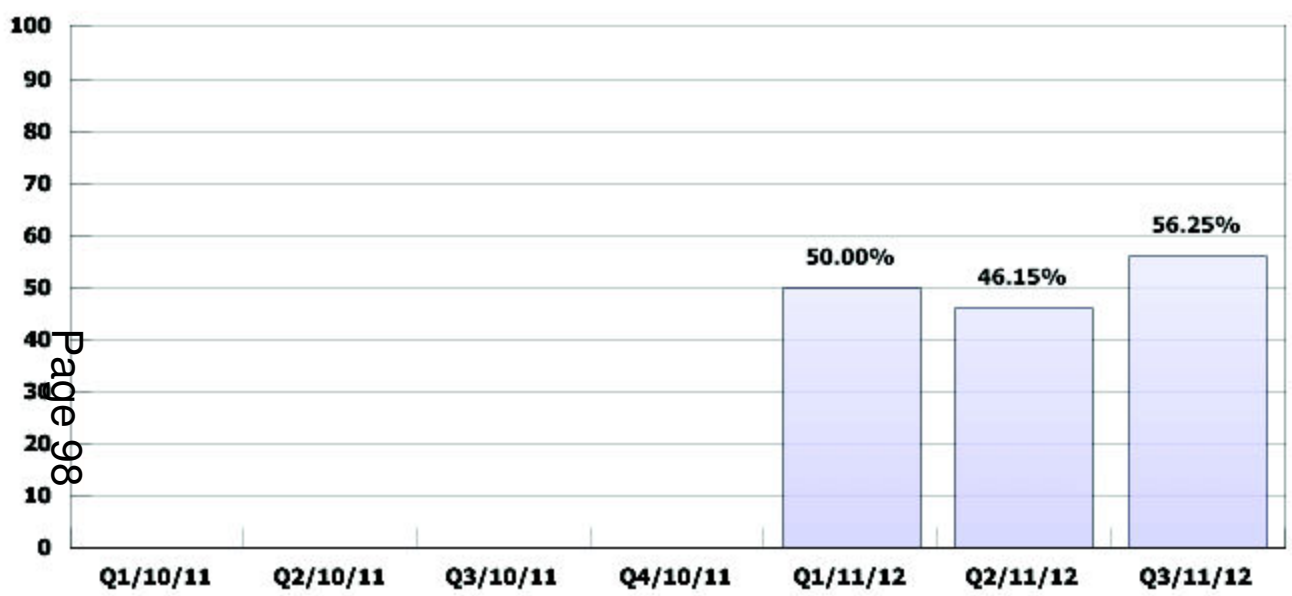
KPI 55 What percentage of planning applications, refused by Council Members against the planning officer's recommendation, were granted permission on appeal?

Indicator previously known as: (new)

Additional Information: This indicator is expressed as a percentage of the no. of appeals lodged and seeks to assess the levels of applications that may be refused in order to meet development control performance targets. It measures the performance of only Officer Recommendations for refusal of planning permission

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/11/12	50.00%	56.25%	✗
Q2/11/12	50.00%	46.15%	✓
Q1/11/12	50.00%	50.00%	✓
Q4/10/11			
Q3/10/11			

Annual 2011/12 - 50.00%
Target: 2010/11 - N/A

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):

Corrective action proposed (if required):

(Quarter 3) Members decisions to reverse officer recommendations on planning applications reported to planning committees were supported by the Planning Inspector in 7 out of 16 cases. This falls just outside of the target, where half of the appeal decisions are required to be supported.

(Quarter 3) Up to this quarter the target was being met. Members are reminded that they should consider very carefully that when overturning officers recommendations at planning committees, they do so with reasonable confidence that the application will be dismissed on appeal.

2012/13 Key Performance Indicators - Targets

Directorate	2012/13 KPI Ref. No.	Description	2009/10 Outturn	2010/11 Outturn	2011/12 Target	Q3 2011/12	Proposed Target 2012/13	Comments / Justification for Proposed Target 2012/13
DCE	KPI 01	What progress did we make with our work on equality and diversity? How well did the Council comply with the Equality Framework for Local Government (EFLG)? (Annual)	Level 1	Level 1	Level 2	N/A	Level 2	<p>The EFLG assesses performance at three levels (Level 1 – ‘Developing’; Level 2 – ‘Achieving’; and Level 3 – ‘Excellent’). Although performance is a self-assessment measure, accreditation at the ‘Achieving’ and ‘Excellent’ levels is validated by a formal challenge process.</p> <p>The Council undertook an informal external evaluation of its performance against EFLG in 2010, which indicated that it could be in a position to seek accreditation to Level 2 in 2010/11, and a target of the achievement of Level 2 was set for KPI 01. The recommendations of the assessment have been progressed, and are substantially complete, however, the cost of the formal Level 2 challenge is considered an unacceptable expense and whilst the Council’s performance against the EFLG for 2011/12 is anticipated to be at Level 2, this cannot be formally verified. Progress against the EFLG action plan for 2011/12, will be reported to the Finance and Performance Management Scrutiny Panel in June 2012.</p> <p>Whilst the Council cannot validate its performance against the EFLG, it is important to ensure a continued focus on the achievement of statutory equality duties in the absence of any formal accreditation against the EFLG. The framework has recently been revised, and the Level 2 target should be retained for 2012/13.</p>
DCE	KPI 04	What percentage of visitors to the council website were satisfied with their experience? (Annual)			70% (New Indicator)	N/A	80%	<p>Whilst this indicator was a new indicator for 2011/12 and we do not currently have the current year’s outturn, the target has been raised for 2012/13 in the light of the upcoming launch of our new website and the wish to set an aspirational target for the new site.</p>

Directorate	2012/13 KPI Ref. No.	Description	2009/10 Outturn	2010/11 Outturn	2011/12 Target	Q3 2011/12	Proposed Target 2012/13	Comments / Justification for Proposed Target 2012/13
Corporate Support Services	KPI 10	How many working days did we lose due to sickness absence?	8.35	7.86	7.75	5.37	7.75 days	Consistent improvement in this indicator has been seen over the last few years. To allow for a period of consolidation and reinforcement of the improvements made in recent years and in the light of the improved levels we are seeing, it is considered appropriate to maintain the current year's target for 2012/13.
	KPI 11	What percentage of the rent we were due to be paid for our commercial premises was not paid? (Annual)	4.3%	3.1%	3.0%	N/A	3.0%	Economic conditions remain difficult and it is felt entirely appropriate to retain the current year's target level for 2012/13.
	KPI 12	What percentage of our commercial premises was let to tenants? (Annual)	97.63%	97.63%	99.00%	N/A	98.00%	With economic conditions continuing to be challenging and with the impact that a small number of vacancies can have on the volatility of performance against this indicator, it is considered that current performance levels may be difficult to maintain. A slightly reduced target has therefore been set for the year ahead but may be revisited following the outturn of the current year's performance.

Directorate	2012/13 KPI Ref. No.	Description	2009/10 Outturn	2010/11 Outturn	2011/12 Target	Q3 2011/12	Proposed Target 2012/13	Comments / Justification for Proposed Target 2012/13
Environment & Street Scene	KPI 20	How much non-recycled waste was collected for every household in the district?	447kg	392kg	420kg	287kg	400kg	Given our performance in 2011/12 to Q3 and allowing for a slight increase in performance post-Christmas, we would be expecting a 2011/12 outcome of around 400kg. Taking that forward as a target for 2012/13 is ambitious and will be a significant challenge to achieve?
	KPI 21	What percentage of all household waste was sent to be recycled, reused or composted?	51.17%	59.14%	58.00%	60.79%	60%	With expected recycling performance for 2011/12 around 60% to 61%, and aware of the continuous need to keep improving and raise our targets, a target of 60% for 2012/13 is now proposed. As with KPI 20 above, this is ambitious and will represent a challenge to achieve for a second consecutive year?
	KPI 22	What percentage of our district had unacceptable levels of litter?	11%	9%	10%	7%	9%	The targets for both KPI 22 and KPI 23 are currently subject to some review to ascertain if there is a more accurate method of targeting and measuring performance across the year as opposed to being vulnerable to the vagaries of the time of year and particular transects of land chosen. As it stands this indicator's end of year outturn is entirely dependent upon the Q4 performance. Pending the outcome of that review these targets are included as worst case scenarios which should be achievable throughout the year but accepting that we would hope at times to exceed the targets given performance against these KPIs at certain points in 2011/12

Directorate	2012/13 KPI Ref. No.	Description	2009/10 Outturn	2010/11 Outturn	2011/12 Target	Q3 2011/12	Proposed Target 2012/13	Comments / Justification for Proposed Target 2012/13
Environment & Street Scene	KPI 23	What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?	13%	11%	13%	5%	12%	(see KPI 22 above)
	KPI 24	How well have we done in both reducing flytipping and taking action against those believed to be responsible?	Grade 3	Grade 3	Grade 3	Grade 1	Grade 2	Having developed a much better understanding of the amount and nature of the work and action being taken in relation to this indicator we are now more able to accurately assess performance. We have finally moved away from a static Grade 3 position and have even managed one quarter at Grade 1 in 2011/12. For the year ahead it is thought appropriate to raise the target to Grade 2 which will challenge us to maintain our improved performance across an extended period.
	KPI 25	What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?	97.09%	96.60%	97.00%	97.80%	95%	This target was reduced from 97% to 95% for 2011/12 in agreement with the September 2011 meeting of the Finance & Performance Management Scrutiny Panel. Whilst performance since that point has gone on to exceed the revised target, it is important to maintain a realistic expectation for the year ahead and it is thought prudent to retain the target at 95% for 2012/13 for the same reasons that lead to the reduction in last year's target eg. the importance of prioritisation of responses according to need rather than in order to achieve better KPI results.

Directorate	2012/13 KPI Ref. No.	Description	2009/10 Outturn	2010/11 Outturn	2011/12 Target	Q3 2011/12	Proposed Target 2012/13	Comments / Justification for Proposed Target 2012/13
Finance & ICT	KPI 30	What percentage of the invoices we received were paid within 30 days?	98%	97%	97%	92%	97%	The target proposed for 2012/13 is the same as 2011/12. Whilst the target will not be met in 2011/12, performance is moving in the right direction and providing performance starts around the target level this should be achievable.
	KPI 31	What percentage of the district's annual Council Tax was collected?	97.48%	97.85%	97.80%	78.03%	97.80%	Performance this year is likely to just achieve the target. In view of this and the ongoing difficulties in the economy it is appropriate to hold the target constant as that in itself represents a significant challenge.
	KPI 32	What percentage of the district's annual business rates was collected?	97.56%	97.47%	98.00%	81.07%	97.50%	Performance this year is likely to fall short of the target. In view of this and the ongoing difficulties in the economy it is appropriate to reduce the target to the 2010/11 outturn level as that represents a significant challenge.

Directorate	2012/13 KPI Ref. No.	Description	2009/10 Outturn	2010/11 Outturn	2011/12 Target	Q3 2011/12	Proposed Target 2012/13	Comments / Justification for Proposed Target 2012/13
Finance & ICT	KPI 33	On average, how many days did it take us to process new benefit claims?	33.41 days	22.96 days	23.00 days	26.88	30 days	In view of the fact that there are vacant posts and there will be 3 Officers in assessment posts on maternity leave, performance will not be at a high level. A target of 30 days will be challenging but hopefully achievable. If external recruitment takes place, the target can be reduced.
	KPI 34	On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?	4.85 days	4.67 days	8.00 days	8.93	8.00 days	Although there are vacant posts and there will be Officers on maternity leave, a target of 8 days should be achievable
	KPI 35	How many benefits fraud investigations were completed by the Council?	285	301	500	384	150	With 2 vacant posts and an Officer that will be on maternity leave, there will only be one Investigation Officer for the majority of the year. A higher target will not be achievable. If external recruitment takes place, the target can be increased.

Directorate	2012/13 KPI Ref. No.	Description	2009/10 Outturn	2010/11 Outturn	2011/12 Target	Q3 2011/12	Proposed Target 2012/13	Comments / Justification for Proposed Target 2012/13
Housing	KPI 40	What percentage of the rent due from our council home tenants was paid? (Annual)	97.74%	98.14%	97.00%	N/A	97.00%	The rent collection rate for the year can only be calculated annually. There is no reason to change the challenging target set for 2011/12 next year. The target should continue to achieve top quartile performance.
	KPI 41	On average, how many days did it take us to re-let a Council property?	28 days	31 days	30 days	32	30	Based on the Out-turn for 2011/12 and Q3 of 2011/12, the current target is considered to be appropriate
	KPI 42	What percentage of emergency repairs to our council properties were completed within 24 hours?	97%	98%	99%	98%	99%	The main benefits of the Private Repairs Management Contract with Mears are expected to be received in 2012/13, particularly now that the Mears ICT system has been installed. Although the contract with Mears has more challenging targets than the Council's publicly stated repairs targets, the Council's stated targets are set out in the Council's Local Housing Standards sent to all tenants. Moreover, it is important to compare Mears' performance in 2012/13 with the Council's performance prior to the appointment of Mears. Therefore, it is suggested that the target remains the same in 2012/13 for this comparison to be made, and that the target be reviewed for 2013/14 on the basis of the performance in 2012/13.

Directorate	2012/13 KPI Ref. No.	Description	2009/10 Outturn	2010/11 Outturn	2011/12 Target	Q3 2011/12	Proposed Target 2012/13	Comments / Justification for Proposed Target 2012/13
Housing	KPI 43	What percentage of urgent repairs to our council properties were completed within five working days?	93%	69%	95%	86	95%	As for KPI 42 above
	KPI 44	What percentage of routine repairs to our council properties were completed within six weeks?	95%	92%	95%	96	95%	
	KPI 45	How satisfied were our tenants with the standard of the repairs service they received?	98.51%	99.00%	98.00%	99.00%	98.00%	

Directorate	2012/13 KPI Ref. No.	Description	2009/10 Outturn	2010/11 Outturn	2011/12 Target	Q3 2011/12	Proposed Target 2012/13	Comments / Justification for Proposed Target 2012/13
Housing	KPI 46	How many affordable homes were built in the District?	63	151	112	15	34	This is based on the number of affordable homes already on site, that are expected to be completed during 2013/14. as follows: (a) Sewardstone Rd, Waltham Abbey - 29 (b) Church Hill, Loughton - 5
	KPI 47	How many households were housed in temporary accommodation?	46	47	60	57	60	Based on the Out-turn for 2011/12 and Q3 of 2011/12, the current target is considered to be appropriate
	KPI 48	What percentage of our council homes were not in a decent condition?	0.00%	0.00%	0.00%	0.00%	0.00%	The Council should seek to ensure that it does not have any non-decent homes - especially since the Council is now striving to maintain the Council's housing stock to a full (modern) maintenance standard

Directorate	2012/13 KPI Ref. No.	Description (New)	2009/10 Outturn	2010/11 Outturn	2011/12 Target	Q3 2011/12	Proposed Target 2012/13	Comments / Justification for Proposed Target 2012/13
Planning & Economic Development	KPI 50	What was the net increase or decrease in the number of homes in the district?	176	356	180	223	180	It is considered appropriate that the target should remain the same as in 2011/12. This was based on a residual target from the East of England Plan and with no new housing targets as yet to work towards, there is not a ready made alternative target to use. This may change in future years following agreement of a new Local Plan. With the exception of the last couple of years when building has increased as several larger sites have been completed, this has been a relatively tough target to meet
	KPI 51	What percentage of major planning applications were processed within 13 weeks?	67.86%	84.62%	81.00%	82.76%	81.00%	The number of planning applications in this category is relatively low compared with KPIs 52 and 53 and are therefore volatile and liable to large percentage swings should applications be deferred or not meet the 13 week target for reporting to planning committees. The target of 81% is still quite a challenge and has only just been achieved in the last 2 years.
	KPI 52	What percentage of minor planning applications were processed within 8 weeks?	79.67%	80.55%	81.00%	74.22%	79.00%	This category includes planning applications between 1 and 9 houses or flats and if minded to be recommended for approval, inevitably are reported to planning committees for a decision. The move from a 3 to a 4 week area planning committee cycle in 2011 has impacted on this category in particular, making it more difficult to make a decision within 8 weeks. Unless further relaxations are made to the current scheme of delegated decision making, the outturns of 2009/10 and 2010/11 are not going to be repeated and a more realistic challenge would be a high seventies percentage target.

Directorate	2012/13 KPI Ref. No.	Description (New)	2009/10 Outturn	2010/11 Outturn	2011/12 Target	Q3 2011/12	Proposed Target 2012/13	Comments / Justification for Proposed Target 2012/13
Planning & Economic Development	KPI 53	What percentage of other planning applications were processed within 8 weeks?	93.05%	92.21%	93.00%	91.82%	93.00%	This category includes householder extensions, which makes up the highest number of planning application types. It is recommended that the target be retained at its present level, because an increase is not going to be achievable with the 4 week committee cycle.
	KPI 54	What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal (a lower figure is better and is expressed as a percentage of the number of appeals lodged)?	N/A	N/A	20.00%	18.18%	19.00%	Officer recommendation and delegated refused decisions have performed well and therefore lowering the target should prove a considerable challenge in 2012/13.
	KPI 55	What percentage of planning applications, refused by Council Members against the recommendation of the planning officers, were granted permission following an appeal (a lower figure is better and is expressed as a percentage of the number of appeals lodge)	N/A	N/A	50.00%	56.25%	50.00%	This is still a realistic target and therefore should be retained for the coming year, where the reasonable expectancy is that at least half the Member decisions will be dismissed on appeal.
	KPI 56	How much of the land required to meet our house building needs over the next five years was available to be delivered over the next five years? (Annual)	164.76%	144.00%	100%	136.01% Year-end figure	100.00%	It is proposed that the target should remain at 100.00%. The government considers that any return of 100.00% or more to be a good performance.

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