

**Scrutiny Standing  
Panel Agenda**



**Finance and Performance Management Scrutiny Panel  
Tuesday, 20th November, 2012**

You are invited to attend the next meeting of **Finance and Performance Management Scrutiny Panel**, which will be held at:

**Council Chamber, Civic Offices, High Street, Epping  
on Tuesday, 20th November, 2012  
at 7.00 pm .**

**Glen Chipp  
Chief Executive**

**Democratic Services  
Officer**

A Hendry - The Office of the Chief Executive  
Tel: 01992 564246 Email:  
democraticservices@eppingforestdc.gov.uk

**Members:**

Councillors A Lion (Chairman), Ms S Watson (Vice-Chairman), G Chambers, T Church, C Finn, Mrs R Gadsby, J Hart, D Jacobs, Ms H Kane, H Mann and G Mohindra

**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 FROM THE LAST MEETING (Pages 5 - 8)**

To consider and agree the notes of the meeting held on 18 September 2012.

**5. TERMS OF REFERENCE / WORK PROGRAMME (Pages 9 - 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. KEY PERFORMANCE INDICATORS 2012/13 - QUARTER 2 PERFORMANCE MONITORING (Pages 15 - 58)**

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

**7. VALUE FOR MONEY AND DATA QUALITY STRATEGIES 2012-13 PROGRESS REPORT (Pages 59 - 86)**

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

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

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

**9. FEES AND CHARGES 2013/14 (Pages 113 - 124)**

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

**10. SICKNESS ABSENCE (Pages 125 - 134)**

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

**11. 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.

**12. FUTURE MEETINGS**

To note the forward programme of meeting dates for the Panel. The remaining meeting dates for the coming year are:

21 January 2013 (joint meeting with the Finance Cabinet Committee); and  
12 March.



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**EPPING FOREST DISTRICT COUNCIL  
NOTES OF A MEETING OF FINANCE AND PERFORMANCE MANAGEMENT SCRUTINY  
PANEL  
HELD ON TUESDAY, 18 SEPTEMBER 2012  
IN COUNCIL CHAMBER, CIVIC OFFICES, HIGH STREET, EPPING  
AT 7.00 - 7.56 PM**

**Members Present:** Mrs R Gadsby, D Jacobs and H Mann

**Other members present:** C Whitbread

**Apologies for Absence:** A Lion, Ms S Watson, G Chambers, J Hart and Ms H Kane

**Officers Present** D Macnab (Acting Chief Executive), J Gilbert (Director of Environment and Street Scene), A Hall (Director of Housing), T Brown (Senior Finance Officer), S Tautz (Performance Improvement Manager), J Twinn (Assistant Director (Benefits)) and A Hendry (Democratic Services Officer)

## **15. ELECTION OF CHAIRMAN**

In the absence of the Chairman and the Vice-Chairman nominations were requested for the role of Chairman for the meeting.

### **RESOLVED:**

That Councillor Mrs Gadsby be elected Chairman for the duration of the meeting.

## **16. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**

The Panel noted that there were no substitute members.

## **17. DECLARATION OF INTERESTS**

No declarations of interest were made.

## **18. MINUTES FROM THE LAST MEETING**

The minutes of the previous meeting held on 19 June 2012 were agreed.

## **19. TERMS OF REFERENCE / WORK PROGRAMME**

The Panel noted their Terms of Reference and Work Programme. The Panel also noted that item 13 of their work programme "Value for money and data quality strategies" would now go to their next meeting in November.

## **20. ANALYSIS OF THE AUDIT COMMISSION'S VALUE FOR MONEY PROFILES**

The Performance Improvement Manager, Mr S Tautz, introduced the report analysing Value for Money as a one-stop point of reference for much of the data

contained in the 2010/11 version of the Audit Commission's Value for Money Profile Tool. Its primary purpose thereafter is to allow officers and members to identify any Value For Money (VFM) indicators or issues which they consider appropriate for further in-depth consideration and review. Despite a number of concerns around the comparability of all the data it is a useful pointer as to how the Council compares with its geographical and statistical neighbours and allows the Council to focus its value for money work on particular areas of concern. The report contained a mass of figures broken down into various sections, to enable members to identify appropriate VFM issues, enabling them to see how they compare to the national picture, to identify councils facing similar challenges and to learn from the approach of other councils.

Councillor Jacobs commented that there had been a number of years of not comparing like with like, what was needed were better and more comparisons; however, he noted that the 'family group' contained two unitary authorities, not really comparable to us. He went on to question the correction in paragraph 8 of the report (% of rent collected for Local Authorities owned housing in 2010/11) that the corrected figure should be 98.14% and not 96.5%. It was noted that this had been mistakenly put in and it should be 98.14%.

Councillor Jacobs commented that he thought that the Council's revenue reserve shown as 15.6% was bit low, should it not be in the region of about 25%. The Acting Chief Executive, Mr Macnab replied that the policy of the Council was to have a reserve of 25% of net expenditure. Ms T Brown, the Principal Accountant added that the figures quoted here was misleading as it excluded a lot of the reserves we have. These are just the "earmarked" reserves. The Panel noted that a report on this would be going to the Finance Cabinet Committee.

Councillor Jacobs noted that our spending on environmental services was quite high except for Southend and Tendering; other authorities do not seem to be spending as much, was this unfair on us? The Director of Environmental Services, Mr Gilbert said some of this reflected our decision to spend money on flood control.

Councillor Mann was complementary of EFDC's spend on homelessness, being the third lowest in Essex. Mr Hall, Director of Housing, said it was down to the low usage of Bed and Breakfast places, with most of their clients being put up in Norway House; and partly down to the good work of the Council's homeless prevention service.

**RESOLVED:**

1. That the analysis of the Audit Commission's Value for Money Profiles for all Essex Authorities and the CIPFA Nearest Neighbour Authorities of the Council be noted; and
2. That those members of the Scrutiny Panel not present at the meeting be contacted directly to seek any views that they may have with regard to the content of the value for money analysis and any suggestions or proposals that they would like to put forward for further action, analysis, investigation or report in respect of particular areas of concern in relation to the data presented in the analysis.

**21. KEY PERFORMANCE INDICATORS 2012/13 - QUARTER 1 PERFORMANCE MONITORING**

The Performance Improvement Manager, Mr S Tautz, introduced the quarter 1 performance monitoring on the Council's Key Performance Indicators (KPIs) report. It also asked for agreement to changes to four KPIs.

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 majority of KPIs is monitored on a quarterly basis, and has previously been an inspection theme in external judgements of the overall performance of the authority.

The three-month position with regard to the achievement of target performance for the KPI for 2011/12, was:

- (a) 21 (77.77%) achieved the first quarter performance target;
- (b) 6 (22.22%) did not achieve the first quarter performance target.

Targets were originally set by this Scrutiny Panel last year. Improvement plans had been circulated previously. If members had any specific questions then they should contact the specific director concerned.

Councillor Jacobs said he thought that there was an error in the reported percentage of KPI 21 "% of all household was sent to be recycled, reused or composted". Mr Gilbert agreed saying it should be 59.96% and not as shown (58.16%). It took time for the figures to catch up. He noted that the bad weather had caused less green recycling this year, but we should hit our targets at year end.

Councillor Jacobs noted that there was quite a lot we could do to increase food waste recycling; could we increase our percentage on this? Mr Gilbert replied that they provided a weekly collection service, but there was a reluctance out there to recycle food waste.

Councillor Mann looking at KPI 35, asked if an increase in investigations would benefit the Council. The Assistant Director, Benefits, Ms Twinn said as they were doubling the number of investigations they should be able to meet the proposed new target.

The Panel agreed the proposed amendments to the four KPIs.

**RESOLVED:**

- (1) That the Council's performance for the first quarter of 2012/13, in relation to the Key Performance Indicators adopted for the year be noted;
- (2) That, subject to the concurrence of the Finance and Performance Management Cabinet Committee:
  - (a) the target for KPI 35 (Benefit Fraud Investigation) for 2012/13, be increased to 300;
  - (b) the target for KPI 46 (Affordable Homes) for 2012/13, be increase to 72; and
  - (c) that the revision of the methodology for reporting performance against 'KPI 22 – (Unacceptable levels of litter) and 'KPI 23 – (Unacceptable levels of detritus) be agreed as set out in the report.

## 22. QUARTERLY FINANCIAL MONITORING REPORT

The Principal Accountant, Ms T Brown introduced the quarterly financial monitoring figures. This provided a comparison of the original estimate for the period ended 30 June 2012 and the actual expenditure or income as applicable. Generally speaking the emerging pattern was in line with expectations. It was noted that:

- The Housing Repairs Fund showed an underspend of £442,000; but things could change and it was being constantly monitored;
- The salary underspend for quarter 1 was due mainly to vacancies;
- Income was mostly on target; however, there were fewer major building works at present so there was less income there;
- Investment interest levels in 2012/13 were slightly below expectations at quarter 1, and significantly below the prior year;
- Development Control income at Month 3 was £13,000 below expectations;
- Building Control income was also down, but by £18,000 as activity in the building industry was at a low level;
- Licensing income was in line with expectations;
- Income from MOT's was below expectations. There were some difficulties whilst a new ramp was installed; and
- Capital Accounts were on target overall, but the trend would be very variable over the year.

Councillor Gadsby asked if the problem with the MOT testing last year had been exacerbated by the loss of work from the BMW dealership. She was told it had affected receipts but, with the installation of a second ramp, it would not be long before the income started flowing again. The second ramp allowed them to be more efficient.

Councillor Gadsby asked if the all weather pitch in Waltham Abbey had now finally been signed off. She was told that there had been a lot of environmental problems which had now been solved. The works had been out to tender and they were now in final negotiations with the contractor and hopefully the pitch should be up and running in the early New Year.

### **RESOLVED:**

That the revenue and capital finance monitoring report for the first quarter of 2012/13 be noted.

## 23. 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.

## 24. FUTURE MEETINGS

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



## TERMS OF REFERENCE - STANDING PANEL

**Title:** Finance and Performance Management

**Status:** Standing Panel

**Terms of Reference:**

**Performance Management**

1. To review Key Performance Indicator (KPI) outturn results for the previous year, at the commencement of each municipal year;
2. To identify on an annual basis, subject to the concurrence of the Finance and Performance Management Cabinet Committee:
  - (a) a basket of KPIs important to the improvement of the Council's services and the achievement of its key objectives; and
  - (b) the performance targets and monitoring frequency of the KPIs for each year;
3. To review performance against the adopted KPIs on a quarterly basis throughout each year, and to make recommendations for corrective action in relation to areas of slippage or under performance;

**Public Consultation and Engagement**

4. To develop arrangements as required, for the Council to directly engage local communities in shaping the future direction of its services, to ensure that they are responsive to local need;
5. To annually review details of the consultation and engagement exercises undertaken by the Council over the previous year;

**Finance**

6. To consider the draft portfolio budgets for each year, and to evaluate and rank proposals for enhancing or reducing services where necessary, whilst ensuring consistency between policy objectives and financial demands;
7. To review key areas of income and expenditure for each portfolio on a quarterly basis throughout the year;

**Information and Communications Technology**

8. To monitor and review progress on the implementation of all major ICT systems;

**Value For Money**

9. To consider a regular analysis of the Council's comparative value for money 'performance', and to recommend as required to the Finance and Performance Management Cabinet Committee, in respect of areas where further detailed

investigation may be required; and

**Equality**

10. To annually review the achievement of the Council's equality objectives for 2012/13 to 2015/16, and progress in relation to other equality issues and initiatives.

**Chairman: Cllr A Lion**

## Finance and Performance Management Standing Panel (Chairman – Cllr A Lion)

### 2012/13

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Key Performance Indicators – Performance Outturn 2011/12	Outturn KPI performance report to be considered at the first meeting of the Scrutiny Panel in each municipal year.	<b>Completed</b> - KPI outturn report for 2011/12 to be considered at the meeting in June 2012.	19 June 2012 <del>18 September</del> 20 November 21 January 2013 – jointly with Fin. Cab. Cttee; and 12 March
(2) Key Performance Indicators – Performance Monitoring 2012/13	KPI performance report to be considered on a quarterly basis.	Quarterly KPI performance report for 2012/13 to be considered at the meetings to be held in September 2012 (quarter 1), November 2012 (quarter 2) and March 2013 (quarter 3).	
(3) Key Performance Indicators – Development of indicator set for 2013/14	Draft indicator set to be considered on the basis of third quarter KPI performance for 2012/13.	KPI proposals to be considered at the meeting to be held in March 2013.	
(4) Quarterly Financial Monitoring	Reports to be considered on a quarterly basis.	First quarter Information to be considered September 12, 2 <sup>nd</sup> quarter in November 12 and 3 <sup>rd</sup> quarter figures at the March '13 meeting.	

(5) Annual Consultation Plan	Report considered on an annual basis. Report went to the June '12 meeting.	<b>Completed</b> - Consultation Plan considered at first meeting of each municipal year. Report last went to the June 2012 meeting.
(6) Detailed Portfolio Budgets	Had been last considered at the January 2012 meeting of the Cabinet Finance Committee.	Considered at the January '12 of the Cabinet Finance Committee - Annual review of the Portfolio Holders Budgets. To go again to the January 2013 meeting.
(7) Medium Term Financial Strategy	To go to the January 2013 meeting	To review the Council's medium term financial strategy January 2013
(8) Equality and Diversity - Monitoring and Progress	Progress report considered at the first meeting of the Scrutiny Panel in each municipal year.	<b>Completed</b> - Progress report for 2011/12 to be considered at the meeting to be held on 19 June 2012.
(9) Capital Outturn 2011/12 and use of transitional relief in 200911/12	For the June '12 meeting	<b>Completed</b> - Last considered at the June 2011 meeting
(10) Provisional revenue Outturn 2011/12	For the June '12 meeting	<b>Completed</b> - Last considered at the June 2011 meeting
(11) Fees and Charges	For the November 12 meeting.	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 March 2012 meetings.

(13) Value for Money and Data Quality Strategies	November 2012	Last went to the September 2011 meeting. Progress made against the Council's VFM and Data Quality Strategy.	
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## **Finance and Performance Management Scrutiny Panel**

**Date of Meeting: 20 November 2012**

# SCRUTINY



**Portfolio:** Finance and Technology

**Subject:** Key Performance Indicators 2012/13 - Quarter 2 Performance Monitoring

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

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

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

**That the Scrutiny Panel consider the Council's performance for the second quarter of 2012/13, in relation to the Key Performance Indicators adopted for the year.**

### **Executive Summary:**

1. 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 majority of KPIs is monitored on a quarterly basis, and has previously been a focus of inspection in external assessments and judgements of the overall progress of the authority.

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

3. The KPIs provide an opportunity for the Council to focus attention on how specific areas for improvement will be addressed, and how opportunities will be exploited and better outcomes delivered.
4. A number of KPIs are used as performance measures for the Council's key objectives for each year. 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 KPI performance and to consider corrective action where necessary, could have negative implications for judgements made about the Council's progress, and might mean that opportunities for improvement are lost. The Council has previously agreed arrangements for monitoring performance against the KPIs.

## **Report:**

6. A range of thirty-two Key Performance Indicators (KPI) for 2012/13 was adopted by the Finance and Performance Management Cabinet Committee in March 2012, 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 KPI for the year are attached as Appendix 1 to this report.
7. The KPIs are important to the improvement of the Council's services and the achievement of its key objectives, and comprise a combination of former statutory indicators and locally determined performance measures. The aim of the KPIs is to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district, that are the focus of the key objectives. Progress in respect of the majority (27) 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. The improvement plan for each KPI for 2012/13 was circulated to all members of the Scrutiny Panel with the first quarter KPI performance reports in September 2012.

## **Key Performance Indicators 2012/13 – Quarter 2 Performance**

9. Performance reports for each of the quarterly monitored KPIs for the period from 1 April to 30 September 2012 are attached as Appendix 2 to this report. The six-month position with regard to the achievement of target performance for the KPIs for 2012/13, is as follows:
  - (a) 16 (59.26%) indicators achieved the second quarter performance target; and
  - (b) 11 (40.74%) indicators did not achieve the second quarter performance target.
10. In terms of the predication of year-end performance for the KPIs, service directors have suggested the following outturn position on the basis of second quarter performance:
  - (a) 16 (59.26%) indicators are anticipated to achieve the year-end performance target;
  - (b) 2 (7.41%) indicators are not anticipated to achieve the year-end performance target; and
  - (c) the achievement of the year-end performance target for 9 (33.33%) indicators is uncertain.
11. The Scrutiny Panel is requested to consider the Council's performance for the second quarter of 2012/13, in relation to the quarterly monitored KPIs for the year. Service directors will be in attendance or represented at the meeting, to respond to any issues in respect of current performance against specific indicators.

## **Resource Implications:**



Resource requirements arising from specific actions to achieve target performance for the KPIs for 2012/13, or from proposals for corrective action in respect of areas of slippage or below-target performance in relation to individual indicators, will be identified by the responsible service director.

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

There are no legal implications or Human Rights Act issues arising from the recommendations of this report, which ensure that the Council reviews progress against the achievement of its KPIs. Implications arising from specific actions to achieve KPI target performance for 2012/13, or from proposals for corrective action in respect of areas of slippage or below-target performance in relation to individual indicators, will be identified by the responsible service director.

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

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any Crime and Disorder issues within the district. Implications arising from specific actions to achieve KPI target performance for 2012/13, or from proposals for corrective action in respect of areas of slippage or below-target performance in relation to individual indicators, will be identified by the responsible service director.

#### **Consultation Undertaken:**

Second quarter performance against the KPIs for 2012/13 has been submitted by the responsible service directors. This report has been considered by Management Board and was provided to the Chairman of the Scrutiny Panel in advance of the publication of this agenda.

#### **Background Papers:**

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

#### **Impact Assessments:**

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

Failure to review performance against the KPIs and to take corrective action where necessary, could have negative implications for the Council's reputation and for judgements made about the progress of the authority.

Risk management issues arising from specific actions to achieve target performance for the KPIs for 2012/13, or from proposals for corrective action in respect of areas of slippage or below-target performance in relation to individual indicators, will be identified by the responsible service director.

##### ***Equality:***

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?

There are no equality issues arising from the recommendations of this report, which ensure that the Council reviews progress against the achievement of the KPIs for 2012/13. Equality issues arising from specific actions to achieve target performance for the KPIs, or from proposals for corrective action in respect of areas of slippage or below-target performance in relation to individual indicators, will be identified by the responsible service director.

### Key Performance Indicators 2012/13

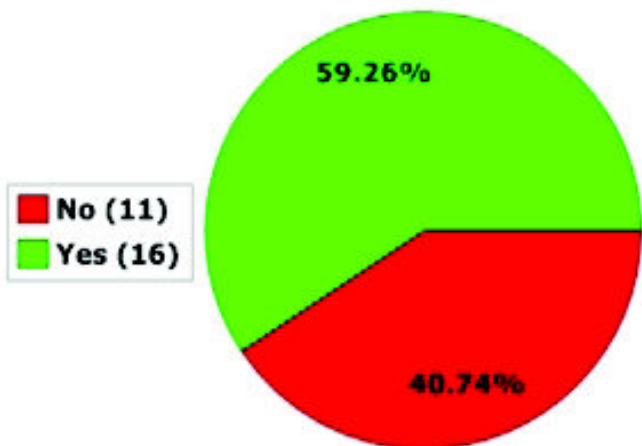
Directorate	KPI Ref. No.	Description	2009/10 Outturn	2010/11 Outturn	2011/12 Outturn	Target 2012/13	Comments/Reporting Frequency
Deputy Chief Executive	KPI 04	What percentage of visitors to the council website were satisfied with their experience?			82.00%	70.00%	Performance reported annually
Corporate Support Services	KPI 10	How many working days did we lose due to sickness absence?	8.35 days	7.86 days	7.58 days	7.50 days	Performance reported quarterly
	KPI 11	What percentage of the rent we were due to be paid for our commercial premises was not paid?	4.3%	3.1%	2.66%	3.0%	Performance reported annually
	KPI 12	What percentage of our commercial premises was let to tenants?	97.63%	97.63%	98.30%	98.00%	Performance reported annually
Environment & Street Scene	KPI 20	How much non-recycled waste was collected for every household in the district?	447.00	392kg	383kg	395kg	Performance reported quarterly
	KPI 21	What percentage of all household waste was sent to be recycled, reused or composted?	51.17%	59.14%	60.03%	60.00%	Performance reported quarterly
	KPI 22	What percentage of our district had unacceptable levels of litter?	11.00%	9.00%	7.00%	9.00%	Performance reported quarterly
	KPI 23	What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?	13.00%	11.00%	10.00%	12.00%	Performance reported quarterly
	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 1	Grade 2	Performance reported quarterly
	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%	96.20%	95.00%	Performance reported quarterly
Finance & ICT	KPI 30	What percentage of the invoices we received were paid within 30 days?	98.00%	97.00%	93.00%	97.00%	Performance reported quarterly
	KPI 31	What percentage of the district's annual Council Tax was collected?	97.48%	97.85%	97.81%	97.80%	Performance reported quarterly
	KPI 32	What percentage of the district's annual business rates was collected?	97.56%	97.47%	97.26%	97.50%	Performance reported quarterly
	KPI 33	On average, how many days did it take us to process new benefit claims?	33.41 days	22.96 days	27.45	30 days	Performance reported quarterly
	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	5.37 days	8.00 days	Performance reported quarterly
	KPI 35	How many benefits fraud investigations were completed by the Council?	285	301	525	150	Performance reported quarterly

Directorate	KPI Ref. No.	Description	2009/10 Outturn	2010/11 Outturn	2011/12 Outturn	Target 2012/13	Comments/Reporting Frequency
Housing	KPI 40	What percentage of the rent due from our council home tenants was paid?	97.74%	98.14%	97.68%	97.00%	Performance reported annually
	KPI 41	On average, how many days did it take us to re-let a Council property?	28 days	31 days	34 days	30 days	Performance reported quarterly
	KPI 42	What percentage of emergency repairs to council properties were completed within 24 hours?	97.00%	98.00%	99.00%	99.00%	Performance reported quarterly
	KPI 43	What percentage of urgent repairs to council properties were completed within five working days?	93.00%	69.00%	90.00%	95.00%	Performance reported quarterly
	KPI 44	What percentage of routine repairs to council properties were completed within six weeks?	95.00%	92.00%	96.00%	95.00%	Performance reported quarterly
	KPI 45	How satisfied were our tenants with the standard of the repairs service they received?	98.51%	99.00%	99.45%	98.00%	Performance reported quarterly
	KPI 46	How many affordable homes were built in the District?	63	151	43	34	Performance reported quarterly
	KPI 47	How many households were housed in temporary accommodation?	46	47	63	60	Performance reported quarterly
	KPI 48	What percentage of council homes were not in a decent condition?	0.00%	0.00%	0.00%	0.00%	Performance reported quarterly
Planning & Economic Development	KPI 50	What was the net increase or decrease in the number of homes in the district?	176	356	304	180	Performance reported quarterly
	KPI 51	What percentage of major planning applications were processed within 13 weeks?	67.86%	84.62%	78.38%	81.00%	Performance reported quarterly
	KPI 52	What percentage of minor planning applications were processed within 8 weeks (delegated decisions only)?	79.67%	80.55%	71.68%	89.00%	Performance reported quarterly
	KPI 53	What percentage of other planning applications were processed within 8 weeks (delegated decisions only)?	93.05%	92.21%	90.30%	94.00%	Performance reported quarterly
	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)?			19.35%	19.00%	Performance reported quarterly

Directorate	KPI Ref. No.	Description	2009/10 Outturn	2010/11 Outturn	2011/12 Outturn	Target 2012/13	Comments/Reporting Frequency
	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 lodged)?			50.00%	50.00%	Performance reported quarterly
	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?	164.76%	144.00%	136.01%	100.00%	Performance reported annually

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### Summary of KPIs Achieving Target



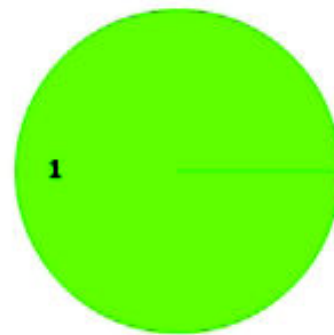
No (11)  
Yes (16)

Year End Prediction



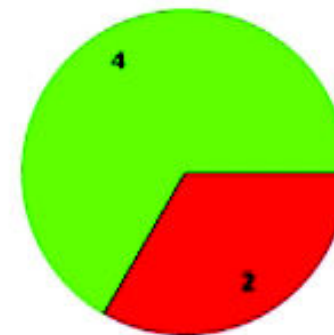
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### Corporate Support Services



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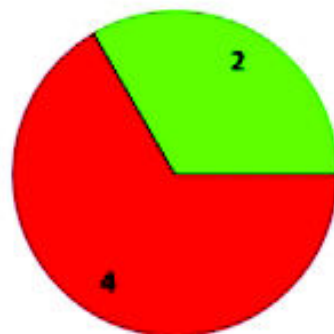
### Environment & Street Scene



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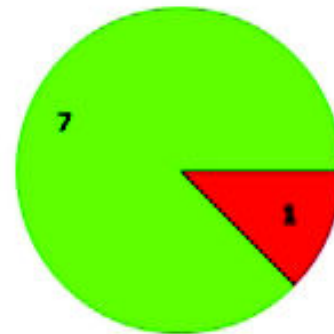
### Finance & ICT



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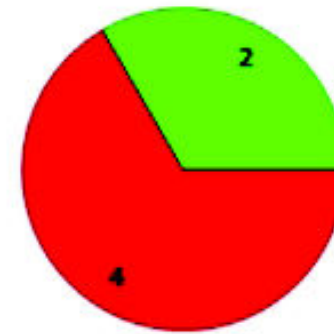
### Housing



7

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### Planning & Economic Development





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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?	1.84	1.60		3.46	3.38		5.31	7.50
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**Environment & Street Scene Quarterly KPIs**

KPI 20	How much non-recycled waste was collected for every household in the district?	97	95		196	192		296	395
KPI 21	What percentage of all household waste was sent to be recycled, reused or composted?	61.91%	58.16%		62.13%	62.00%		60.76%	60.00%
KPI 22	What percentage of our district had unacceptable levels of litter?	9%	8%		9%	8%		9%	9%
KPI 23	What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?	12%	9%		12%	9%		12%	12%
KPI 24	How well have we done in both reducing flytipping and taking action against those believed to be responsible?	2	1		2	3		2	2
KPI 25	What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?	95.00%	96.00%		95.00%	96.00%		95.00%	95.00%



Quarterly Indicators (cont.)		Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual
<b>Finance &amp; ICT Quarterly KPIs</b>									
KPI 30	KPI 30 - What percentage of the invoices we received were paid within 30 days?	97%	97%	97%	96%	97%		97%	
KPI 31	KPI 31 - What percentage of the district's annual Council Tax was collected?	27.50%	27.40%	52.69%	52.53%	78.02%		97.80%	
KPI 32	KPI 32 - What percentage of the district's annual business rates was collected?	30.52%	30.83%	56.32%	56.32%	81.27%		97.50%	
KPI 33	KPI 33 - On average, how many days did it take us to process new benefit claims?	30.00	33.37	30.00	34.92	30.00		30.00	
KPI 34	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	10.94	8.00	10.95	8.00		8.00	
KPI 35	KPI 35 - How many benefits fraud investigations were completed by the Council?	37	117	150	184	225		300	
<b>Housing Quarterly KPIs</b>									
KPI 41	KPI 41 - On average, how many days did it take us to re-let a Council property?	30	24	30	29	30		30	
KPI 42	KPI 42 - What percentage of emergency repairs to our council properties were completed within 24 hours?	99%	100%	99%	100%	99%		99%	
KPI 43	KPI 43 - What percentage of urgent repairs to our council properties were completed within five working days?	95%	99%	95%	100%	95%		95%	
KPI 44	KPI 44 - What percentage of routine repairs to our council properties were completed within six weeks?	95%	99%	95%	99%	95%		95%	
KPI 45	KPI 45 - How satisfied were our tenants with the standard of the repairs service they received?	98.00%	100.0...	98.00%	100.00%	98.00%		98.00%	
KPI 46	KPI 46 - How many affordable homes were built in the District?	38	38	67	67	72		72	
KPI 47	KPI 47 - How many households were housed in temporary accommodation?	60	63	60	65	60		60	
KPI 48	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%	



Quarterly Indicators (cont.)		Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual
<b>Planning &amp; Economic Development Quarterly KPIs</b>									
KPI 50	KPI 50 - What was the net increase or decrease in the number of homes in the district?	13	27	83	53	125		180	
KPI 51	KPI 51 - What percentage of major planning applications were processed within 13 weeks?	81.00%	85.71%	81.00%	42.86%	81.00%		81.00%	
KPI 52	KPI 52 - What percentage of minor planning applications were processed within 8 weeks (Delegated decisions only from 2012/13)?	89.00%	89.13%	89.00%	83.76%	89.00%		89.00%	
KPI 53	KPI 53 - What percentage of other planning applications were processed within 8 weeks (Delegated decisions only from 2012/13)?	94.00%	87.65%	94.00%	88.96%	94.00%		94.00%	
KPI 54	KPI 54 - What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal?	19.00%	13.33%	19.00%	7.14%	19.00%		19.00%	
KPI 55	KPI 55 - What percentage of planning applications, refused by Council Members against the planning officer's recommendation, were granted permission on appeal?	50.00%	25.00%	50.00%	40.00%	50.00%		50.00%	



2012 / 13 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](mailto:performance@eppingforestdc.gov.uk) or by telephone on 01992 564472

### Current and previous quarters performance



Quarter	Target	Actual	
Q2/12/13	3.46	3.38	✓
Q1/12/13	1.84	1.60	✓
Q4/11/12	7.75	7.58	✓
Q3/11/12	5.77	5.37	✓
Q2/11/12	3.64	3.50	✓

Annual Target: 2012/13 - 7.50 days  
2011/12 - 7.75 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):

(Q2 2012/13) Sickness absence continues to improve.

### Corrective action proposed (if required):

(Q2 2012/13) No further action is required at this time.



2012 / 13 Key Performance Indicators

## Environment & Street Scene

KPI

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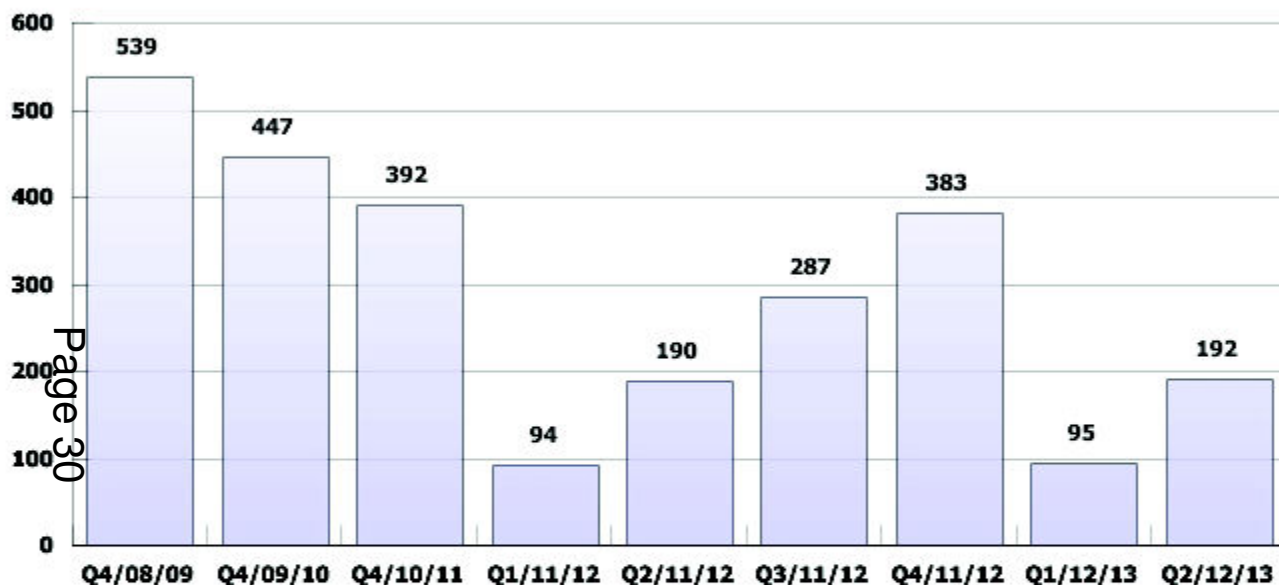
KPI 20 How much non-recycled waste was collected for every household in the district?

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	
Q2/12/13	196	192	✓
Q1/12/13	97	95	✓
Q4/11/12	420	383	✓
Q3/11/12	311	287	✓
Q2/11/12	209	190	✓

Annual Target: 2012/13 - 395 kg  
2011/12 - 420 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):

(Q2 2012/13) This is broadly on a par with Q2 last year, but is still a little higher than we would like.

Corrective action proposed (if required):

(Q2 2012/13) None at this stage, but monitor as we look to introduce further educational awareness for residents on waste and recycling matters

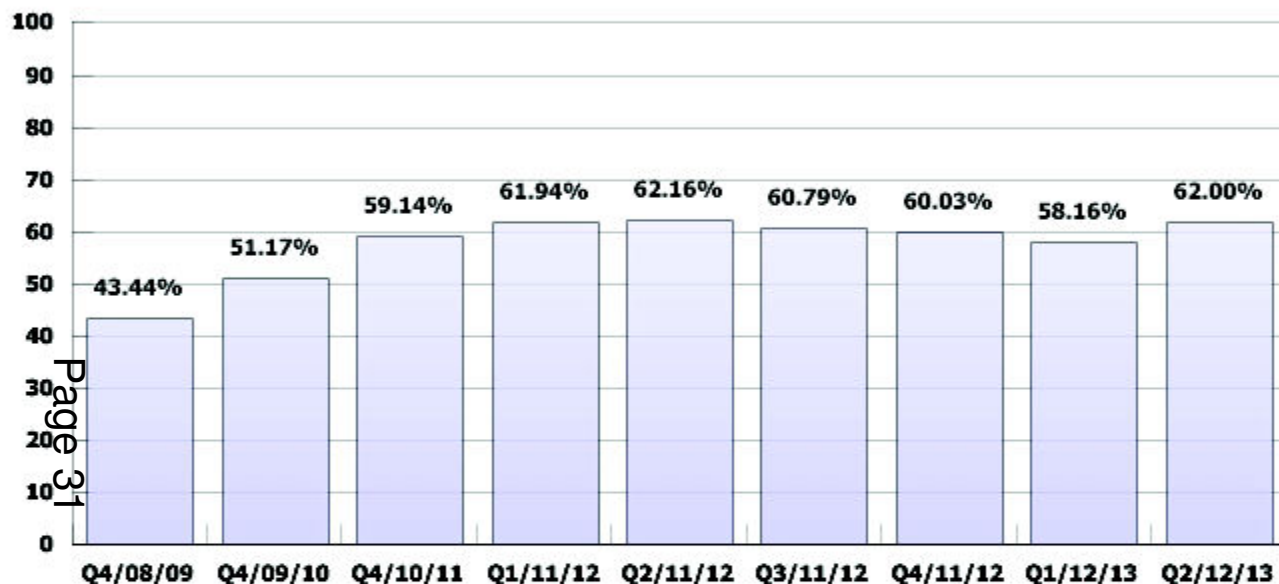
KPI 21 What percentage of all household waste was sent to be recycled, reused or composted?

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	Status
Q2/12/13	62.13%	62.00%	✗
Q1/12/13	61.91%	58.16%	✗
Q4/11/12	58.00%	60.03%	✓
Q3/11/12	59.34%	60.79%	✓
Q2/11/12	60.07%	62.16%	✓

Annual Target: 2012/13 - 60.00%  
2011/12 - 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?

Uncertain



Comment on current performance (including context):

(Q2 2012/13) We have seen a reasonable increase from Q1 to Q2, which exceeds the annual target of 60% but falls marginally short of the Q2 interim target. The concern must be that, as we head into Qs 3 and 4, which tend to perform at a lower level, it will be difficult to maintain this performance even allowing for minor changes in service provision such as recycling street cleansing arisings

Corrective action proposed (if required):

(Q2 2012/13) Further educational work alongside the introduction of additional recycling in flats to seek to maintain and boost previous performance.

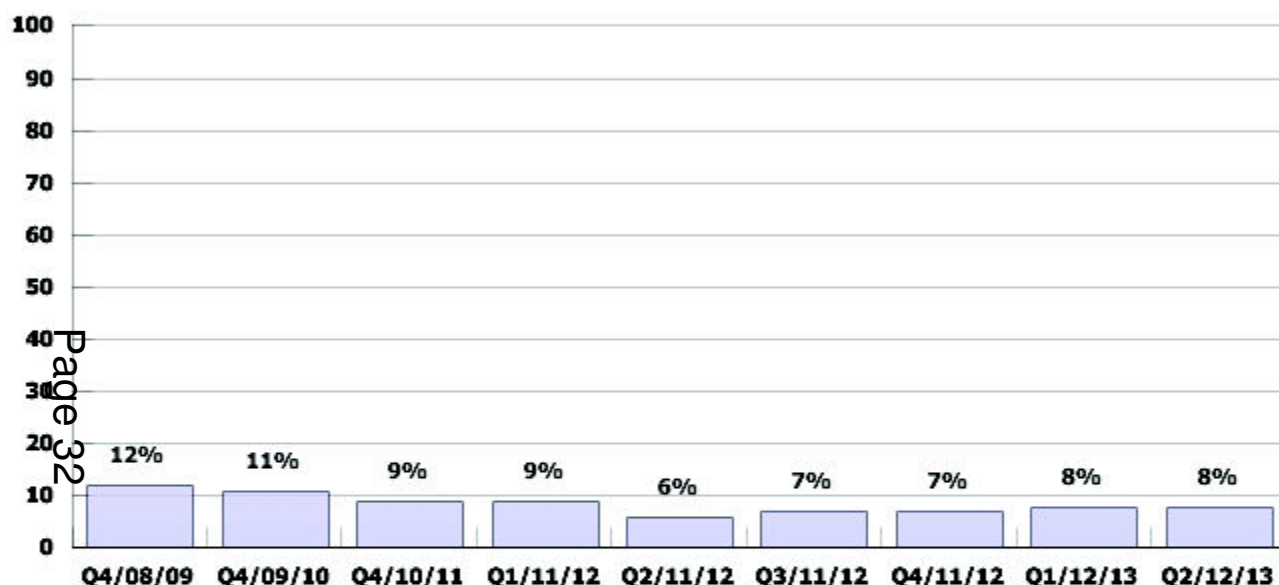
KPI 22 What percentage of our district had unacceptable levels of litter?

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	
Q2/12/13	9%	8%	✓
Q1/12/13	9%	8%	✓
Q4/11/12	10%	7%	✓
Q3/11/12	10%	7%	✓
Q2/11/12	10%	6%	✓

Annual Target: 2012/13 - 9%  
2011/12 - 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?

Yes



Comment on current performance (including context):

(Q2 2012/13) The service is maintaining a good level of performance against a challenging target.

Corrective action proposed (if required):

(Q2 2012/13) None at this time.



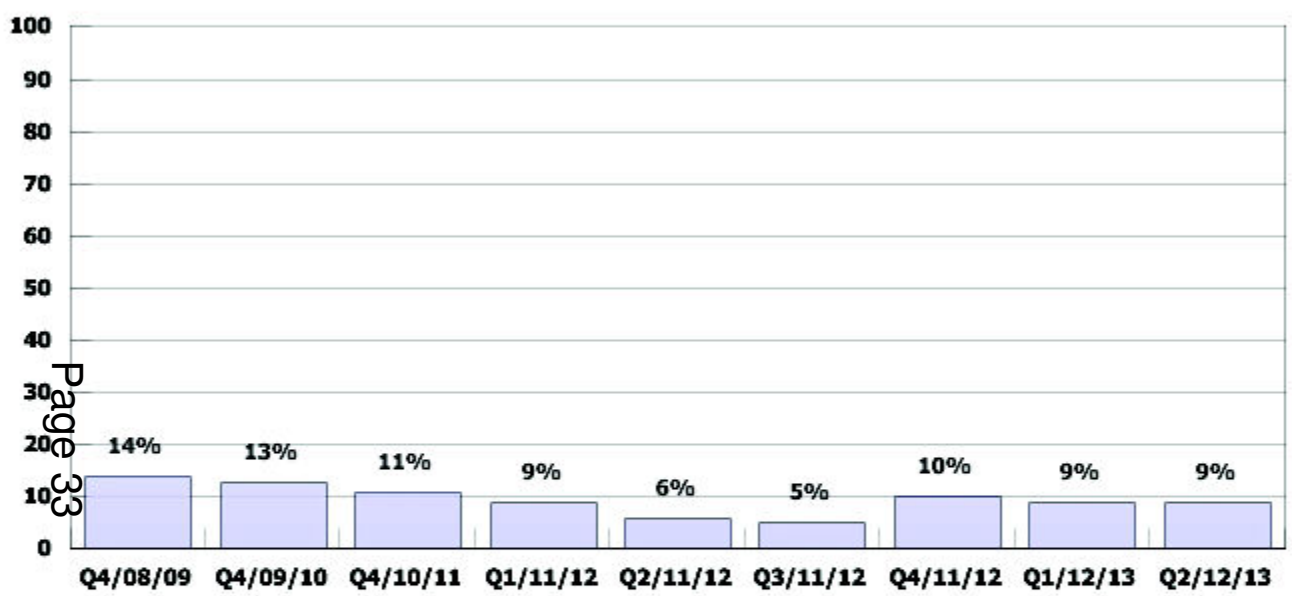
**KPI 23** What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?

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	✓
Q2/12/13	12%	9%	✓
Q1/12/13	12%	9%	✓
Q4/11/12	13%	10%	✓
Q3/11/12	13%	5%	✓
Q2/11/12	13%	6%	✓

Annual Target: 2012/13 - 12%  
2011/12 - 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):

(Q2 2012/13) The service is maintaining a high level of performance against a more challenging target.

(Q2 2012/13) None at this time.

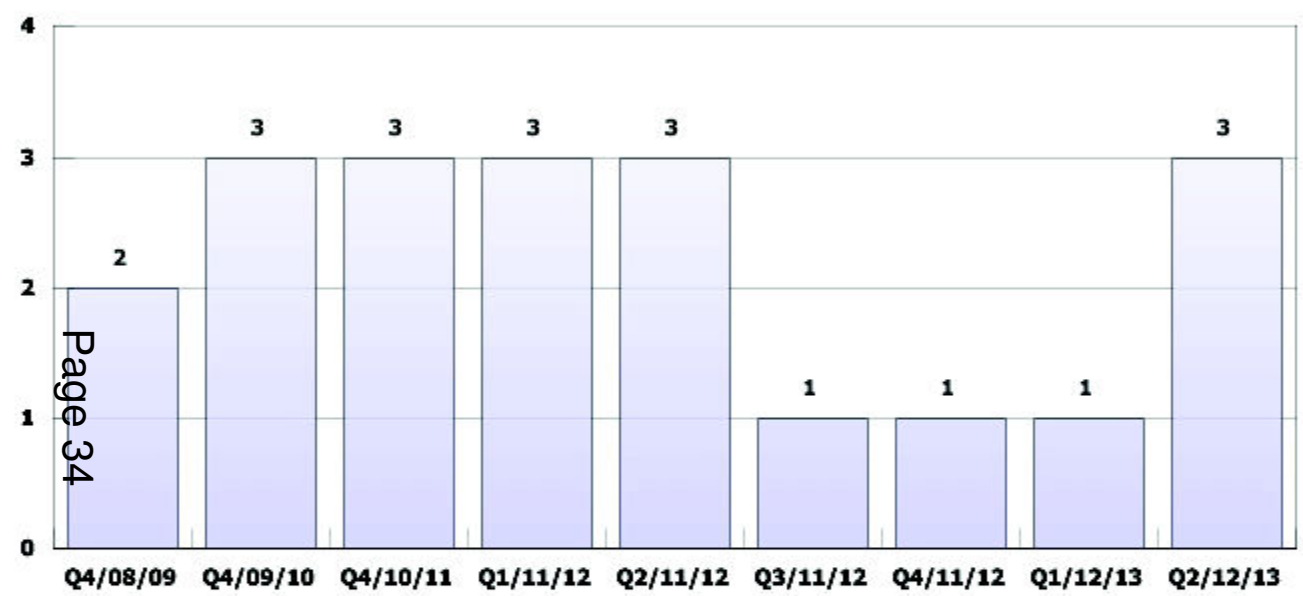
**KPI 24** How well have we done in both reducing flytipping and taking action against those believed to be responsible?

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
Q2/12/13	2	3	✗
Q1/12/13	2	1	✓
Q4/11/12	3	1	✓
Q3/11/12	3	1	✓
Q2/11/12	3	3	✓

**Annual Target:** 2012/13 - Grade 2  
2011/12 - Grade 3

**Indicator of good performance:**  
A lower grade 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):**

(Q2 2012/13) This indicator measures performance against the same quarter last year and not against the earlier quarter of this year. On that basis although the number of cases compared to the same period last year has increased from 1,154 to 1,205 the level of enforcement has increased from 1,459 to 1,682 (note these are unweighted figures and do not take into account the scale or nature of the flytip). A significant number of these flytips are taking place on housing owned land. The grading methodology is such that where flytipping increases the grade worsens, and therefore in this quarter the grade has slipped from 1 to 3, despite additional enforcement activity.

(Q2 2012/13) The overall level of enforcement remains high, but this has still resulted in an increase in flytipping. Given the significant involvement of Housing owned land, this is an area to be targeted since as the owners/landlords enforcement should be more straightforward.

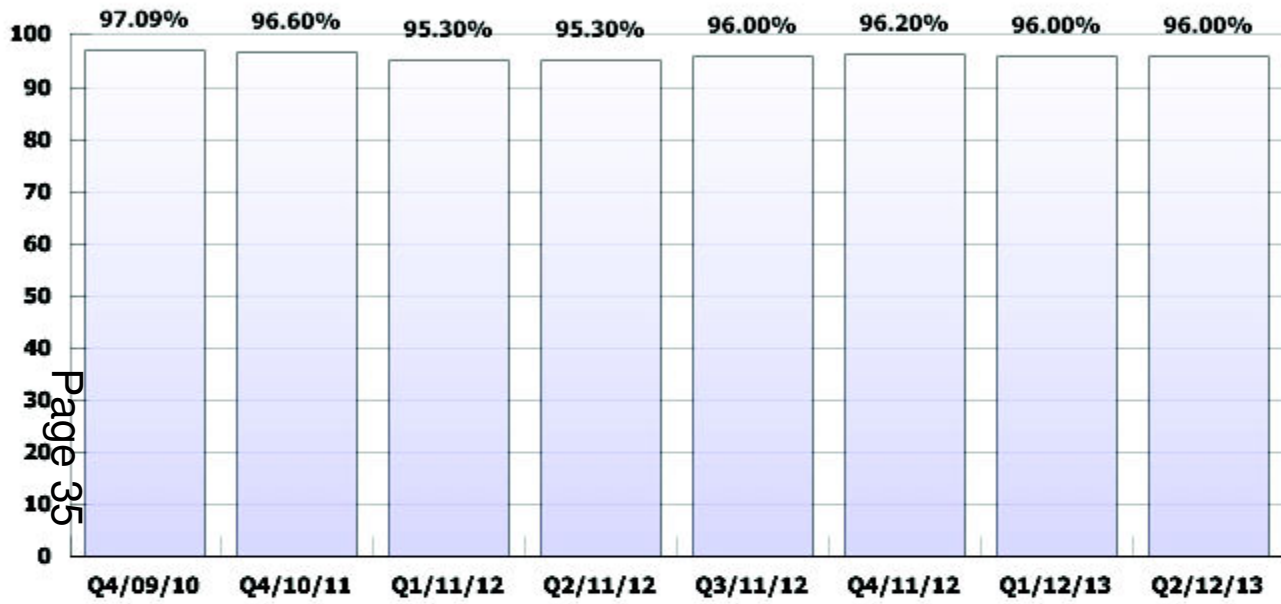
**KPI 25** What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?

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	
Q2/12/13	95.00%	96.00%	✓
Q1/12/13	95.00%	96.00%	✓
Q4/11/12	95.00%	96.20%	✓
Q3/11/12	95.00%	96.00%	✓
Q2/11/12	95.00%	95.30%	✓

Annual Target: 2012/13 - 2011/12 - 97.00%

Indicator of good performance: A higher percentage is good

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



Comment on current performance (including context):

Corrective action proposed (if required):

(Q2 2012/13) The response to residents who wish to complain about an environmental issue remains at a high level, reflecting well on the Environment & Neighbourhoods Team. Despite the team currently carrying two vacancies Q2 outcome has equalled that in Q1. A recruitment process for those vacancies is underway.

(Q2 2012/13) None required



2012 / 13 Key Performance Indicators

## Finance & ICT

KPI

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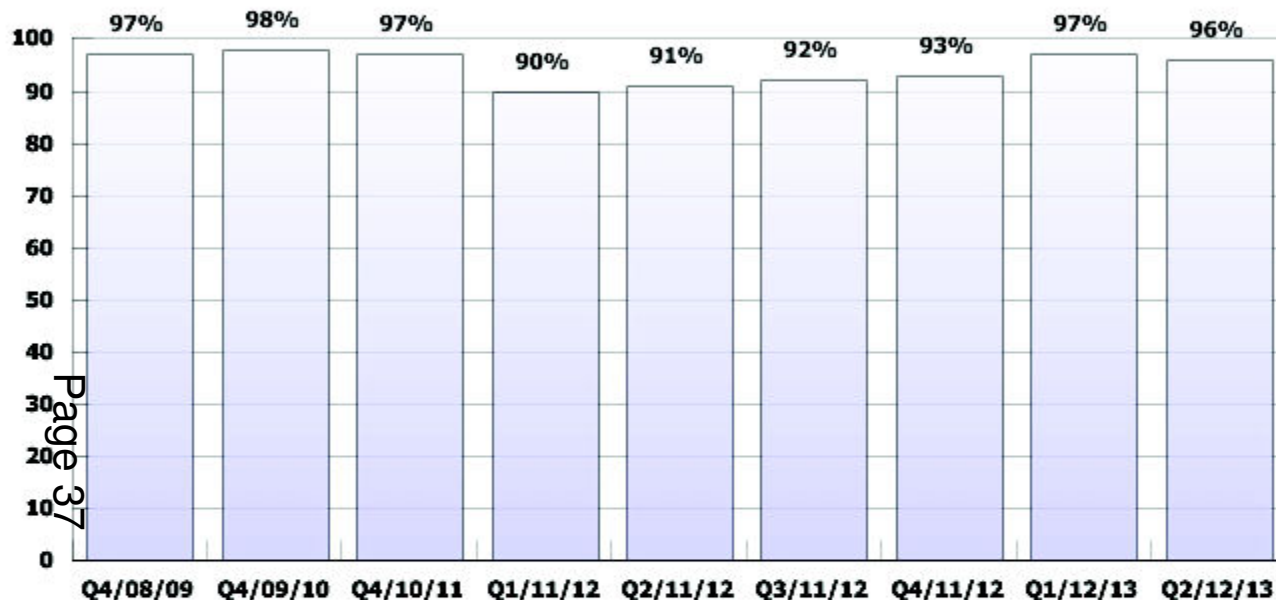
KPI 30 What percentage of the invoices we received were paid within 30 days?

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	Status
Q2/12/13	97%	96%	✗
Q1/12/13	97%	97%	✓
Q4/11/12	97%	93%	✗
Q3/11/12	97%	92%	✗
Q2/11/12	97%	91%	✗

Annual Target: 2012/13 - 97.00%  
2011/12 - 97.00%

Indicator of good performance:  
A higher percentage is good

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

Uncertain

Comment on current performance (including context):

(Q2 2012/13) The figure at the end of September has dipped below the target. Monthly performance in September was 95%, Housing was only 92%. Monthly monitoring enables adverse trends to be picked up early and corrective action taken. Currently 87% of local suppliers are being paid within 20 days, this is a reduction of 2% on the quarter 1 figure.

Corrective action proposed (if required):

(Q2 2012/13) The backlog of invoices has been raised with Housing Services and they are addressing the issues that have led to the fall in performance. Providing things improve quickly the target can still be met.

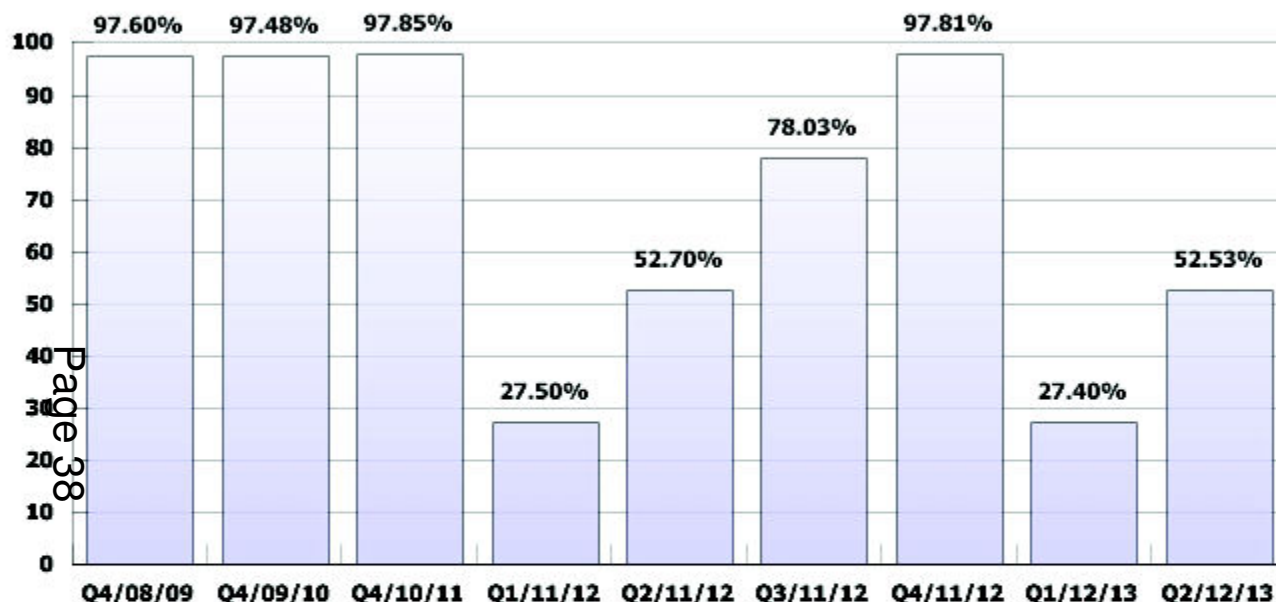
KPI 31 What percentage of the district's annual Council Tax was collected?

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
Q2/12/13	52.69%	52.53%	✗
Q1/12/13	27.50%	27.40%	✗
Q4/11/12	97.80%	97.81%	✓
Q3/11/12	77.90%	78.03%	✓
Q2/11/12	52.40%	52.70%	✓

Annual Target: 2012/13 - 97.80%  
2011/12 - 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):

(Q2 2012/13) Performance is 0.17% down on the same stage last year, equivalent to a monetary value of £126,481. The number paying by Direct Debit continues to grow and many are taking up the option of paying over 12 months instead of 10, which although hopefully adding a certainty to the final payment of the debt, means the in-year collection rate is slightly lower at this stage. The impact of the move to 12 monthly payments should reduce over the remainder of the year. However, the challenging environment for collection reflecting the current economic situation. Across Essex most authorities are reporting a downturn in Council Tax collection rates of up to 0.6% as at the end of September.

Corrective action proposed (if required):

(Q2 2012/13) All billing, collection and recovery processes will be undertaken to collect any outstanding debts.

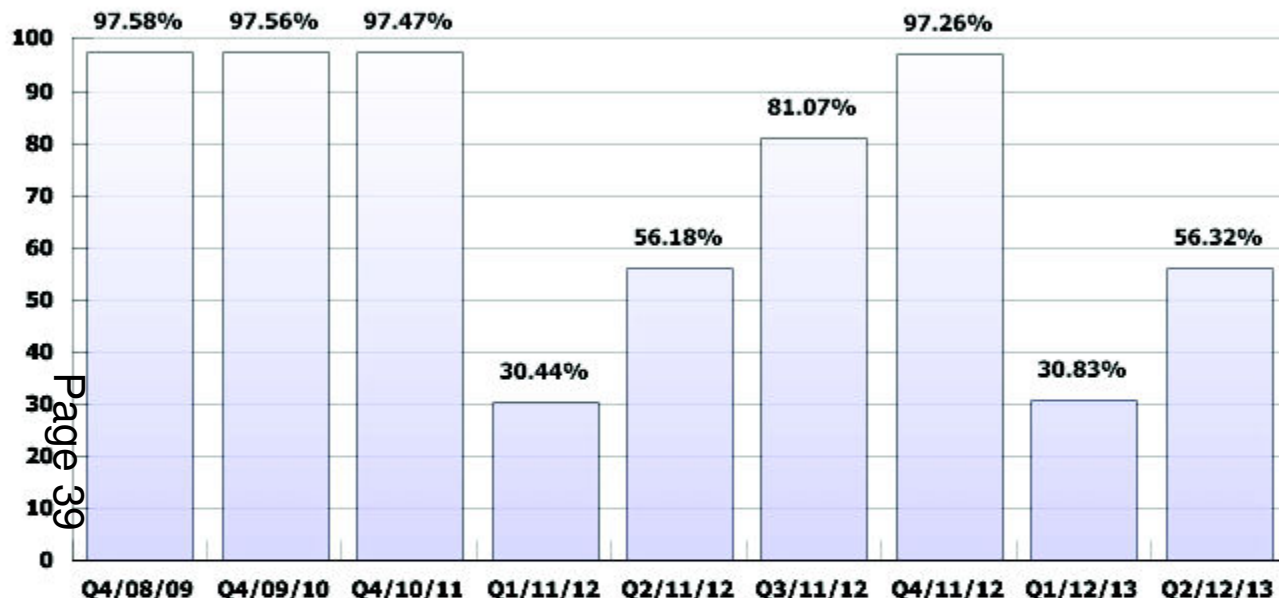
KPI 32 What percentage of the district's annual business rates was collected?

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



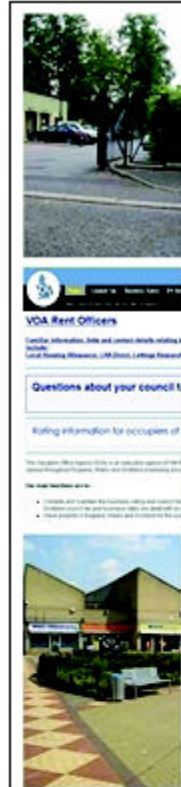
Quarter	Target	Actual	Status
Q2/12/13	56.32%	56.32%	✓
Q1/12/13	30.52%	30.83%	✓
Q4/11/12	98.00%	97.26%	✗
Q3/11/12	82.08%	81.07%	✗
Q2/11/12	56.61%	56.18%	✗

Annual Target: 2012/13 - 97.50%  
2011/12 - 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):

(Q2 2012/13) Collection is 0.14% up on the same stage last year, equivalent to a monetary value of £58,386.

Corrective action proposed (if required):

(Q2 2012/13) All billing, collection and recovery processes will be undertaken to collect any outstanding debts. However, due to the current economic climate, more firms are having difficulty in meeting their non-domestic rate liability. Therefore, despite efforts to recover the charge, it is likely that a small reduction in the percentage recovered this year will occur.

**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	
Q2/12/13	30.00	34.92	X
Q1/12/13	30.00	33.37	X
Q4/11/12	23.00	27.45	X
Q3/11/12	23.00	26.88	X
Q2/11/12	23.00	26.68	X

**Annual Target:** 2012/13 - 30.00 days  
2011/12 - 23.00 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):**

(Q2 2012/13) Performance is monitored on a weekly basis and improvements to processes are made when appropriate. Due to recruitment restrictions during the last two years there have been vacancies in the Benefits Division, and, in addition, there are currently four Officers on maternity leave. The lack of staff has been exacerbated by annual leave being taken in the summer months which has led to increased benefit processing times and in turn has led to more customer enquiries.

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

(Q2 2012/13) Recently, we have had permission to fill the vacant posts and employ temporary staff and agency staff to cover the maternity leave. These staff are now in post and, once the backlog of work is cleared, benefit processing times should be reduced in future quarters. Resources have been managed to target performance for the KPI's, whilst activities not relating to performance improvement have not been prioritised. However, with major welfare reforms occurring from April 2013, resources will be required to implement some of these changes and this may impact on performance improvement.



**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
Q2/12/13	8.00	10.95	✗
Q1/12/13	8.00	10.94	✗
Q4/11/12	8.00	5.37	✓
Q3/11/12	8.00	8.93	✗
Q2/11/12	8.00	8.73	✗

**Annual Target:** 2012/13 - 8.00 days  
2011/12 - 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):

Corrective action proposed (if required):

(Q2 2012/13) Performance is monitored on a weekly basis and improvements to processes are made when appropriate. Due to recruitment restrictions during the last two years there have been vacancies in the Benefits Division, and, in addition, there are currently four Officers on maternity leave. The lack of staff has been exacerbated by annual leave being taken in the summer months which has led to increased benefit processing times and in turn has led to more customer enquiries.

(Q2 2012/13) Recently, we have had permission to fill the vacant posts and employ temporary staff and agency staff to cover the maternity leave. These staff are now in post and, once the backlog of work is cleared, benefit processing times should be reduced in future quarters. Resources have been managed to target performance for the KPI's, whilst activities not relating to performance improvement have not been prioritised. However, with major welfare reforms occurring from April 2013, resources will be required to implement some of these changes and this may impact on performance improvement..

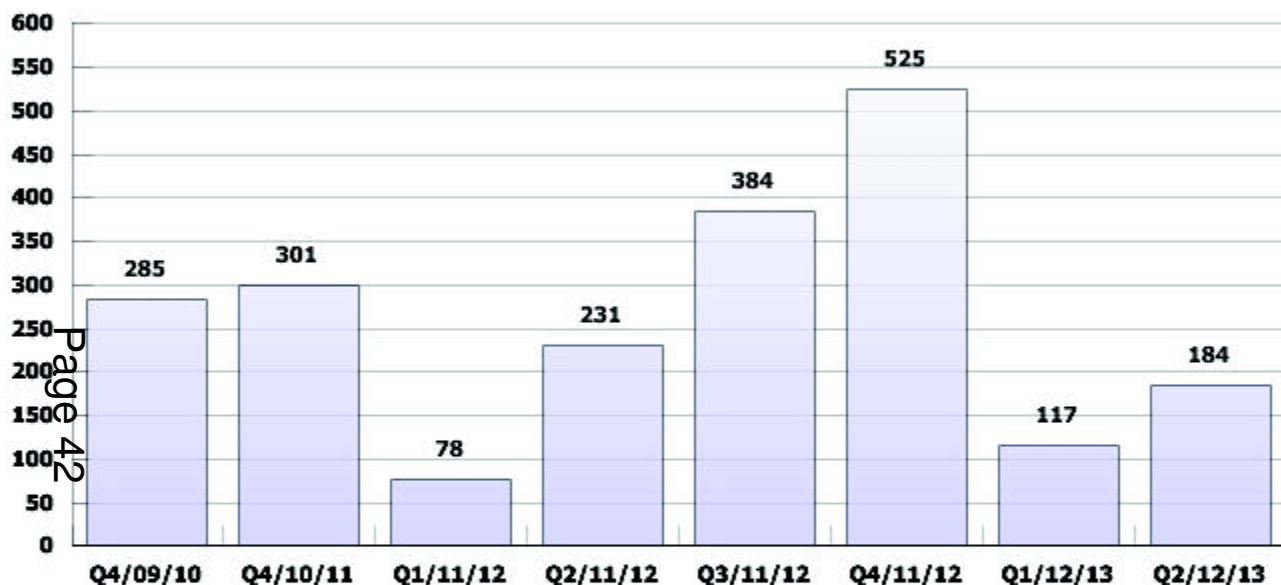
KPI 35 How many benefits fraud investigations were completed by the Council?

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	
Q2/12/13	150	184	✓
Q1/12/13	37	117	✓
Q4/11/12	500	525	✓
Q3/11/12	375	384	✓
Q2/11/12	250	231	✗

Annual Target: 2012/13 - 300 (revised)  
2011/12 - 500

Indicator of good performance:  
A higher number is good

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

Yes

Comment on current performance (including context):

(Q2 2012/13) Due to recruitment restrictions during the last two years there have been vacancies in the Investigation team. In addition, since June there has been one Investigation Officer on maternity leave. This left just one Investigation Officer on the team instead of four.

Corrective action proposed (if required):

(Q2 2012/13) We have seconded an Officer from elsewhere in the Benefits Division to cover the maternity leave and have recently filled the two vacant posts. The seconded Officer is not yet fully qualified or experienced and cannot therefore be expected to achieve the same target that we require from a qualified Officer. The target for this year has been adjusted to allow for the differing staffing and experience levels during the year.



## 2012 / 13 Key Performance Indicators

# Housing

### KPI

41	45
42	46
43	47
44	48

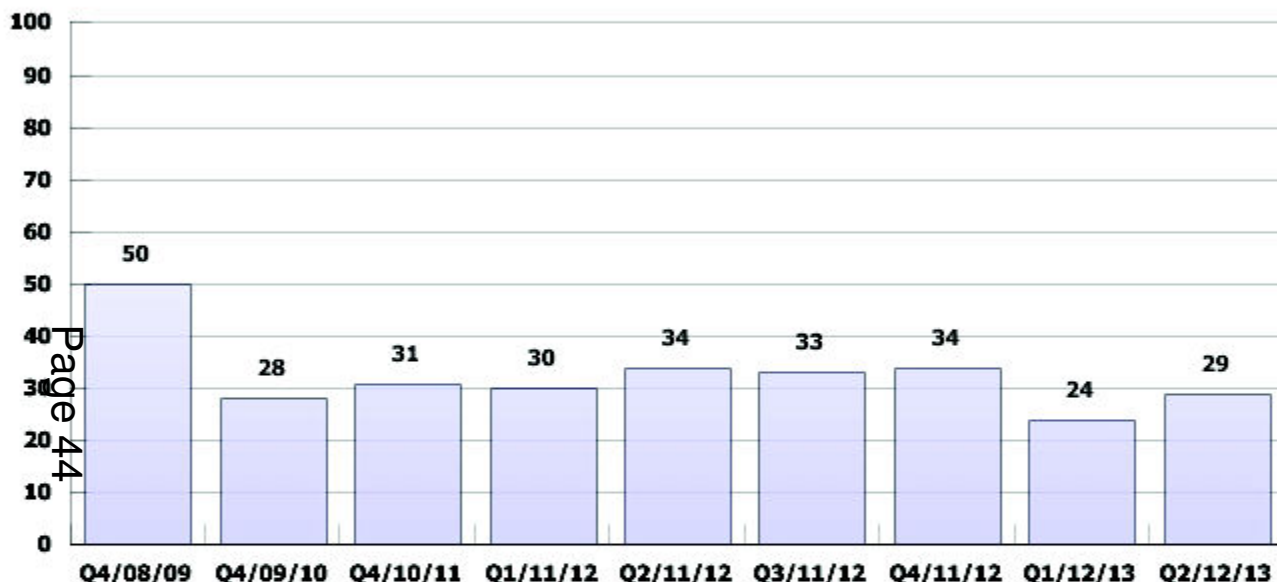
KPI 41 On average, how many days did it take us to re-let a Council property?

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
Q2/12/13	30	29	✓
Q1/12/13	30	24	✓
Q4/11/12	30	34	✗
Q3/11/12	30	33	✗
Q2/11/12	30	34	✗

Annual Target: 2012/13 - 30 days  
 2011/12 - 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?  
 Yes



Comment on current performance (including context):

(Q2 2012/13) New works scheduling by contractors has reduced the time taken for repairs to void properties, and it is envisaged that this will continue.

Corrective action proposed (if required):

Empty box for corrective action.

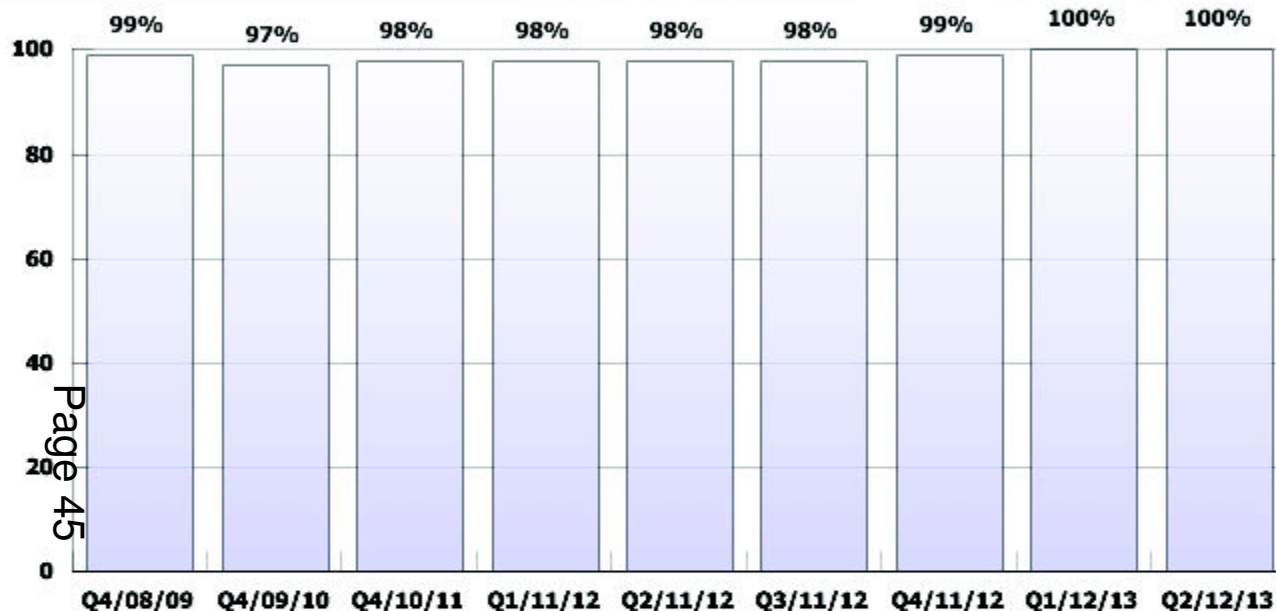
## KPI 42 What percentage of emergency repairs to our council properties were completed within 24 hours?

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](mailto:performance@eppingforestdc.gov.uk) or by telephone on 01992 564472

### Current and previous quarters performance



Quarter	Target	Actual	
Q2/12/13	99%	100%	<input checked="" type="checkbox"/>
Q1/12/13	99%	100%	<input checked="" type="checkbox"/>
Q4/11/12	99%	99%	<input checked="" type="checkbox"/>
Q3/11/12	99%	98%	<input type="checkbox"/>
Q2/11/12	99%	98%	<input type="checkbox"/>

Annual Target: 2012/13 - 99%  
2011/12 - 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):

(Q2 2012/13)  
99.7% - target achieved.  
As expected and previously reported, following the introduction of the new IT System for the Housing Repairs Service managed by Mears and the introduction of associated new work practices, including the use of mobile technology and the provision of appointments to tenants for all repairs, all three Housing KPIs relating to response times for housing repairs have improved significantly and the associated targets have all been met.

### Corrective action proposed (if required):

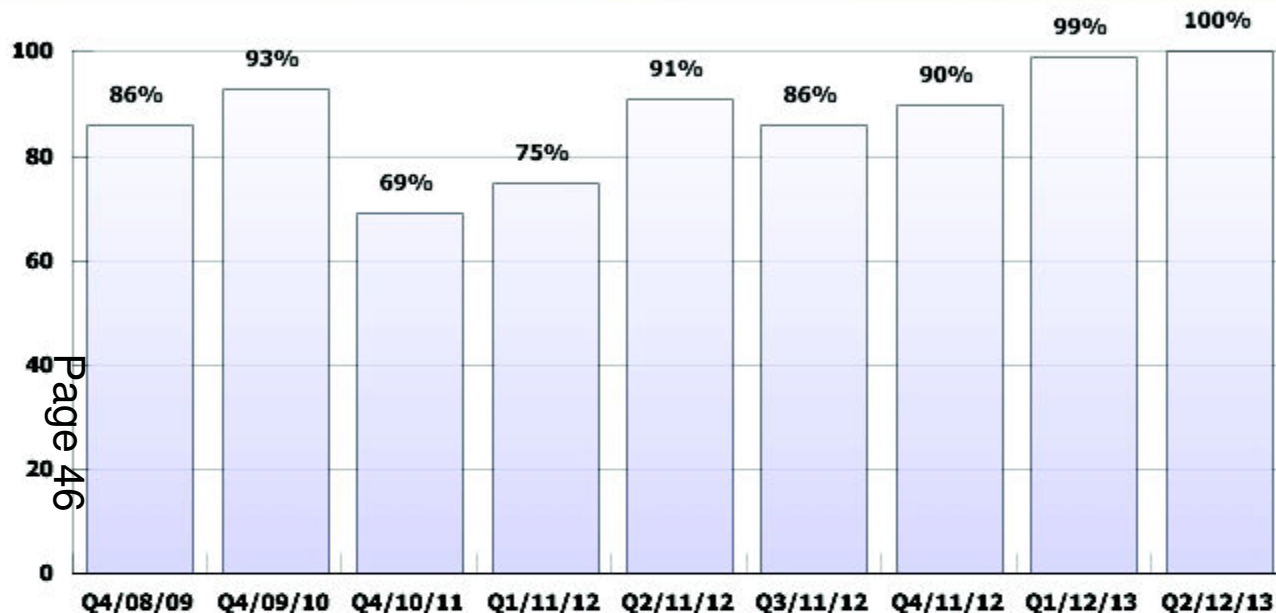
**KPI 43** What percentage of urgent repairs to our council properties were completed within five working days?

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 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	
Q2/12/13	95%	100%	✓
Q1/12/13	95%	99%	✓
Q4/11/12	95%	90%	✗
Q3/11/12	95%	86%	✗
Q2/11/12	95%	91%	✗

Annual Target: 2012/13 - 95%  
2011/12 - 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):

(Q2 2012/13)  
99.63% - target achieved.  
As expected and previously reported, following the introduction of the new IT System for the Housing Repairs Service managed by Mears and the introduction of associated new work practices, including the use of mobile technology and the provision of appointments to tenants for all repairs, all three Housing KPIs relating to response times for housing repairs have improved significantly and the associated targets have all been met.

Corrective action proposed (if required):

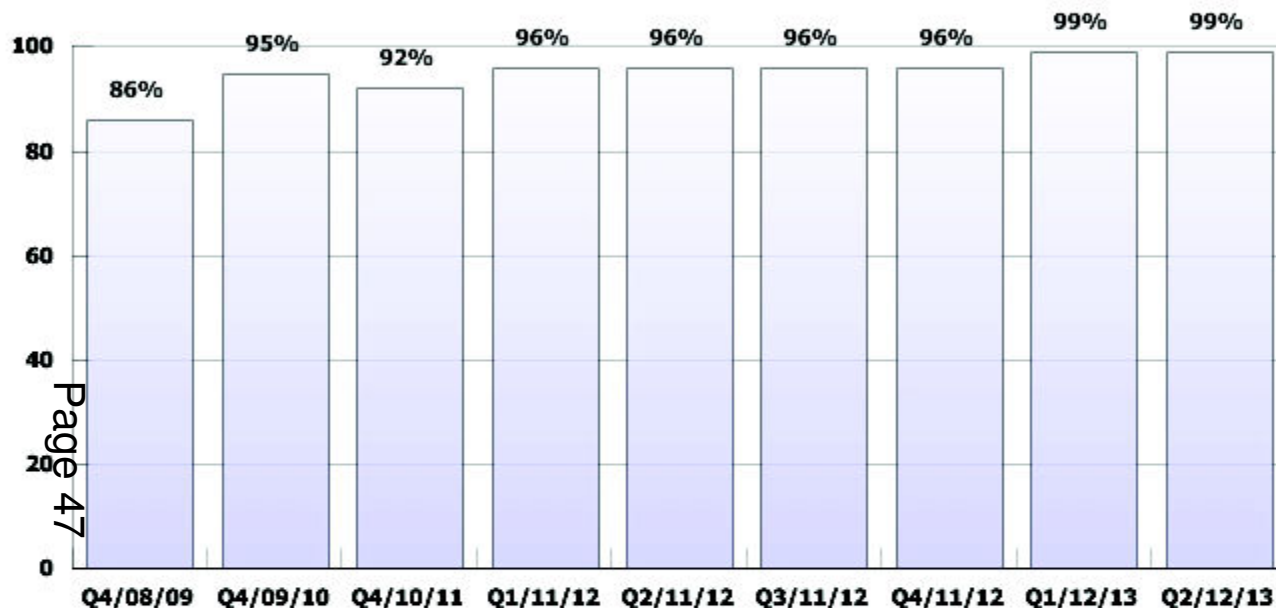
## KPI 44 What percentage of routine repairs to our council properties were completed within six weeks?

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](mailto:performance@eppingforestdc.gov.uk) or by telephone on 01992 564472

### Current and previous quarters performance



Quarter	Target	Actual	
Q2/12/13	95%	99%	✓
Q1/12/13	95%	99%	✓
Q4/11/12	95%	96%	✓
Q3/11/12	95%	96%	✓
Q2/11/12	95%	96%	✓

**Annual Target:** 2012/13 - 95%  
2011/12 - 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):

(Q2 2012/13)  
99.37% - target achieved.  
As expected and previously reported, following the introduction of the new IT System for the Housing Repairs Service managed by Mears and the introduction of associated new work practices, including the use of mobile technology and the provision of appointments to tenants for all repairs, all three Housing KPIs relating to response times for housing repairs have improved significantly and the associated targets have all been met.

### Corrective action proposed (if required):

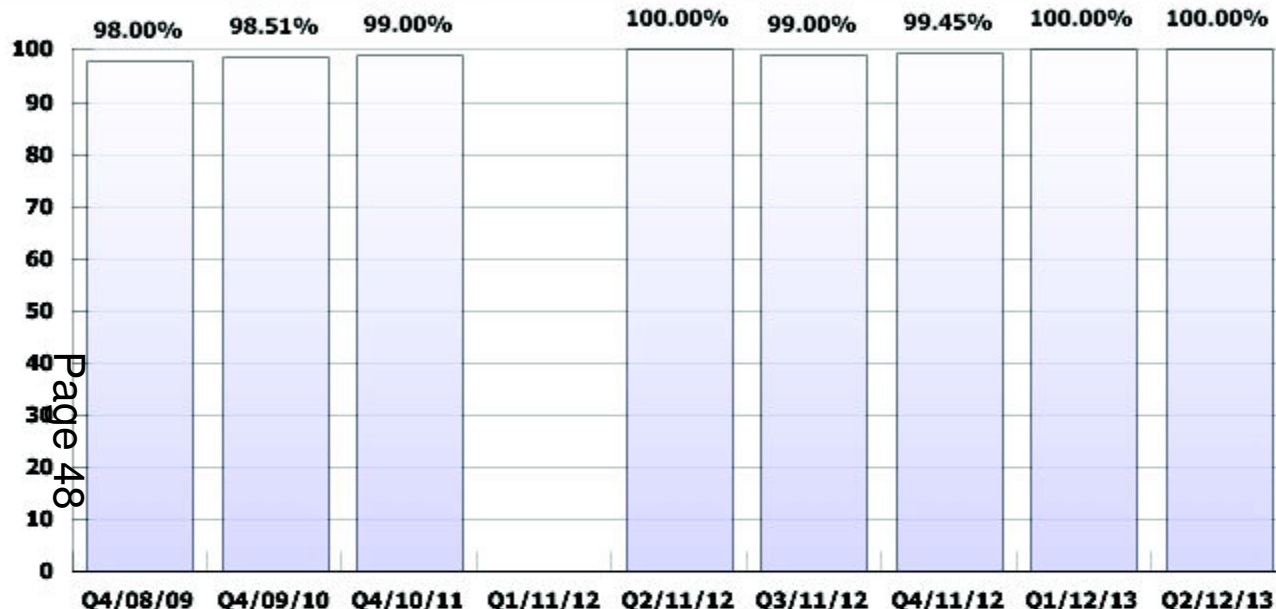
KPI 45 How satisfied were our tenants with the standard of the repairs service they received?

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	
Q2/12/13	98.00%	100.00%	✓
Q1/12/13	98.00%	100.00%	✓
Q4/11/12	98.00%	99.45%	✓
Q3/11/12	98.00%	99.00%	✓
Q2/11/12	98.00%	100.00%	✓

Annual Target: 2012/13 - 98.00%  
2011/12 - 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):

(Q2 2012/13)  
It has only just been possible to re-introduce customer satisfaction forms for this area of activity. These are the first to be returned and show that tenant satisfaction continues to be high - especially with the introduction of appointments for all repairs and faster response times.

Corrective action proposed (if required):



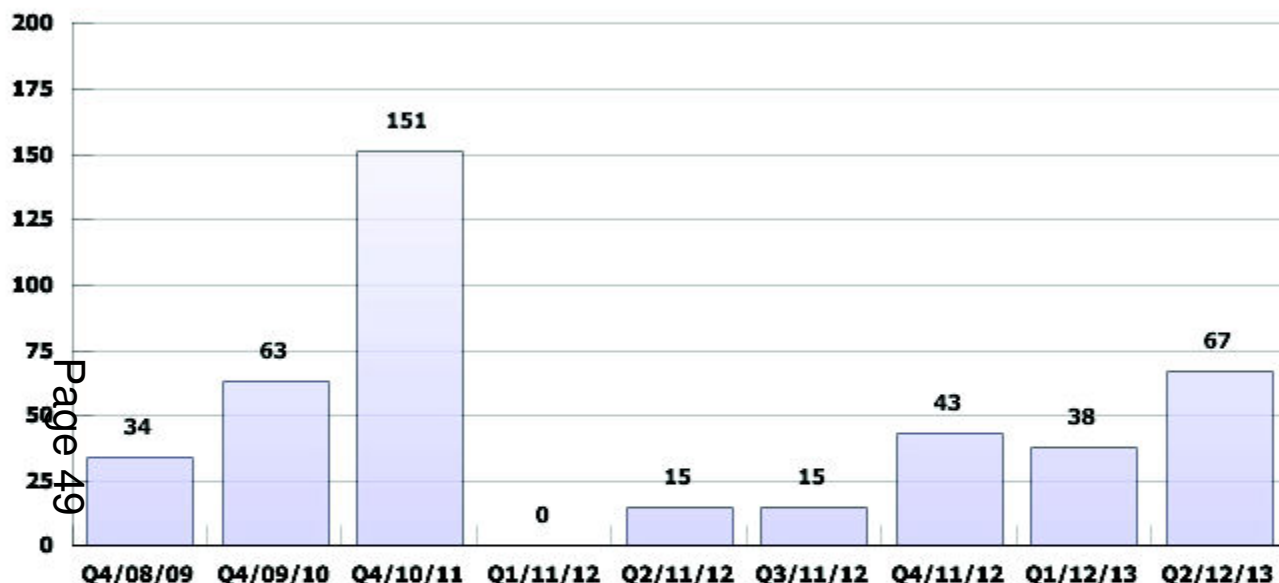
KPI 46 How many affordable homes were built in the District?

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
Q2/12/13	67	67	✓
Q1/12/13	38	38	✓
Q4/11/12	112	43	✗
Q3/11/12	86	15	✗
Q2/11/12	44	15	✗

Annual 2012/13 - 72  
Target: 2011/12 - 112

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):

(Q2 2012/13)  
A further 29 properties (the final phase of development) were completed at White Lodge, Sewardstone Road, Waltham Abbey.

Corrective action proposed (if required):

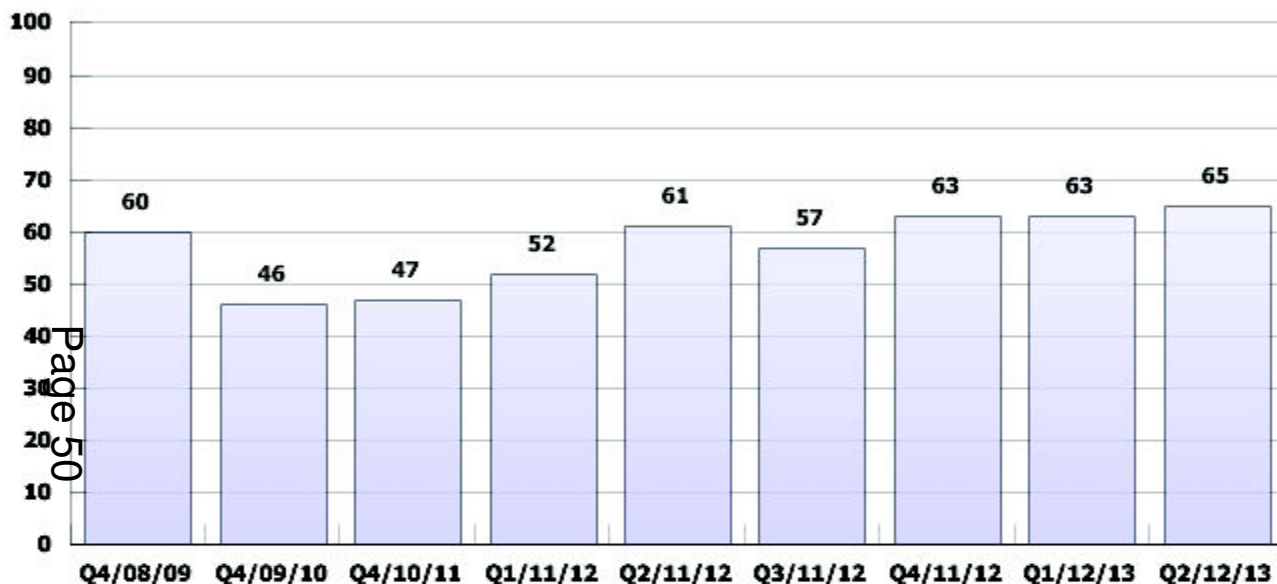
KPI 47 How many households were housed in temporary accommodation?

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
Q2/12/13	60	65	✗
Q1/12/13	60	63	✗
Q4/11/12	60	63	✗
Q3/11/12	60	57	✓
Q2/11/12	60	61	✗

Annual Target: 2012/13 - 60  
2011/12 - 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?

No



Comment on current performance (including context):

(Q2 2012/13)  
64.5 target not met.  
Due to the increased levels of homelessness as a result of the current economic climate the no. of households in temporary accommodation has understandably increased.

Corrective action proposed (if required):

(Q2 2012/13) The Housing Options Section is seeking to increase the availability of private rented accommodation by working in partnership with two Housing Associations to provide leased properties for homeless households. Increasing the number of private rented properties for homeless households is considered to be the most effective way of reducing temporary accommodation usage.

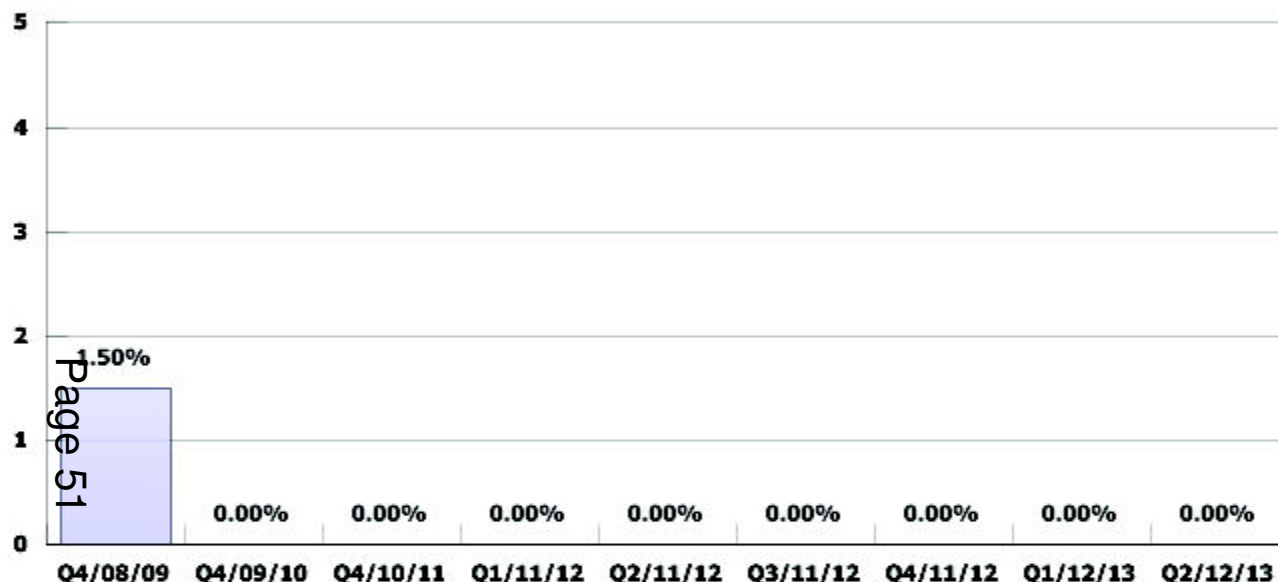
KPI 48 What percentage of our council homes were not in a decent condition?

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.

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	
Q2/12/13	0.00%	0.00%	✓
Q1/12/13	0.00%	0.00%	✓
Q4/11/12	0.00%	0.00%	✓
Q3/11/12	0.00%	0.00%	✓
Q2/11/12	0.00%	0.00%	✓

Annual Target: 2012/13 - 0.00%  
2011/12 - 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):

Corrective action proposed (if required):

(Q2 2012/13) Potential Non-Decent failures have been identified on the Stock Condition Survey for 2012-13 30-year lifecycles 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 30-year lifecycles shows:-

- Criteria 'A' Minimum Standard 0-properties
- Criteria 'B' Reasonable State of Repair
  - Gas central heating 273
  - Electric heating 24 properties
- Electrical Testing and Upgrades 837 properties
- Roof covering 200
- Criteria 'C' Reasonable Modern Facilities
  - Kitchen replacements 228 properties
  - Bathroom replacements 66 properties

(Q 2 2012/13) None required at this time.



2012 / 13 Key Performance Indicators

# Planning & Economic Development

KPI

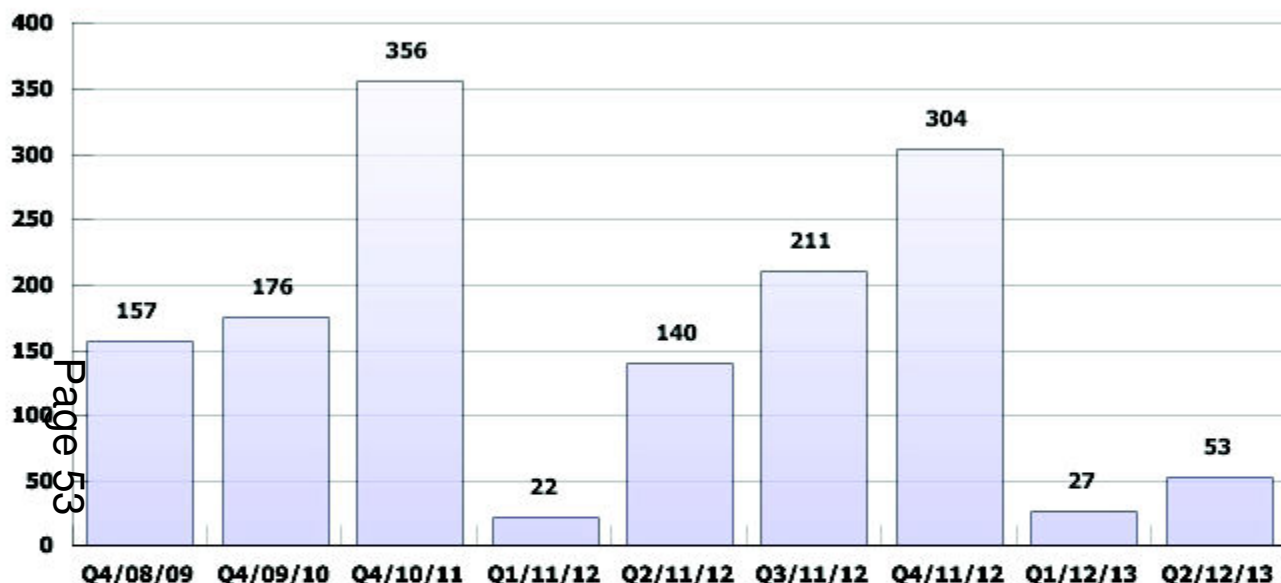
50	53
51	54
52	55

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	
Q2/12/13	83	53	✗
Q1/12/13	13	27	✓
Q4/11/12	180	304	✓
Q3/11/12	113	211	✓
Q2/11/12	72	140	✓

Annual Target: 2012/13 - 180  
2011/12 - 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):

(Q2 2012/13) Quarter 2 has not reached its target. This is not an unremarkable eventuality due to the fact that the majority of works take place in Q3 and Q4. There is more than enough time to make up for this.

This year may be an anomaly because of new legislation passed, the National Planning Policy Framework, which will come into full effect next April.

Further economic recovery may facilitate increase in building rates in the coming months.

Corrective action proposed (if required):

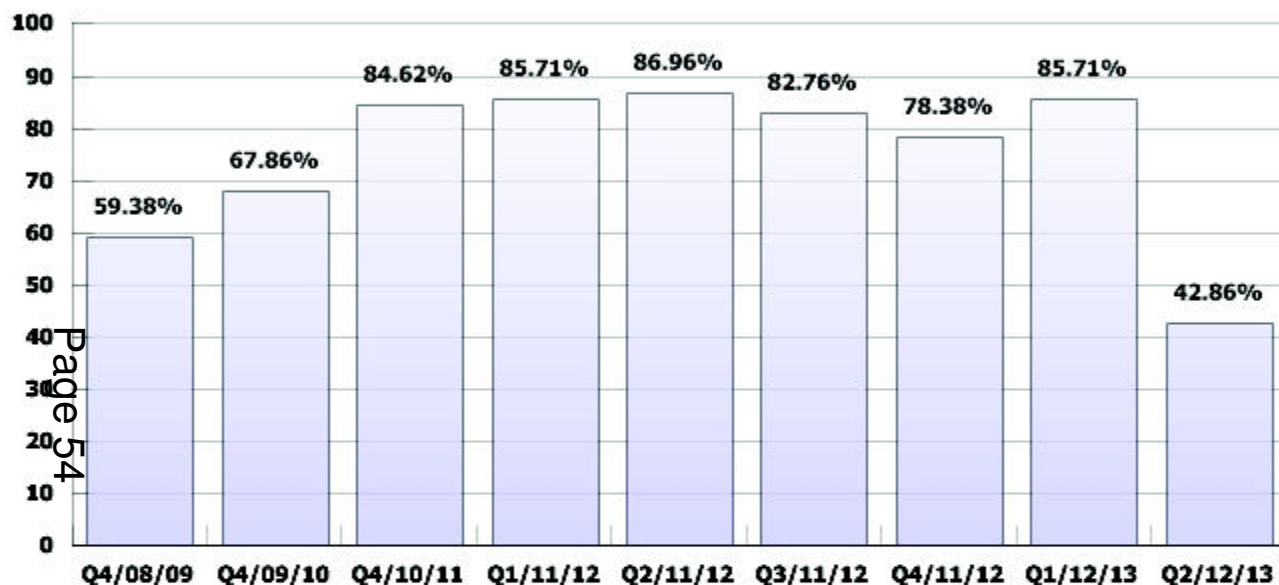
(Q2 2012/13) No corrective action required at this stage. Continue to monitor this year carefully.

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
Q2/12/13	81.00%	42.86%	✗
Q1/12/13	81.00%	85.71%	✓
Q4/11/12	81.00%	78.38%	✗
Q3/11/12	81.00%	82.76%	✓
Q2/11/12	81.00%	86.96%	✓

Annual Target: 2012/13 - 81.00%  
2011/12 - 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):

(Q2 2012/13) Unfortunately, the performance is volatile to change given the low number of planning applications in this category. The failure to achieve any within time in this quarter is due to a combination of making decisions on some long standing major applications (St Johns School, Epping), applications being referred on to District Development Control Cttee, the 4 week Area Plans Committee cycle and the Development Control team being two professional officers down.

Corrective action proposed (if required):

(Q2 2012/13) Seek portfolio-holder approval to fill vacant posts and continue to encourage pre-application discussion with planning officers.

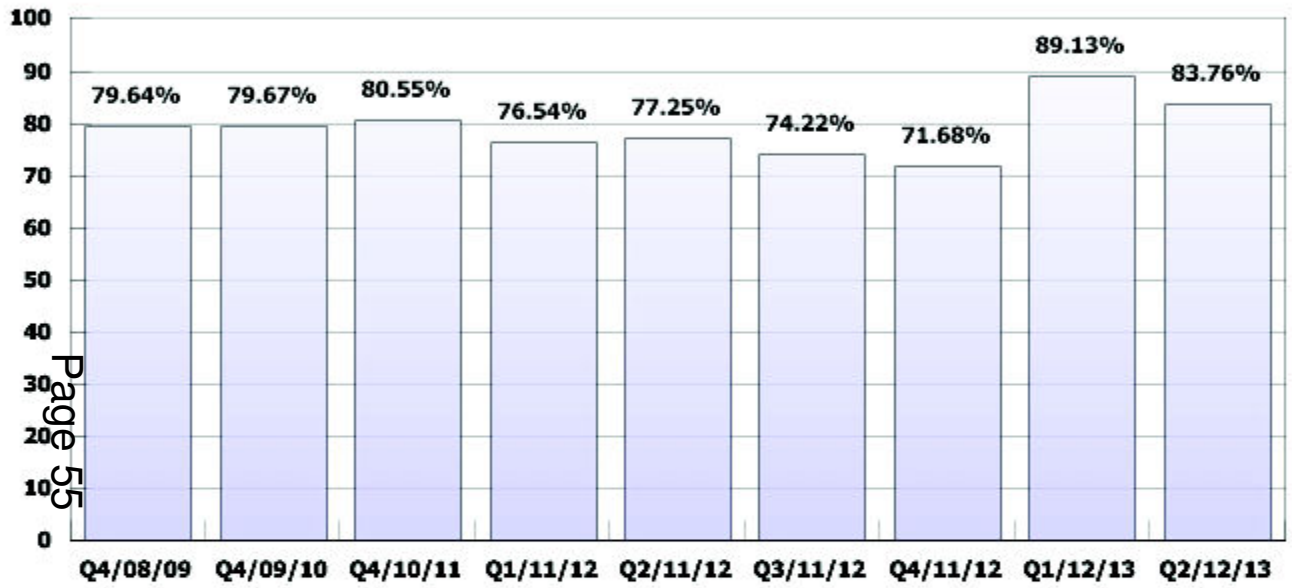
**KPI 52 What percentage of minor planning applications were processed within 8 weeks (Delegated decisions only from 2012/13)?**

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). With effect from Q1 2012/13 this indicator will measure performance on delegated decisions only. Historical performance figures will remain unchanged.**

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
Q2/12/13	89.00%	83.76%	✗
Q1/12/13	89.00%	89.13%	✓
Q4/11/12	81.00%	71.68%	✗
Q3/11/12	81.00%	74.22%	✗
Q2/11/12	81.00%	77.25%	✗

**Annual Target:** 2012/13 - 89.00% (delegated)  
2011/12 - 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):**

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

(Q2 2012/13) Planning applications that include 1 to 9 dwellings/ pitches per application as well as offices, light industry, general industry, storage, warehousing or retail floorspace under 10,000sq m or 1 hectare and other minor developments. The Development Control Section being 2 planning officers down for this financial year is unfortunately impacting on this performance.

(Q2 2012/13) Seek portfolio holder approval to fill vacant posts.

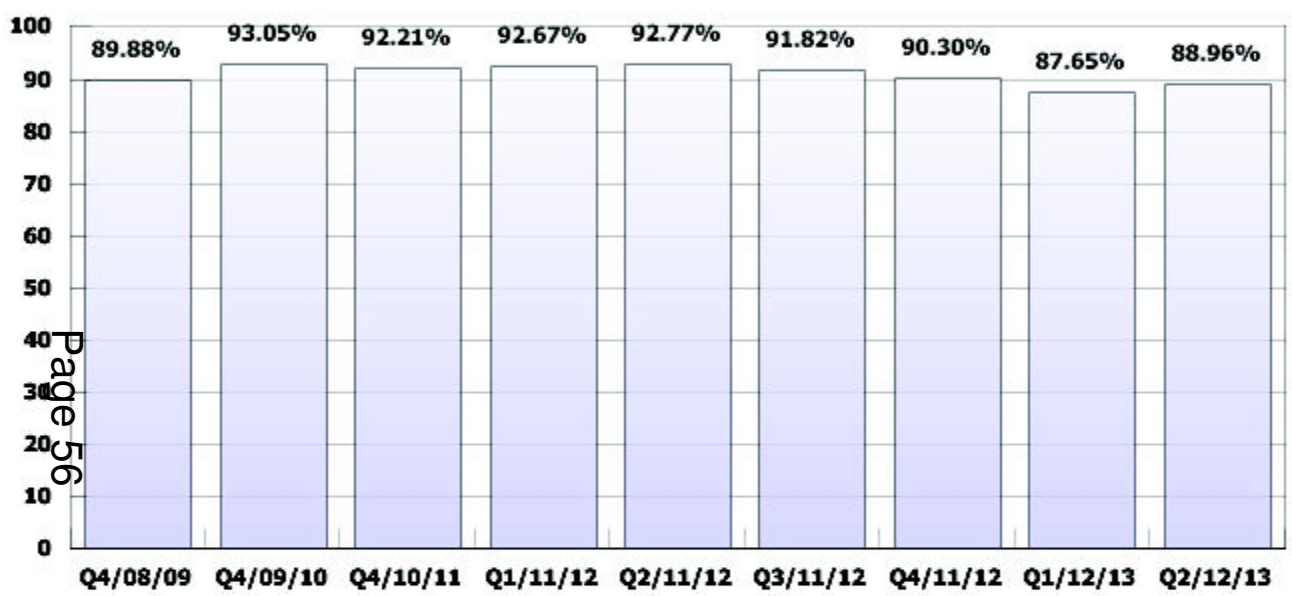
**KPI 53 What percentage of other planning applications were processed within 8 weeks (Delegated decisions only from 2012/13)?**

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). With effect from Q1 2012/13 this indicator will measure performance on delegated decisions only. Historical performance figures will remain unchanged.**

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
Q2/12/13	94.00%	88.96%	X
Q1/12/13	94.00%	87.65%	X
Q4/11/12	93.00%	90.30%	X
Q3/11/12	93.00%	91.82%	X
Q2/11/12	93.00%	92.77%	X

**Annual Target:** 2012/13 - 94.00% (delegated)  
2011/12 - 93.00%

**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):**

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

(Q2 2012/13) KPI 53 represents the highest proportion of all planning application types decided under delegated powers. The small percentage rise in performance compared with the last quarter is because the total number decided is lower, however, target looking difficult to make up with current staff levels.

(Q2 2012/13) Seek portfolio holder approval to fill vacant posts



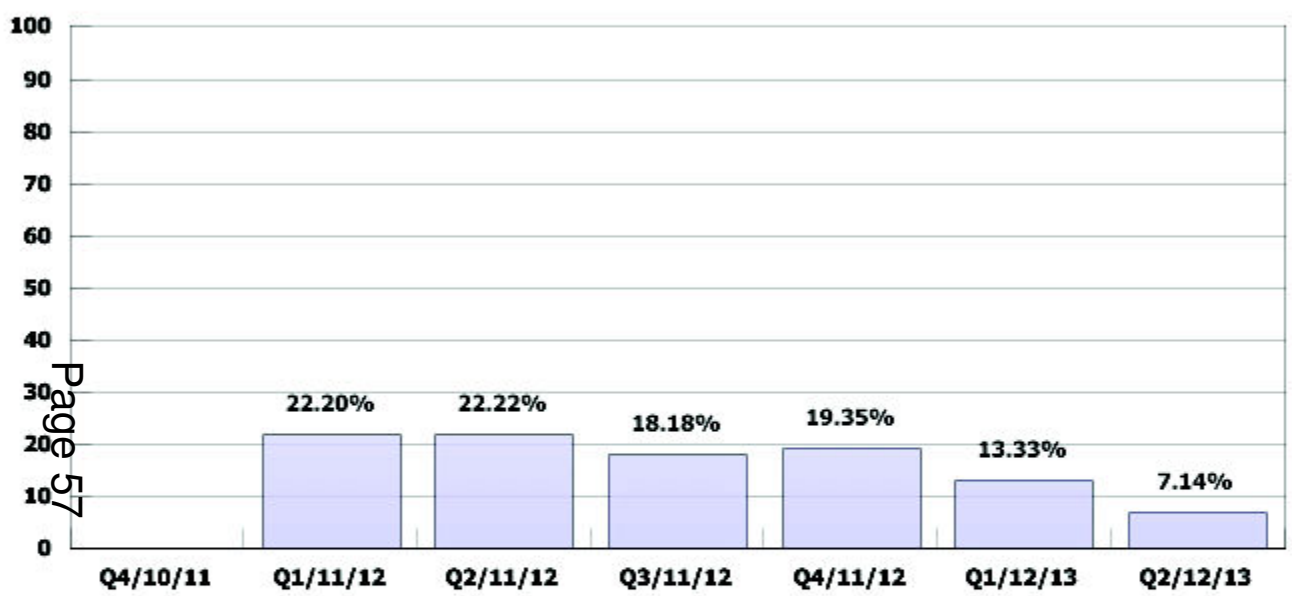
**KPI 54 What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal?**

Indicator previously known as: (new)

**Additional Information:** This indicator is expressed as a percentage of the no. of appeals determined 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
Q2/12/13	19.00%	7.14%	✓
Q1/12/13	19.00%	13.33%	✓
Q4/11/12	20.00%	19.35%	✓
Q3/11/12	20.00%	18.18%	✓
Q2/11/12	20.00%	22.22%	✗

Annual Target: 2012/13 - 19.00%  
 2011/12 - 20.00%  
 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):**

(Q2 2012/13) Good performance by Officer decision-making under delegated powers. At this stage, it shows that planning policy and local decision making is generally being supported.

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

(Q2 2012/13)

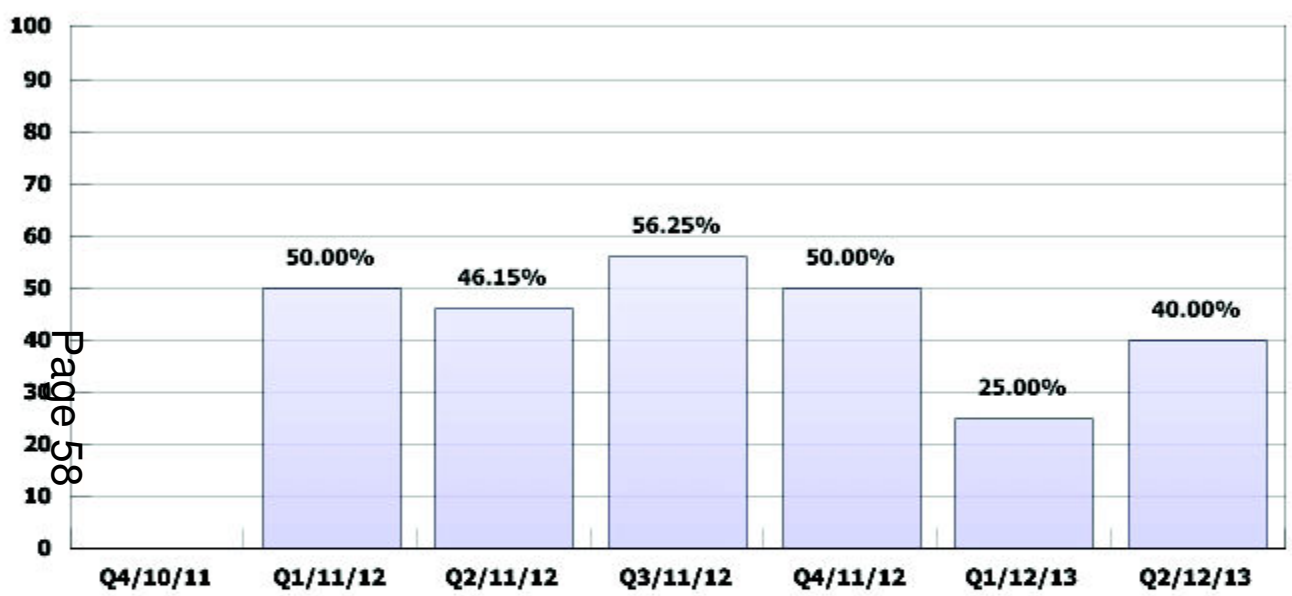
**KPI 55** What percentage of planning applications, refused by Council Members against the planning officer's recommendation, were granted permission on appeal?

Indicator previously known as: (new)

**Additional Information:** This indicator is expressed as a percentage of the no. of appeals determined 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
Q2/12/13	50.00%	40.00%	✓
Q1/12/13	50.00%	25.00%	✓
Q4/11/12	50.00%	50.00%	✓
Q3/11/12	50.00%	56.25%	✗
Q2/11/12	50.00%	46.15%	✓

**Annual Target:** 2012/13 - 50.00%  
2011/12 - 50.00%

**Indicator of good performance:**  
A lower percentage is good

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

**Comment on current performance (including context):**

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

(Q2 2012/13) Members decisions to reverse officer recommendations on planning applications reported to planning committees supported in 9 out of 15 cases so only 6 (40%) allowed.

(Q2 2012/13)



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

**Date of Meeting: 20 November 2011**

# SCRUTINY



**Portfolio:** Finance and Technology

**Subject:** Value For Money and Data Quality Strategies 2010-2013 – Progress Report

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

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

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

**That the Scrutiny Panel consider progress against the Council's Value For Money and Data Quality Strategies for 2011/12.**

### **Executive Summary:**

1. 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. The relationship between economy, efficiency and effectiveness is often defined as 'Value For Money', and the Council's Value For Money Strategy sets out its overall approach to ensuring the provision of value for money services
2. As part of the duty to secure continuous improvement, the Council must also ensure that all data and information used to plan and deliver services is accurate, valid, reliable, timely, relevant and complete, in order to inform decision-making in respect of functions and services. Performance information is increasingly used for the assessment of local authority performance, and the Council's data Quality Strategy sets out its arrangements for ensuring that the quality of key data meets the highest standards,
3. Value For Money and Data Quality have traditionally formed essential components of local authority assessment and inspection frameworks.

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

4. The Value For Money Strategy sets out the Council's overall approach to ensuring the provision of value for money services. The Data Quality Strategy sets out the Council's management arrangements to secure the quality of the data used to manage its functions and services. The Strategies build upon previous work to address issues arising from former assessment and inspection frameworks, and to highlight areas of best practice.

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

5. None. The Value For Money and Data Quality Strategies aim to bring together best

practice within the Council in terms of the provision of value for money services and securing the quality of data and information used by the Council to plan and deliver functions and services. Failure to identify arrangements for securing and improving Value For Money and Data Quality could mean that opportunities for improvement were lost, and might adversely affect the reputation of the authority.

## **Report:**

### **Value For Money Strategy**

6. The Council is required, under the provisions of the Local Government Act 1999, 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. The relationship between economy, efficiency and effectiveness is often defined as 'Value For Money'.
7. The Council's Value For Money Strategy was originally adopted in 2006. The Strategy was first reviewed during 2009, in light of the completion of the detailed corporate 'Value For Money Review' of the Council's costs and performance, that had been undertaken in response to the Audit Commission's concern at the level of costs identified in its Use of Resources judgement for 2006/07. A further review of the Value For Money Strategy was undertaken in 2010, to set out the Council's overall approach to ensuring the provision of value for money services over the three years to 2012/13. The Strategy builds upon the work undertaken as part of the corporate Value For Money Review in 2008, addresses issues arising from the former Use of Resources assessment process and highlights areas of best practice. The Strategy assigns responsibility for Value For Money across the Council, and incorporates an action plan, progress against which is monitored by Management Board and the Finance and Performance Management Cabinet Committee and Scrutiny Panel on an annual basis.
8. Scrutiny of the Council's Value For Money performance has previously been undertaken by the Scrutiny Panel, through the in-house development of an annual Cost and Performance Benchmarking Analysis. The purpose of the analysis has been to provide an initial indicator of the relationship between the Council's service costs and performance, in order to identify areas where further more detailed and targeted analysis or improvement activity may be required. In view of previous member and officer concerns in respect of the robustness of the data published by the Audit Commission that was used to develop the Benchmarking Analysis and uncertainty over the future publication of relevant data given the impending demise of the Commission, the analysis was not produced in 2011/12. A number of alternative Value For Money analysis options available from third party suppliers were subsequently investigated, although it was considered that these did not generally provide value for money themselves, and the completion of an in-house analysis exercise was reinitiated for 2012/13. The latest analysis was considered by the Scrutiny Panel in September 2012.
9. The action plan for the Value For Money Strategy is attached as Appendix 1 to this report, and reflects progress for 2011/12. The Scrutiny Panel is requested to consider progress against the Strategy, in view of its important role in monitoring the Council's Value For Money performance. This progress report will also be considered by the Finance and Performance Management Cabinet Committee at its meeting on 22 November 2012, and the views of the Scrutiny Panel will be reported to the Committee.
10. The majority of actions contained within the Value For Money Strategy were intended to be completed during 2010/11, and it was not anticipated that further actions would be adopted for the remaining two years of the Strategy. It is not currently considered necessary to identify further specific Value For Money actions, although progress

against outstanding or ongoing actions will be reported at the end of the current year. The Value For Money Strategy itself will next be reviewed in 2012/13.

### **Data Quality Strategy**

11. As the first stage of the annual performance indicator audit, the Council's external auditors have previously undertaken an assessment of the overall management arrangements of the authority to secure data quality. Although part of this assessment related to the quality of performance information, the audit also looked in detail at corporate data quality arrangements, and was therefore a much wider issue than the than simply a performance indicator audit.
12. As a result of the initial Data Quality assessment undertaken in 2006/7, it was considered important for the Council to develop a Data Quality Strategy, which was originally adopted in 2006. As performance information has increasingly been used for the external assessment of the authority's performance, the Strategy set out a commitment to ensuring that the quality of key data met the highest standards, as consistent, accurate, timely and comprehensive information is vital to support effective decision-making and enhanced service provision. The Data Quality Strategy was first reviewed during 2009, in order to identify opportunities for changes and improvements to also address wider data quality issues and to reinforce the Council's corporate commitment to data quality. A further review of the Strategy was undertaken in 2010, to address issues arising from the former Use of Resources assessment process and Internal Audit reports, and to highlight areas of best practice. The Strategy assigns responsibility for Data Quality across the Council, and incorporates an action plan, progress against which is monitored by Management Board and the Finance and Performance Management Cabinet Committee and Scrutiny Panel on an annual basis. Scrutiny of the Council's Data Quality performance is led by the Finance and Performance Management Cabinet Committee and Scrutiny Panel, in terms of the production of financial and performance data.
13. The action plan for the Data Quality Strategy is attached as Appendix 2 to this report, and reflects progress for 2011/12. The Scrutiny Panel is requested to consider progress against the Strategy, in view of it's important role in monitoring the Council's service performance. This progress report will also be considered by the Finance and Performance Management Cabinet Committee at its meeting on 22 November 2012, and the views of the Scrutiny Panel will be reported to the Committee.
14. As with the Value For Money Strategy, the majority of actions contained within the Data Quality Strategy were intended to be completed during 2010/11, and it was not anticipated that further actions would be adopted for the remaining two years of the Strategy. Similarly, it is not currently considered necessary to identify further specific Data Quality actions, although progress against outstanding or ongoing actions will be reported at the end of 2012/13.
15. Work will shortly commence on the revision and update of the Value For Money and Data Quality Strategies to take these forward from 2013/14.

### **Resource Implications:**

The review of progress against the Value For Money and Data Quality Strategies has been met from within existing resources.

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

There are no legal implications or Human Rights Act issues arising from the recommendations of this report, which seek to ensure that appropriate arrangements are in

place to secure continuous improvement in the way in which the Council's functions and services are exercised. Implications arising from specific value for money or data quality actions will be identified by the responsible service director.

**Safer, Cleaner, Greener Implications:**

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any Crime and Disorder issues within the district. Implications arising from specific value for money or data quality actions will be identified by the responsible service director.

**Consultation Undertaken:**

The review of progress against the Value For Money and Data Quality Strategies has been considered by Management Board, and will also be considered by the Finance and Performance Management Cabinet Committee on 22 November 2012. This report was made available to the Chairman of the Scrutiny Panel in advance of the preparation of this agenda.

**Background Papers:**

None.

**Impact Assessments:**

***Risk Management***

Failure to identify arrangements for securing and improving value for money and data quality, and to take corrective action where necessary, could mean that opportunities for improvement were lost, and might adversely affect the reputation of the authority.

Risk management issues arising from specific value for money or data quality actions, or from proposals for corrective action in respect of areas of slippage or below-target performance in relation to individual actions, will be identified by the responsible service director.

***Equality:***

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?

There are no equality issues arising from the recommendations of this report, which seek to ensure that appropriate arrangements are in place to secure continuous improvement in the way in which the Council's functions and services are exercised.. Equality issues arising from specific value for money or data quality actions, or from proposals for corrective action in respect of areas of slippage or below-target performance in relation to individual actions, will be identified by the responsible service director.



Epping Forest  
District Council

2010/11 - 2012/13

# Value For Money Strategy



Week 1			% +/-
2009	2010		
570	446		-21.8%
558	530		-5.0%



# Action Plan Progress Update 2011/12

# Value For Money Strategy Action Plan

2

Key Objective	What actions will we take to achieve this objective?
<p>(1) Complete full review of Value For Money Strategy and establish programme for future review of the Strategy and the Value For Money Action Plan;</p>	<p>(a) Complete Value For Money Strategy review;</p> <p>(b) Consideration of revised Value For Money Strategy by Finance and Performance Management Cabinet Committee and Scrutiny Panel;</p> <p>(c) Publication of revised Value For Money Strategy for 2010/11 to 2012/13;</p>
<p>(2) Value For Money is a central theme in the Council's vision and Corporate Plan;</p>	<p>(a) Review the emerging Corporate Plan for 2010/11 - 2013/14 to ensure that Value For Money is a key component of the Council's aims and objectives for the four year period;</p> <p>(b) Management Board to progress the Council's approach to Value For Money, ensuring that it is a key element throughout the services that the Council provides, through the regular monitoring of performance against the Value For Money Strategy Action Plan for 2010/11;</p>
<p>(3) The Council fully understands its costs and performance;</p>	<p>(a) Rollout interactive 'Value For Money Comparison Tool' for 2010/11;</p> <p>(b) Identification and justification of areas of unreasonably high spend or underperformance;</p> <p>(c) Development of annual Cost and Performance Benchmarking Analysis for 2010/11, including comparisons of costs and performance with other councils;</p> <p>(d) Consideration of annual Cost and Performance Benchmarking Analysis for 2010/11 by the Finance and Performance Management Scrutiny Panel;</p> <p>(e) Review of cost and performance benchmarking data as a routine part of the Council's business planning process for 2011/12;</p>



## Value For Money Strategy

SD = Service Directors;      PIM = Performance Improvement Manager  
F&PM SP = Finance and Performance Management Scrutiny Panel

Responsibility for Action & Timescale	Progress
(a) PIM 31st Aug 2010 (b) PIM 30th September 2010 (c) PIM 31st October 2010	All actions completed by 31 October 2010. No update required for 2011/12.
(a) Chief Executive 30th November 2010 (b) Management Board Quarterly throughout 2010/11	<p>Value for money is a key theme of the new Corporate Plan for 2011/12 - 2014/15 and is reflected across the Council's aims for the four year period.</p> <p>Given the high level nature of the Value For Money Strategy little progress can be reported on a quarterly basis. Progress against the action plan is therefore to be reported at year-end only.</p>
(a) PIM 30th June 2010 (b) SD 31st July 2010 (c) PIM 31st August 2010 (d) PIM 30th September 2010 (e) SD 31st March 2011	<p>All 2010/11 actions completed.</p> <p><b>2011/12 update:</b> Although no value for money analysis was undertaken during the year, a revised approach to the consideration of the Audit commission's 'Value For Money Profile' was agreed by Management Board, to act as a point of reference for the most recent national value for money data published by the Commission.</p> <p>This analysis was reported early in the 2012/13 municipal year, to Management Board, the Finance &amp; Performance Management Cabinet Committee and the Finance &amp; Performance Management Scrutiny Panel to allow the identification of value for money indicators or issues for consideration or review.</p>

3

# Value For Money Strategy Action Plan (continued)

Key Objective	What actions will we take to achieve this objective?
<p>(4) Value For Money, including benchmarking with other appropriate local authorities, is a key element of the Council's annual business planning process;</p>	<p>(a) Value for Money 'position statement' to be included in all annual Directorate Business Plans for 2011/12;</p> <p>(b) Audit of business plan process for 2011/12 to ensure that a Value For Money position statement is included in all Business Plans;</p>
<p>4 (5) Performance and cost information is used to routinely assess Value For Money;</p>	<p>(a) Performance information and unit cost data to be considered by Directorate Management Teams (or equivalent) on a regular basis, to inform decision making;</p>

## Value For Money Strategy

SD = Service Directors; CIA = Chief Internal Auditor;  
PwC = Pricewaterhouse Coopers; HM = Housemark

Responsibility for Action & Timescale	Progress
(a) SD 31st March 2011	<p><b>2011/12 update:</b> A VFM ‘position statement’ was continued to be required in all annual business plans, as an indication of whether service cost was commensurate with quality, taking into consideration the context of the district. The Audit Commission’s ‘VFM Profile’ and other benchmarking arrangements informed these statements, which were also required to assess the impact of actions to reduce cost and increase efficiency.</p>
(b) CIA 31st May 2011	<p><b>2011/12 update:</b> An audit of the Business Plans for 2011/12, undertaken by the Internal Audit Unit, reported ‘substantial’ assurance with corporate requirements.</p>
(a) SD Quarterly throughout 2010/11	<p>(a) Quarterly meetings are held between Director, Assistant Directors and individual Housing Managers to discuss quality issues, including: PI monitoring; benchmarking outcomes; and VFM efficiency savings. Subscribing to HouseMark, enables quality and cost performance to be compared with other landlords. Following a decision taken by the Housing Scrutiny Panel, ‘Cost Performance’ information for/from HM is only provided/received every 2 years. Detailed bi-annual HM reports are considered by senior housing management, and the Executive Summary is reported to the Housing Scrutiny Panel and the Tenants and Leaseholders Federation. Benchmarked ‘Quality Performance’ data is provided annually by Housemark and studied by officers, with some data provided/received quarterly.</p> <p>Directorate of Environment and Street Scene consider performance as a standard item at directorate management meetings. In addition, budget and cost issues are also considered and addressed as a routine although cost data is not currently considered at a unit level.</p> <p>In 2011, the council commissioned PwC to identify options for increasing revenue income and improving fee structures. A number of opportunities were identified , a number of which have been taken forward. The low number of opportunities identified reflected work the authority had undertaken in relation to the ‘selling’ of services and expertise to its partners, in securing external funding, and in ensuring cost recovery in specific service provision. The Council also appointed WYG Environment to provide advice on future procurement options for waste management, street cleansing and grounds maintenance.</p>

5

# Value For Money Strategy Action Plan (continued)

Key Objective	What actions will we take to achieve this objective?
<p>(6) Development of annual suite of Key Performance Indicators</p>	<p>(a) Rollout 2010/11 interactive ‘Business Strategy Tool’;</p> <p>(b) Identification of proposed Key Performance Indicators for 2011/12, for consideration by the F&amp;PM CC and F&amp;PM SP;</p>
<p>6 (7) Services and functions are reviewed to ensure that unit costs and performance are compared, scrutinised and improved where appropriate;</p>	<p>(a) Overview and Scrutiny to establish and monitor an annual programme of service reviews, ensuring that unit costs and performance are compared, scrutinised and improved;</p> <p>(b) Develop a corporate approach to the undertaking of Value For Money Service Reviews;</p>
<p>(8) Achieve required efficiencies in line with the Council’s budget strategy;</p>	<p>(a) Review all areas of the budget as part of the setting of revised estimates for 2011/12;</p> <p>(b) Identify budget growth and savings as part of the annual budget setting process for 2012/13;</p> <p>(c) Report performance for NI 179 (Efficiency Savings), in accordance with the requirements of the DCLG;</p>

## Value For Money Strategy

SD = Service Directors      PIM = Performance Improvement Manager  
 DF&ICT = Director of Finance & ICT;    CSB = Continuing Services Budget

Responsibility for Action & Timescale	Progress
(a) PIM 31st July 2010 (b) SD / PIM 28th February 2011	Value for money statement included in all 2011/12 Business Plans  Audit of Business Plans completed in August 2011, which reported full assurance.  <b>2011/12 Update:</b> A range of thirty-eight Key Performance Indicators (KPIs) for 2011/12 were adopted by the Finance and Performance Management Cabinet Committee, supported by the Finance and Performance Management Scrutiny Panel, in March 2011. The Business Strategy Tool (rebranded as the 'Corporate Strategy Guide') was updated to reflect the Council's Key Objectives and KPIs for 2011/12 and was published online.
(a) DCE (as lead officer for overview and scrutiny) 30th June 2010 (b) PIM 31st October 2010	(a) & (b) Decision made by Management Board not to pursue value for money analysis along the lines of previous exercises. Management Board agreed that it was important to await the results of consultation on budget priorities before identifying areas for value for money review, in the absence of any formal corporate inspection processes. Budget priorities consultation not carried out in 2011/12 and to be revisited for 2012/13.  <b>2011/12 Update:</b> In view of the previous decision to await the results of any future consultation on budget priorities, no specific Value For Money service reviews have been undertaken and it has not been necessary to develop a corporate provision, the Council has continued to challenge how services can be provided, and to undertake appropriate benchmarking comparison and relevant consultation with stakeholders, to ensuring that contracts achieve value for money and focus on desired outcomes.
(a) DF&ICT 30th November 2011 (b) SD / DF&ICT 31st Jan 2012 (c) PIM 30th June 2011 (Complete)	(a) All budget areas reviewed targeting budgets with history of under spend. Provided CSB savings of £346,000 in the 2011/12 revised estimates and £43,000 in the 2012/13 estimates. (b) Budget setting for 2012/13 identified CSB growth of £233,000 and savings of £1,466,000 to give a net CSB reduction of £1,233,000, giving a CSB figure which was £0.14m below target. (c) NI 179 Indicator removed from National Indicator Set and no longer required to report.

7

# Value For Money Strategy Action Plan (continued)

Key Objective	What actions will we take to achieve this objective?
<p>(9) Work jointly and collaboratively with other organisations, to achieve increased Value For Money through economies of scale and optimising outcomes and achievements ;</p>	<p>(a) Explore opportunities for enhanced collaborative and joint working, including joint procurement and shared working arrangements;</p>

8

## Value For Money Strategy

SD = Service Directors      PIM = Performance Improvement Manager  
 DF&ICT = Director of Finance & ICT;    CSB = Continuing Services Budget

Responsibility for Action & Timescale	Progress
<p>(a) SD 31st March 2011</p>	<p>(a) Expansion of the insurance service currently provided for Uttlesford DC to encompass cover and policy issues as well as claims handling. Accountancy provided a concessionary fares service on behalf of Essex County Council until 1st October 2012. From that date a new county-wide contractor was appointed.</p> <p>Joint procurement opportunities continue to be pursued through the Essex Procurement Hub and Procurement Agency for Essex. Two additional districts have applied to join the Hub and this being evaluated by the Hub Management Board.</p> <p>An Essex Strategic Leaders Finance Group has been established to oversee county-wide work on the localisation of Council Tax Benefit and Non-Domestic Rates.</p> <p>The Housing Directorate has collaborated with others on the following joint working arrangements:</p> <ul style="list-style-type: none"> <li>(i) Provision of Young Parents Scheme with 2 neighbouring LAs;</li> <li>(ii) Development of Home Options Choice Based Lettings Scheme with 5 neighbouring LAs;</li> <li>(iii) Introduction &amp; development of the Private Leasing Arrangement to Convert Empties (PLACE) Scheme with LAs in Essex and Herts;</li> <li>(iv) Introduction and development of the Home Energy Efficiency Partnership (HEEP) with LAs in Essex and Herts</li> <li>(v) Introduction of the West Essex Housing Forum with 2 neighbouring LAs to secure HCA funding, which has also resulted in the successful award of £160,000 Growth Area funding for EFDC for 2 affordable housing schemes;</li> <li>(vi) Production of a joint (statutory) West Essex Tenancy Strategy with 2 neighbouring authorities in October 2012 .</li> </ul> <p>The director of Environment and Street Scene regularly meets with Harlow DC to explore joint working and partnership issues. The Council remains wholly engaged in the Essex Waste Partnership, North Essex Parking Partnership as well as ELARS, an enforcement based partnership in Essex. For the 2012 Olympics worked with a range of agencies to ensure a successful Games and including joint working with Broxbourne BC on issues such as street scene during the White Water Centre events.</p>

9

# Value For Money Strategy Action Plan (continued)

10

Key Objective	What actions will we take to achieve this objective?
(9) ...continued	(b) Review and scrutinise the Council’s key strategic partnerships with regard to Value For Money, to ensure robust partnership arrangements that deliver intended outcomes;
(10) The Procurement Strategy is delivering value for money in the provision of goods and services;	<p>(a) Ensure that Value For Money (VFM) is a key principle in the Council’s Procurement Strategy</p> <p>(b) Ensure that the requirements of the Procurement Strategy and Contract Standing Orders are followed, and that appropriate procurement training is provided for relevant staff</p> <p>(c) Analyse spending to identify categories of expenditure where savings may be achievable</p> <p>(d) Review and revise the Council’s Procurement Strategy as necessary</p>
(11) Provide guidance to staff on Value For Money techniques and principles	(a) Communicate the requirements of the VFM Strategy to all staff, to generate greater understanding of VFM techniques and how to apply these for better decision making
(12) Review the Value For Money Strategy	(a) Review and update Value For Money Strategy action plan on an annual basis



## Value For Money Strategy

SD = Service Directors

PIM = Performance Improvement Manager

DF&ICT = Director of Finance & ICT

Responsibility for Action & Timescale	Progress
(b) Management Board (MB) 31st March 2011	(b) No key strategic partnerships were reviewed in 2010/11. However, the Council did enter into an innovative housing repairs management contract to harness the commercial benefits and experience of a large private-sector contractor alongside the advantages and cost-effectiveness of the in-house repairs workforce, to deliver a value for money repairs service.
(a) DF&ICT 31st March 2012	(a) VFM was confirmed as a key principle in the Procurement Strategy when it was updated in March 2012.
(b) DF&ICT 31st March 2012	(b) Internal Audit cover compliance with Contract Standing Orders as part of their work. Key aspects of Contract Standing Orders and Financial Regulations are included in the existing finance training, which continues as part of the corporate training offer. A new training course on procurement has been developed and is now also included in the corporate training offer.
(c) DF&ICT 31st March 2012	(c) Spend analysis was part of the work of the Procurement Officer. This analysis was conducted using the Spikes Cavell Observatory system and has been expanded to include work by the providers of the Marketplace ordering system which compares spend against Government framework contracts.
(d) DF&ICT 31st March 2012	(d) The Council's updated Procurement Strategy was approved by the Finance & Performance Management Cabinet Committee on 19 March 2012.
(a) PIM 31st October 2010	<b>2011/12 Update:</b> The Value For Money Strategy has continued to be available to all staff on the corporate intranet. Corporate requirements for annual business plans have encouraged Service Directors to involve staff in the annual business planning process
(a) Management Board (MB) 31st March 2011	VFM action plan reviewed by MB and Finance and Performance Management Scrutiny Panel in September 2011  <b>2011/12 Update:</b> The majority of actions contained within the VFM Strategy were intended to be completed during 2010/11 and it was not anticipated that further actions would be adopted for the remaining two years of the Strategy. It is not currently considered necessary to identify further specific VFM actions.

11

# Appendix 2 - Key Performance Indicators 2012/13

12

KPI	Description	11/12 Actual	12/13 Target	12/13 Target vs 11/12 Actual
KPI 04	What percentage of visitors to the council website were satisfied with their experience?	82.0%	70.0%	-12.0%
KPI 10	How many working days did we lose due to sickness absence?	7.58 days	7.50 days	-0.08 days
KPI 11	What percentage of the rent we were due to be paid for our commercial premises was not paid?	2.66%	3.00%	+0.34%
KPI 12	What percentage of our commercial premises was let to tenants?	98.30%	98.00%	-0.30%
KPI 20	How much non-recycled waste was collected for every household in the district?	383kg	395kg	+12kg
KPI 21	What percentage of all household waste was sent to be recycled, reused or composted?	60.03%	60.00%	-0.03%
KPI 22	What percentage of our district had unacceptable levels of litter?	7%	9%	+2%
KPI 23	What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?	10%	12%	+2%
KPI 24	How well have we done in both reducing flytipping and taking action against those believed to be responsible?	Grade 1	Grade 2	+1
KPI 25	What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?	96.20%	95.00%	-1.2%

## Value For Money Strategy

KPI	Description	11/12 Actual	12/13 Target	12/13 Target vs 11/12 Actual
KPI 30	What percentage of the invoices we received were paid within 30 days?	93%	97%	+4%
KPI 31	What percentage of the district's annual Council Tax was collected?	97.81%	97.80%	-0.01%
KPI 32	What percentage of the district's annual business rates was collected?	97.26%	97.50%	+0.24%
KPI 33	On average, how many days did it take us to process new benefit claims?	27.45 days	30.00 days	+2.55 days
KPI 34	On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?	5.37 days	8.00 days	+2.63 days
KPI 35	How many benefits fraud investigations were completed by the Council?	525	300	-225

13

(cont...)

# Appendix 2 - Key Performance Indicators

## 2012/13 (continued)

14

KPI	Description	11/12 Actual	12/13 Target	12/13 Target vs 11/12 Actual
KPI 40	What percentage of the rent due from our council home tenants was paid?	97.68%	97.00%	-0.68%
KPI 41	On average, how many days did it take us to re-let a Council property?	34 days	30 days	-4 days
KPI 42	What percentage of emergency repairs to our council properties were completed within 24 hours?	99%	99%	Level
KPI 43	What percentage of urgent repairs to our council properties were completed within five working days?	90%	95%	+5%
KPI 44	What percentage of routine repairs to our council properties were completed within six weeks?	96%	95%	-1%
KPI 45	How satisfied were our tenants with the standard of the repairs service they received?	99.45%	98.00%	-1.45%
KPI 46	How many affordable homes were built in the District?	43	72	+29
KPI 47	How many households were housed in temporary accommodation?	63	60	-3
KPI 48	What percentage of our council homes were not in a decent condition?	0.0%	0.0%	Level

(cont...)

## Value For Money Strategy

KPI	Description	11/12 Actual	12/13 Target	12/13 Target vs 11/12 Actual
KPI 50	What was the net increase or decrease in the number of homes in the district?	304	180	-124
KPI 51	What percentage of major planning applications were processed within 13 weeks?	78.38%	81.00%	+2.62%
KPI 52	What percentage of minor planning applications were processed within 8 weeks? (New definition for 2012/13 - delegated decisions only)	71.68%	89.00% (new def)	+17.32 %
KPI 53	What percentage of other planning applications were processed within 8 weeks? (New definition for 2012/13 - delegated decisions only)	90.30%	94.00% (new def)	+3.7%
KPI 54	What % of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal?	19.35%	19.00%	-0.35%
KPI 55	What % of planning applications, refused by Council Members against the recommendation of the planning officers, were granted permission following an appeal?	50.00%	50.00%	Level
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?	136.01 %	100.00 %	-36.01%

1!

## Value For Money Strategy

For further information concerning any of the content of this strategy update, please contact the Performance Information Unit at Epping Forest District Council.

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Week 1		% +/-
2009	2010	
570	448	-21.8%
558	530	-5.0%



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Epping Forest  
District Council

2010/11 - 2012/13

# Data Quality Strategy



Week 1			% +/-
2009	2010		
570	446		-21.8%
558	530		-5.0%



## Action Plan Progress Update 2011/12

# Data Quality Strategy Action Plan

Key Objective	What actions will we take to achieve this objective?
<p>(1) Complete full review of the Data Quality Strategy and establish a regular programme to review the strategy.</p>	<ul style="list-style-type: none"> <li>(a) Complete Data Quality Strategy review</li> <li>(b) Submit strategy to Use of Resources (UOR) Working Group and Management Board</li> <li>(c) Submit strategy to Finance &amp; Performance Management Cabinet Committee &amp; Scrutiny Panel</li> <li>(d) Publish revised Data Quality Strategy</li> </ul>
<p>(2) Investigate incorporating non KPI, LPI, or NI indicators into the TEN system to assist reporting &amp; bring them within Data Quality &amp; Quality Assurance strategies.</p>	<ul style="list-style-type: none"> <li>• Request all directorates to submit details of any such indicators</li> <li>• Produce draft indicator page in TEN</li> <li>• Publish indicators in TEN</li> </ul>
<p>2 (3) Ensure data and information is presented in clear, relevant and understandable way so as to be of most use to the Council's decision makers</p>	<ul style="list-style-type: none"> <li>• Consult with members and executive officers to determine how the current presentation of PI data suits their management, scrutiny, analytical and planning needs. Adapt as necessary and possible to enhance the value of the information used in decision making.</li> </ul>
<p>(4) Investigate possibility of including a Data Quality element in the staff induction process</p>	<ul style="list-style-type: none"> <li>• Design single page Data Quality presentation for inclusion in induction process, and consult with HR on whether to include as document or attend inductions</li> </ul>
<p>(5) Ensure that all relevant staff have an understanding of PI definitions calculated from data they input /analyse/extract</p>	<ul style="list-style-type: none"> <li>• Identify any training / development requirements highlighted.</li> <li>• Conduct training as required</li> </ul>
<p>(6) Ensure that responsibility for data quality is part of job descriptions and the appraisal process.</p>	<ul style="list-style-type: none"> <li>• Ongoing responsibility but directorates will need to check all job descriptions to ensure this is the case.</li> </ul>



## Data Quality Strategy

SD = Service Directors

PIM = Performance Improvement Manager

CIA = Chief Internal Auditor

Responsibility for Action & Timescale	Progress
PIM (all actions) (a) 30th June 2010 (b) 31st July 2010 (c) 30th September 2010 (d) 31st October 2010	All actions completed by 31 October 2010. No further update for 2011/12.
PIM (all actions)  31st December 2010 (all actions)	There has been limited use of TEN by directorates for collation and reporting of non-corporate performance information, although this facility remains available to all. However, the system continues to be utilised for the recording of performance in relation to a range of (non-KPI) Human Resources measures.
PIM 31st December 2010	Completed and ongoing - The presentation and description of Key Performance Indicators (KPIs) has been kept under review by members and Management Board, and arrangements have been introduced for a more 'interactive' presentation of KPI performance reports to the Board. New KPIs have been reviewed to ensure that clear and meaningful descriptions are in place.
PIM 31st January 2011	This action has not been progressed and is not thought necessary at the present time. This is reflective of the recruitment restrictions currently in place across the Council, but additionally, the Data Quality Strategy already requires Service Directors to ensure that data quality is included within relevant job descriptions and that it is reflected in the annual Performance and Development Review appraisal process as appropriate.
SD / PIM Ongoing  SD / PIM Ongoing	The establishment of a user group for TEN has been considered previously, but this is not thought necessary at the present time as awareness sessions to illustrate the uses and potential benefits of the system, have continued to be provided on request by the Performance Improvement Unit.
SD Ongoing	Data quality responsibilities in the Housing Directorate have been included within job descriptions prior to new appointments and the further rollout of this practice to all other directorates will now be considered.

3

# Data Quality Strategy Action Plan (continued)

Key Objective	What actions will we take to achieve this objective?
<p>(7) Ensure that, when making submissions on nationally or locally reported PIs, the definition has been followed.</p>	<ul style="list-style-type: none"> <li>(a) Check all indicators have definition available on TEN</li> <li>(b) Email all directorates reminding them of location of definitions and need to follow requirements</li> <li>(c) Quarterly check of all PI submissions at time of PI report completion</li> <li>(d) Annual audit of performance indicators for accuracy and data quality</li> </ul>
<p>(8) Ensure that all systems are identified and that there is a data quality lead for each system</p>	<ul style="list-style-type: none"> <li>• Electronic survey of all directorates to ascertain what systems exist, what data they produce and who is the data quality lead for that system.</li> </ul>
<p>4 (9) Ensure data provided by external contractors meets requirements for reporting performance</p>	<ul style="list-style-type: none"> <li>• Reasonableness check to be undertaken in relation to all data provided by external bodies for the purpose of reporting the Council's performance.</li> </ul>
<p>(10) Improve and strengthen the quality control processes applied to the PI outturn reports ensuring they are fully checked before submission to scrutiny.</p>	<ul style="list-style-type: none"> <li>• Review all submitted PI returns at the end of each quarter</li> <li>• 2nd &amp; 3rd level of review to be put in place for the PI outturn report to minimise errors.</li> </ul>
<p>(11) Ensure Corporate Objectives, Medium Term Aims, &amp; Sustainable Community Strategy goals are entered into TEN to assist strategic monitoring and reporting.</p>	<ul style="list-style-type: none"> <li>• Full refresh of all corporate linkages within the TEN system.</li> <li>• Once complete all relevant officers / members to be notified that these linkages exist and training provided where necessary to use to best advantage.</li> </ul>
<p>(12) Ensure data quality is achieved in all data shared with our key partners</p>	<ul style="list-style-type: none"> <li>• Work with One Epping Forest to achieve uniform approach to and agreed protocol for data quality in all shared data</li> </ul>

## Data Quality Strategy

SD = Service Directors

PIM = Performance Improvement Manager

CIA = Chief Internal Auditor

Responsibility for Action & Timescale	Progress
(a) PIM 30th June 2010 (b) PIM 30th June 2010  (c) PIM Quarterly Ongoing (d) CIA 30th July 2011	All actions are ongoing annually, and were fully completed for 2011/12. Refreshed definitions were issued for the Key Performance Indicators (KPIs) for 2011/12, and all KPI returns were checked for accuracy. An audit of the KPIs for 2011/12, undertaken by the Internal Audit Unit, reported 'substantial' assurance.
PIM 31st March 2011	This action has not yet been progressed not and is not thought necessary at the present time. Service Directors are already required to ensure all relevant systems comply with the Data Quality Strategy and must nominate appropriate officers to discharge data quality functions as appropriate.
SD Ongoing	Reasonableness checks in respect of externally provided data are required to be undertaken by Service Directors. Although no data is provided by contractors for Housing KPIs, they do provide performance information for Housing Management Pls, e.g. tenant satisfaction and response times, which are subject to routine challenge and audit by the Housing Directorate
PIM Quarterly Ongoing  PIM Quarterly Ongoing	The review of all submitted Key Performance Indicator (KPI) returns at the end of each quarter has continued. An annual audit of KPI submissions is undertaken by the Internal Audit Unit, and the audit for 2011/12 achieved 'substantial' assurance.
PIM 31st December 2010 PIM 31st March 2011	An annual refresh is undertaken of all corporate linkages (Medium Term Aims, Key Performance Indicators (KPIs) etc.) within the TEN Performance Management System. Links are updated within the Corporate Performance Toolkit to give full public access to current objectives and KPIs, alongside timely performance reports.
PIM 31st March 2011	The Performance Improvement Unit has developed a comparative data analysis covering all Essex authorities, compiling comparable positions across the county on range of topics determined by the availability and relevance of datasets. This data analysis and other similar work by the Council and the Local Strategic Partnership is fully shared with partners.

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# Data Quality Strategy Action Plan (continued)

Key Objective	What actions will we take to achieve this objective?
<p>(13) Improve the data quality of grant claims to reduce the cost of audit and the number of corrections</p>	<ul style="list-style-type: none"> <li>Review of all claims prior to submission for audit</li> </ul>
<p>(14) Improve the efficiency of the audit of the annual accounts</p>	<p>(a) Earlier completion of the external auditors records required list</p> <p>(b) Use of an electronic data store for working papers</p>

## Notes:

4

## Data Quality Strategy

SD = Service Directors      PIM = Performance Improvement Manager  
 AD (ACC) = Assistant Director (Accountancy); CIA = Chief Internal Auditor

Responsibility for Action & Timescale	Progress
AD (ACC) ongoing	The audit of grant claims for the 2011/12 financial year was completed using less audit time and with fewer amendments
AD (ACC) ongoing  AD (ACC) ongoing	The audit of the Financial Statement for 2011/12 commenced earlier and was completed using less audit time than in previous years.

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## Data Quality Strategy

For further information concerning any of the content of this strategy update, please contact the Performance Information Unit at Epping Forest District Council.

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Week 1		
2009	2010	% +/-
570	446	-21.8%
558	530	-5.0%



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



**Epping Forest  
District Council**

**Date of meeting: 20 November 2012**

**Portfolio: Finance & Technology**

**Subject: Quarterly Financial Monitoring**

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

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

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

**That the Panel note the revenue and capital financial monitoring report for the second quarter of 2012/13;**

### **Executive Summary**

The report provides a comparison between the original estimate for the period ended 30 September 2012 and the actual expenditure or income as applicable.

### **Reasons for proposed decision**

To note the second quarter financial monitoring report for 2012/13.

### **Other options for action**

No other options available.

### **Report:**

1. The Panel has within its terms of reference to consider financial monitoring reports on key areas of income and expenditure. This is the second quarterly report for 2012/13 and covers the period from 1 April 2012 to 30 September 2012. The reports are presented based on which directorate is responsible for delivering the services to which the budgets relate.
2. Salaries monitoring data is presented as well as it represents a large proportion of the authorities expenditure and is an area where historically large under spends have been seen.

### **Revenue Budgets (Annex 1 – 9)**

3. Comments are provided on the monitoring schedules but a few points are highlighted here as they are of particular significance. The salaries schedule (Annex 1) shows an underspend of £265,000 or 2.7%. This compares to £413,000 or 4.2% at this time last year. This is slight reduction in percentage terms on quarter 1.
4. Within Building Control some posts have been held vacant so that resources can be matched more closely with workload hence the quite large underspend, in percentage terms, reported here. Having said that this only amounts to £19,000 in monetary terms. Although in the previous year the underspend was more significant. There is a substantial saving shown on Office of the Chief Executive. The new Chief Executive joined the

Authority from 1 October, there will of course be a one off saving in this year relating to the first half year and also an on-going CSB saving. The acting Chief Executive was accounted for under the Office of the Deputy Chief Executive hence the slight overspend reported here.

5. Investment interest levels in 2012/13 are below expectation at quarter 2, and significantly below the prior year. There is no obvious sign of rates improving even in the longer term at the moment. Investment returns in the prior year were higher as there were still some longer term deals maturing at better rates than those available now.
6. The Council had received £1.872m of the original £2.5m investment placed with Heritable Bank as at 30 September 2012, this now brings the recovery up to 74.5%. A further payment was due in October though to date hasn't been received. Indications are that the Council can still expect to recover between 86 and 90% of the original investment. The final payment is not due to be received until April 2013.
7. Development Control income at Month 6 is £27,000 below expectations, the shortfall reported at month 3 has continued at the same rate and it is felt likely that this will continue leaving a shortfall at the year end of around £40,000. Generally applications so far this year have been quite small, though pre-application income has exceeded the full year budget already.
8. Building Control income is also down, but by £56,000. Activity in the building industry is at a low level and fewer applications are coming through. Having said that expenditure is also down but not as significantly it is still hoped to at least breakeven on the account though this now looks less certain. There was a cumulative surplus at the end of March 2012 of £94,000 so if there was a small deficit for the year this does not in itself present a problem.
9. Hackney Carriage licensing is in line with expectations, other licensing is ahead of expectations but the timing of renewals can vary from year to year.
10. Income from MOT's carried out by Fleet Operations is below expectations. There were some difficulties whilst the new ramp was installed and income at month 6 is £8,000 below target, There is also a small reduction in expenditure but the surplus made on MOT's has diminished somewhat over the last couple of years and is expected to be below £10,000 this year.
11. Local Land Charge income is below the prior year and above the original estimate which suggests, as last year, income will exceed budget for the year. There is though still significant uncertainty surrounding the future for charging for these services which may or may not be resolved during the financial year.
12. The Housing Repairs Fund shows an underspend of £894,000. However a larger than average proportion of the expenditure is seasonal falling in the winter months. The budgets will be revised shortly and there may be a saving here.
13. Payments to the Waste Management contractor have been in line with expectations and variances are minimal.
14. The budgets are currently being revisited and there are a number of income areas that look likely to fall short of expectations however expenditure, particularly salaries, are likely to underspend by at least as much. This will be taken into account during this process.

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

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



16. The full year budget for comparison purposes is the original budget updated for budgets carried forward from 2011/12 as part of the Provisional Outturn Report considered at the June meeting.

### **Major Capital Schemes**

17. The Limes Farm Hall Development has been completed sometime but the final account is still to be determined, there is a table and related commentary at annex 17.

### **Conclusion**

18. Generally income is a little down on expectations but expenditure is too. Overall at this time it appears unlikely that there will be a significant variance on the estimated addition to reserves for the year.

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

### **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**

There is no real evidence at this stage to suggest that the net budget set will not be met, however the economic climate is somewhat volatile and it is difficult to predict what is going to happen in the short to medium term let alone the longer term.

### **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

**SEPTEMBER 2012 - SALARIES**

<u>DIRECTORATE</u>	<u>2012/13</u>			<u>2011/12</u>		
	<u>EXPENDITURE</u>	<u>BUDGET</u>	<u>VARIATION</u>	<u>EXPENDITURE</u>	<u>BUDGET</u>	<u>VARIATION</u>
	<u>TO 30/09/12</u>	<u>PROVISION</u>	<u>FROM BUDGET</u>	<u>TO 30/09/11</u>	<u>PROVISION</u>	<u>FROM BUDGET</u>
	<u>£000</u>	<u>(ORIGINAL)</u>	<u>(ORIGINAL)</u>	<u>£000</u>	<u>(ORIGINAL)</u>	<u>(ORIGINAL)</u>
		<u>£000</u>	<u>%</u>	<u>£000</u>	<u>£000</u>	<u>%</u>
OFFICE OF THE CHIEF EXECUTIVE	352	422	-16.6	333	419	-20.5
DEPUTY CHIEF EXECUTIVE *	709	672	5.5	711	712	-0.1
CORPORATE SUPPORT SERVICE DIRECTORATE	1,244	1,258	-1.1	1,263	1,252	0.9
FINANCE & ICT DIRECTORATE *	1,893	1,959	-3.4	1,972	1,951	1.1
HOUSING DIRECTORATE *	2,581	2,699	-4.4	2,501	2,715	-7.9
ENVIRONMENT & STREET SCENE DIRECTORATE *	1,699	1,710	-0.6	1,719	1,747	-1.6
PLANNING & ECONOMIC DEVELOPMENT DIRECTORATE (Less Building Control)	894	898	-0.4	848	906	-6.4
BUILDING CONTROL	108	127	-15.0	124	182	-31.9
<b>TOTAL</b>	<b>9,480</b>	<b>9,745</b>	<b>-2.7</b>	<b>9,471</b>	<b>9,884</b>	<b>-4.2</b>

\* Agency costs are included in the salaries expenditure.

Please note a vacancy allowance of 2.50% has been deducted in all directorate budget provisions.

	12/13 Full Year Budget £'000	Second Quarter			12/13 Variance Budget v Actual		Comments
		12/13 Budget £'000	12/13 Actual £'000	11/12 Actual £'000	£'000	%	
Major expenditure items:							
Grants to Voluntary Groups	132	60	66	66	6	10	Grants carried forward from previous years as committed amount to £52,780, of which £35,130 is still outstanding at the end of Quarter 2. Grants approved in the first quarter amount to £60,890 of which £40,390 has been paid out. 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	76	76	76	0	0	The figures include grants to the CAB and VAEF which are paid twice yearly in 50% instalments in April and October. There have been no increases in the contribution to these organisations in 2012/13.
	299	136	142	142			

DIRECTORATE FINANCIAL MONITORING - CORPORATE SUPPORT SERVICES

	12/13 Full Year Budget £'000	Second Quarter			12/13 Variance Budget v Actual		Comments
		12/13 Budget £'000	12/13 Actual £'000	11/12 Actual £'000	£'000	%	
Major expenditure items:							
Building Maintenance	343	102	83	90	-19	-19	The budget profiling has been based on the expenditure pattern for the previous three years, with expenditure for the current second quarter being similar to the previous year. Capital projects are again taking priority. However it is expected that spending will be in line with the budget by the year end.
	343	102	83	90			

	12/13 Full Year Budget £'000	Second Quarter			12/13 Variance Budget v Actual		Comments
		12/13 Budget £'000	12/13 Actual £'000	11/12 Actual £'000	£'000	%	
Major income items:							
Hackney Carriages	179	90	91	89	1	1	The number of applications for driver and vehicle licences for Quarter 2 has remained constant.
Licensing & Registrations	103	52	36	27	-16	-30	The first half of 2012/13 has seen increased levels of fee income compared to the first half of the previous year. The budget is profiled in equal twelfths and does not reflect the cycle of annual renewals which are due in November, but can occur between September and December.
Fleet Operations MOTs	292	137	129	160	-8	-6	MOTs are undertaken by the Fleet Operations Unit at Langston Road depot. There has been a reduction in the number of tests performed at the centre as the local dealerships have started undertaking their own tests, which has significantly affected income.
Local Land Charges	170	88	97	102	9	10	Local Land Charge income is broadly in line with last year and higher than that in the budget to date. There has been additional income from full searches carried out by the Council that has offset the loss of income from personal searches. The issue surrounding the Council's ability to charge a fee for personal searches is still unresolved and ongoing.
	744	367	353	378			

	12/13 Full Year Budget £'000	Second Quarter			12/13 Variance Budget v Actual		Comments
		12/13 Budget £'000	12/13 Actual £'000	11/12 Actual £'000	£'000	%	
<u>Major income items:</u>							
Industrial Estates	940	670	755	658	85	13	Rents from the Industrial units at Brooker Road, Oakwood Hill, Oakwood Hill Workshop units and Langston Road, are above target with the first half year including income billed in advance for the third quarter. The 2012/13 actual includes additional rental income relating to Brooker Road where vacant units have now been let. The expected income level will be exceeded by around £60,000.
Business Premises - Shops	1,780	1,335	1,333	1316	-2	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, public houses and three doctors surgeries. Income is on target, and includes rents billed in advance for the third quarter.
Land & Property	169	52	54	49	2	4	Commission is received from the David Lloyd Centre based on their turnover. The actual is above the same period last year due to an increase in commission receivable. Income relating to 2012/13 will be accounted for at the end of the year, but not received until the mid part of 2013/14.
	2,889	2,057	2,142	2,023			

## 2012/13 DIRECTORATE FINANCIAL MONITORING - PLANNING &amp; ECONOMIC DEVELOPMENT

	12/13 Full Year Budget £'000	Second Quarter			12/13 Variance Budget v Actual		Comments
		12/13 Budget £'000	12/13 Actual £'000	11/12 Actual £'000	£'000	%	
<u>Major expenditure items</u>							
Forward Planning	586	340	176	8	-164	-48	After a significant period of uncertainty and lack of government direction, work on the new Local Plan has commenced and the consultation period ended. The current expected expenditure in 2012/13 is £767,000, which will be reflected in the Probable Outturn. It is expected that adoption and publication of the Local Plan will occur in April 2014.
	586	340	176	8			
<u>Major income items</u>							
Development Control	571	276	249	304	-27	-10	Development control income which is profiled on a three year average, is significantly lower than the previous year due to a fall in the number of planning applications received. A government proposal to increase fees by 15%, is currently being debated in Parliament, but is unlikely to come into effect before April 2013.
Building Control Fee Earning	528	286	230	287	-56	-19	Building Control fees, which are profiled on the average of the previous three years, are significantly lower than the budget and the first half of 2011/12 due to the reduced level of building activity and applications.
	1,099	562	479	591			



2012/13 DIRECTORATE FINANCIAL MONITORING - FINANCE & ICT

	12/13 Full Year Budget £'000	Second Quarter			12/13 Variance Budget v Actual		Comments
		12/13 Budget £'000	12/13 Actual £'000	11/12 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Information Technology	754	641	612	561	-28	-4	Expenditure in the prior year was quite low at this point compared to this year. There were some delays in billing and some maintenance contracts were still being renegotiated in 2011/12.
Telephones	188	103	89	69	-14	-14	Expenditure on telephones in the first half of the year is below budget, but an increase on the previous years actuals. Expenditure on equipment is largely on target, with line rentals and call charges being slightly behind schedule.
Bank & Audit Charges	229	7	5	42	-2	-29	The previous years actual includes the first quarters audit fee. Due to delays in invoicing by PKF, no invoices have been received in the first half of 2012/13.
	1,171	751	706	672			
<u>Major income items:</u>							
Investment Income	561	281	262	337	-19	-7	Investment income is lower than budgetted for and the previous year. There is quite a restricted list of counterparties and lending has generally been fairly short term. Also rates are still extremely low and show no sign of improvement.
	561	281	262	337			

	12/13 Full Year Budget £'000	Second Quarter			12/13 Variance Budget v Actual		<u>Comments</u>
		12/13 Budget £'000	12/13 Actual £'000	11/12 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Museum	73	47	39	44	-8	-17	The main variance relates to an underspend on business rates due to the museum no longer requiring the use of 148 Brooker Road

	12/13 Full Year Budget	Second Quarter			12/13 Variance Budget v Actual		Comments
		12/13 Budget	12/13 Actual	11/12 Actual	£'000	%	
	£'000	£'000	£'000	£'000			
<u>Major expenditure items</u>							
Bed & Breakfast Accommodation	88	44	43	10	-1	-2	No major variances in the year. The variance between years is due to an increase in the numbers being supported. This increase is being experienced throughout Essex authorities due in part to the economic crisis and the onset of welfare reforms.
<u>Major income items</u>							
Bed & Breakfast Accommodation	75	47	55	11	8	17	

	12/13 Full Year Budget £'000	Second Quarter			12/13 Variance Budget v Actual		Comments
		12/13 Budget £'000	12/13 Actual £'000	11/12 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Refuse Collection	1,469	488	472	454	-16	-3	In both 2012/13 and 2011/12 four months costs are included. The variance therefore relates to the annual inflationary increase.
Street Cleansing	1,333	444	442	421	-2	0	
Recycling	3,166	1,160	1,164	1,417	4	0	No major variances for the year. The variance between years is as a result of the reduction in gate fees.
Highways General Fund	372	53	42	36	-11	-21	The phasing of maintenance on litter bins and bus shelters can vary from expectations due to their ad-hoc nature.
Off Street Parking	471	277	247	272	-30	-11	The variance is due to Contractor payment being one month behind budget.
On Street Parking	229	186	151	172	-35	-19	The variance is due to Contractor payments being one month in arrears. The main variance between years relate to the annual inflationary increase.
North Weald Centre	191	112	116	85	4	4	No major in year variances. The variance between years relates to maintenance and utility costs.
Land Drainage & Contaminated Land	65	23	28	23	5	22	No major variances for the year.
	7,296	2,743	2,662	2,880			

	12/13 Full Year Budget £'000	Second Quarter			12/13 Variance Budget v Actual		Comments
		12/13 Budget £'000	12/13 Actual £'000	11/12 Actual £'000	£'000	%	
<u>Contract cost Monitoring</u>							
Leisure Facilities:-							
Loughton Leisure Centre	-79	-37	-33	5	4	-11	} The in-year variance relates to the Management Fee being one month behind. The difference between years, is due to the management fee being renegotiated for 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	293	119	97	95	-22	-18	
Waltham Abbey Pool	463	193	159	146	-34	-18	
Ongar Sports Centre	287	113	92	97	-21	-19	} The major variance relates to the Management Fee being one month behind.
	964	388	315	343			
<u>Major income items:</u>							
Refuse Collection	79	30	36	31	6	20	No Major Variances
Recycling	2,415	880	939	491	59	7	The variance relates to the value of recycling credits being higher than anticipated, and a better than expected settlement from the avoided disposal payment. The difference between years relate to 2011/12 only includes the first quarter, whilst 2012/13 includes five months.
Off Street Parking	1,013	438	424	468	-14	-3	} The variance relates to Penalty Charge Notices (PCNs) income being below expectations.
On Street Parking	284	273	271	242	-2	-1	
North Weald Centre	1,374	801	774	785	-27	-3	Rental income is down due to tenants awaiting new leases from Estates Management before clearing arrears.
	5,165	2,422	2,444	2,017			

	12/13 Full Year Budget £'000	Second Quarter			12/13 Variance Budget v Actual		<u>Comments</u>
		12/13 Budget £'000	12/13 Actual £'000	11/12 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Management & General	314	156	108	79	-48	-31	Expenditure is quite low at the end of quarter 2 but not significantly different from expectations in monetary terms. It is a little difficult to predict expenditure patterns ahead of the financial year however overall expenditure in both years is expected to be similar.
Housing Repairs	5,847	2,891	1,997	1,897	-894	-31	The underspend mainly relates to the responsive repairs and void area of the repairs fund. The budget is profiled evenly across the year, as it is unknown when these items will arise.
Special Services	825	374	247	280	-127	-34	The main areas showing an underspend are: heating; lighting; and tree felling (where expenditure is waiting to go through), other maintenance and equipment new. The variance between years, is from the reduction in gas and electricity budgets where Ninefield residents now have their own meters.
Interest on Loans	6,312	3,156	2,773	-	-383	-12	When the budget was set an interest rate of around 3.39% was used on the total borrowings of £186m. When it came to arranging the loans it was agreed that £30m would be taken out at a variable rate of 0.62%. This accounts for the difference reported.
	13,298	6,577	5,125	2,256			
<u>Major income items:</u>							
Non-Dwelling Rents	890	445	439	444	-6	-1	There are no major variances within the year.
Gross Dwelling Rent	29,088	14,544	14,586	13,736	42	0	The variance is due to a lower than expected number of void's
	29,978	14,989	15,025	14,180			

2012/13 DIRECTORATE CAPITAL MONITORING -  
CORPORATE SUPPORT SERVICE

ANNEX 10

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	12/13 Full Year Budget £'000	Second Quarter		12/13 Variance Budget v Actual		<u>Comments</u>
		12/13 Budget £'000	12/13 Actual £'000	£'000	%	
Planned Maintenance Programme - Council Office Works	334	123	81	-42	-34	This covers all projects being undertaken at the Council offices within the Planned Maintenance Programme, including energy efficiency schemes. Several schemes are now complete at the civic offices including the extension of the CCTV security system, the upgrade of the toilets in the condor building, a new lighting and ceiling system in the condor corridors, new barriers in the car park, and the provision of fall arresting equipment in the roof void. The new surface on the flat roof over the reception area of the Hemnall Street offices is also complete. In addition, work has commenced on several other schemes and all schemes in the programme are expected to be finished by the end of the financial year. Further details on individual projects are given in the Five Year Planned Maintenance Review presented to Cabinet on 22 October 2012.
Planned Maintenance Programme - Other Works	119	17	16	-1	-6	This section covers all other capital projects carried out as part of the Council's Planned Maintenance Programme. The new Epping Sports Centre roof is now complete and all expenditure has been processed with the exception of a small amount of staff time which will be recharged at the year-end. The other schemes include resurfacing the yard at Townmead depot; constructing a disabled ramp and carrying out capital repairs to flat roof surfaces at the control tower at North Weald Airfield; and undertaking environmental improvement works at the shops in Upshire Road, Waltham Abbey. It is anticipated that these schemes will be finished by the end of the financial year.
Other Capital Investments	530	58	60	2	3	The largest budget in this category is £313,000 set aside for the upgrade of the industrial units at Oakwood Hill. However, work will not commence on this scheme until next year and it was agreed to carry forward the full allocation as part of the Capital Review. Other allocations include £24,000 for the new vehicle lift which has been installed to increase the capacity for MoT Testing; £112,000 for new developments including feasibility works on the Langston Road Redevelopment project for which an additional approved sum of £44,000 has now been included; £36,000 for feasibility works on the roof at Waltham Abbey Swimming Pool for which a structural survey has been commissioned at an estimated cost of £10,000 and the remaining £26,000 has been identified as a saving; £35,000 for a new property management system which has not been purchased to date; and £10,000 for solar energy panels which is being carried forward pending further review.
<b>Total</b>	<b>983</b>	<b>198</b>	<b>157</b>			

2012/13 DIRECTORATE CAPITAL MONITORING -  
FINANCE & ICT.

ANNEX 11

	12/13 Full Year Budget £'000	Second Quarter		12/13 Variance Budget v Actual		<u>Comments</u>
		12/13 Budget £'000	12/13 Actual £'000	£'000	%	
ICT Projects	433	83	80	-3	-4	<p>There are currently 11 capital schemes in progress or to be started this financial year. Although much focus was placed on the Disaster Recovery Scheme at the start of the year when some work was undertaken, work was subsequently switched to the telephone upgrade. The telephone switches are fast approaching the end of their useful lives and their replacement constitutes a major project, which was the subject of a Cabinet report in September 2012. As a consequence, work on the Disaster Recovery Server has been put on hold and £119,000 will be carried forward to 2013/14.</p> <p>All internal preparations have been completed in order to progress the combining and integration of the Environment &amp; Street Scene system but there are still delays due to the supplier being unavailable to carry out the final data merge. Other projects are progressing well including the E-Financials upgrade, improving the archiving facility as part of the Groupwise to Outlook project and rolling out the document management system for Corporate Support Services. Apart from the delay to the Disaster Recovery Server project, it is anticipated that the other projects will be completed within planned timescales.</p>
<b>Total</b>	<b>433</b>	<b>83</b>	<b>80</b>			



	12/13 Full Year Budget	Second Quarter		12/13 Variance Budget v Actual		<u>Comments</u>
		12/13 Budget	12/13 Actual	£'000	%	
	£'000	£'000	£'000			
Waste Management Equipment & Vehicles	1,192	61	19	-42	0	This includes an original budget of £1,070,000 to replace 7 vehicles consisting of 5 freighters and 2 sweepers. The 5 freighters are expected to be delivered in January 2013 and the 2 sweepers will be tendered for and delivered by the end of the current financial year. The remaining budget of £122,000 was allocated for the provision of new waste and recycling containers; slippage of £62,000 has been estimated and recommended as a carry forward into 2013/14 as part of the Capital Review.
Bobbingworth Tip	27	0	0	0	0	The Bobbingworth Tip restoration and remediation works at the site are complete and the remaining budget of £27,000 has been transferred to the flood alleviation budget as part of the Capital Review.
Parking Reviews	398	0	-12	-12	0	Epping parking review is now finished and savings are anticipated; any such underspend will be addressed once all outstanding payments are made. The Buckhurst Hill parking scheme, which has a budget of £192,000, is planned to commence before the end of the current financial year with the parking scheme at Loughton to follow. The Capital Review has recommended that, for the two schemes, a total slippage of £355,000 be carried forward in 2013/14.
North Weald Airfield	137	20	15	-5	-25	A schedule of capital improvement works to be carried out at North Weald Airfield has been jointly agreed with the market operators; this work is fully funded from contributions made by the market operators. At present, expenditure is broadly in line with budget expectations, however a small carry forward of £7,000 into 2013/14 was requested in the Capital Review. Additionally, a supplementary capital estimate of £15,000 was requested in the Capital Review for the purchase of a second hand vehicle to use at North Weald to replace the current vehicle. If approved, this will be funded by the Council and will be used to continue effective and efficient operations at North Weald.
Other Environmental works	72	0	-3	-3	N/A	The negative actual expenditure relates to an ongoing sundry creditor. The budget of £72,000 has been set aside for work associated with flood alleviation schemes and plans are currently in hand to purchase a vehicle with specialist equipment. Other capital works relating to flood alleviation have also been assessed and additional financing has been requested by means of a virement from savings on the Bobbingworth Tip project within the Capital Review.
Grounds Maintenance Vehicles	154	139	135	0	0	All new mowers which replaced previously leased vehicles have now been purchased within the approved budget of £124,000. The remaining budget of £30,000 represents the on-going vehicle and equipment replacement programme which has been in place for many years. As part of the Capital Review this element of the budget has been increased by £20,000 to £50,000. The £50,000 includes the original sum of £30,000, plus £3,000 brought forward from 2013/14; £12,000 from the trade-in of an old tractor; and £5,000 from revenue contributions. The full year budget for grounds maintenance vehicles will therefore be increased to a total of £174,000 following the call-in period.
<b>Total</b>	<b>1,980</b>	<b>220</b>	<b>154</b>			

	12/13 Full Year Budget	Second Quarter		12/13 Variance Budget v Actual		<u>Comments</u>
		12/13 Budget	12/13 Actual	£'000	%	
	£'000	£'000	£'000			
Limes Farm Hall Development	1	1	1	1	69	See comments on the major schemes schedule.
Waltham Abbey All Weather Pitch	495	18	8	-10	-54	Construction of the new astroturf pitch at Waltham Abbey has now begun although is in the initial stages. The site has been fully set up and excavations are nearly complete. The project is on schedule and thus is anticipated to be completed within 16 weeks. Although expenditure is lower than the budget so far, due to the majority of the works commencing in quarter 3, a payment of £71,000 is pending having been approved at the end of October.
Waltham Abbey Regeneration	107	34	30	-4	-11	The Regeneration Initiative consists of a number of projects managed and procured by Waltham Abbey Town Council. Two projects were completed in 2011/12 and one more has been completed so far this financial year; this being the renovation of the toilet block at Quaker Lane. The cost of this latest project was £30,000 and the payment was made in July 2012, which will put expenditure more in line with budget expectations. The remaining schemes are expected to be completed by the end of the financial year.
<b>Total</b>	<b>603</b>	<b>53</b>	<b>39</b>			

	12/13	Second Quarter		12/13		Comments
	Full Year	12/13	12/13	Variance		
	Budget	Budget	Actual	Budget v Actual		
	£'000	£'000	£'000	£'000	%	
Loughton Broadway Works TCE	10	0	0	0	0	The work on the Loughton Broadway Town Centre Enhancement Scheme is complete and the 12 month defect period has come to an end.
Loughton Broadway CCTV	97	82	83	1	1	The works for the installation of new CCTV systems and the enhancement of existing systems started in April 2012 and is now complete. It is anticipated that the budget will be underspent by approximately £14,000.
<b>Total</b>	<b>107</b>	<b>82</b>	<b>83</b>			

	12/13 Full Year Budget £'000	Second Quarter		12/13 Variance Budget v Actual		Comments
		12/13 Budget £'000	12/13 Actual £'000	£'000	%	
Home Ownership Schemes	724	107	107	-0	-0	The Open Market Shared Ownership Scheme, under which the Council provides interest-free loans to B3Living (formerly Broxbourne Housing Association) to enable first time buyers to purchase properties on the open market, currently consists of two phases. Phase one is almost complete and, due to its success, the implementation of phase 2 has been agreed by the housing portfolio holder. However expenditure is unlikely to occur on phase 2 this year and therefore it was recommended in the Capital Review to carry forward £350,000. If this proves to be successful as well, an option of a third phase would be considered in a separate report at a future date.
Contributions to Affordable Housing	372	0	0	0	0	This allocation was brought forward from 2011/12 having originally been allocated to Contributions to Affordable Housing. In the Capital Review it has been recommended to carry forward the full budget of £372,000 into 2014/15 with a view to providing a possible allocation for phase 3 of the Open Market Shared Ownership Scheme, should this be appropriate.
Disabled Facilities Grants	476	238	65	-173	-72	To date, expenditure on Disabled Facility Grants has been low in 2012/13 due to the reduced number of referrals received at the end of 2011/12. Since then, however, referrals have increased as more occupational therapist time has been made available through the introduction of a dedicated work team. This should have a positive impact on referrals for the remainder of the year and thus expenditure is expected to increase. Two large grants, totalling £30,000 each have been approved in the current financial year with another 3 in the pipeline to be approved and completed by 31 March 2013. In addition there are the regular jobs that will be approved and completed within the current financial year. Although expenditure is expected to increase, the full £476,000 is unlikely to be spent. Consequently, a virement of £22,000 has been proposed as part of the Capital Review to assist other private sector grants and a saving of £144,000 has been recommended.
Other Private Sector Grants	387	194	96	-98	-51	The new Housing Assistance policy came into effect from 1 July 2012. The major conditional change is that all discretionary financial assistance is now repayable upon the sale or transfer of property. To date, expenditure has been down but it is expected to increase over the next 2 quarters. Increased publicity and positive communication of the benefits of the assistance is expected to provide a positive outturn by year end. There is also a virement proposed as part of the Capital Review of £22,000 to small works assistance.
Housing Estate Off Street Parking	1,027	129	36	-93	0	Off street parking schemes on council housing estates are jointly funded between the General Fund and the HRA. Although work has commenced on the second phase of three parking schemes, expenditure has been low to date. A report is due to be presented to Cabinet later this year to seek approval for future schemes. In light of this report it has been recommended as part of the Capital Review to move part of the budget into the next two years, moving £419,000 to 2013/14 and £350,000 to 2014/15.
<b>Total</b>	<b>2,986</b>	<b>668</b>	<b>304</b>			

	12/13 Full Year Budget £'000	Second Quarter		12/13 Variance Budget v Actual		<u>Comments</u>
		12/13 Budget £'000	12/13 Actual £'000	£'000	%	
Windows/Roofing / Asbestos / Water Tanks	2,936	1,378	947	-431	-31	The budgets for windows, roofing, front doors, water tanks and asbestos removal were increased significantly in this financial year. However, it has been estimated that the increased workload cannot be met and slippage is expected. It had been estimated that the slippage for windows and front doors was £400,000 however expenditure on windows has increased in the second quarter. Slippage estimates for the roofing budget is £400,000 and the communal water tank renewal is £157,000. Thus it was recommended in the Capital Review that a total of £957,000 be carried forward into 2013/14 for the programmes. The additional funds required for the windows programme will be addressed as part of the Capital Strategy. Work on asbestos removal is unpredictable as it is demand led and new regulations have recently come into effect. Initial indications suggest expenditure will increase in the second half of the year and therefore additional funds may be required to fund the scheme. It has been recommended in the Capital Review that a total amount of £80,000 be vired over to asbestos works from the underspend on dr
Heating/Rewiring	2,683	1,342	1,081	-260	-19	Overall, expenditure in this category is slightly lower than expected. The main reason for this is that electrical testing undertaken so far this year has generally resulted in minor electrical capital works being undertaken rather than complete rewires. Expenditure is being monitored and is expected to pick up later on in the year. New heating upgrades are on target and the programme to replace open flued appliances with room sealed boilers is well underway.
Housing Developments	367	0	0	0	0	Capital expenditure on new house building schemes is not anticipated until the development agent commences work in January 2013. The development agent will assist in formulating a house building strategy; carrying out a feasibility study; and submitting a Homes & Communities Agency partnership status application on behalf of the Council. The budget for this was an approximation and a carry forward of £90,000 into 2013/14 has been agreed as part of the Capital Review. The budget for Pyrls Lane was brought forward from 2011/12 for a potential development.
Other Planned Maintenance	616	258	89	-169	-65	This category includes communal TV upgrades, energy efficiency measures, door entry systems, Norway House improvements and Works Unit vehicle replacements. Although, the communal TV upgrade programme has now been completed, the other budgets are underspent. The reduced work on drainage is due to a transfer of responsibility to the water authorities. This has generated a saving of £80,000 which has been suggested in the Capital Review to be vired over to asbestos works. There is likely to be slippage on the budgets for door entry systems and energy efficiency works in 2012/13 and thus carry forwards of £142,000 and £136,000 were suggested in the Capital Review.
<b>Total Planned Maintenance c/f</b>	<b>6,602</b>	<b>2,978</b>	<b>2,117</b>			

	12/13 Full Year Budget £'000	Second Quarter		12/13 Variance Budget v Actual		Comments
		12/13 Budget £'000	12/13 Actual £'000	£'000	%	
Total Planned Maintenance b/f	6,602	2,978	2,117			
Kitchen Replacements	2,815	808	668	-139	-17	Properties requiring kitchen replacements are identified from ongoing Stock Condition Surveys following the completion of the Decent Homes Initiative in 2010. The volume of planned work for this financial year has been reduced due to kitchen installations undertaken through the voids process, tenant refusals and kitchens that are on-hold pending arrangements to settle outstanding rent arrears. Kitchens due for replacement in future years have been brought forward for completion in this financial year, however, overall expenditure is lower than expected and it has been recommended that £1,200,000 be carried forward into 2013/14. Work on identifying properties for inclusion in future kitchen replacement programmes is currently underway through planned Stock Condition Surveys. It should also be noted that the current contract for Kitchen Replacements will be up for renewal early in 2013.
Bathroom Replacements	1,355	250	27	-223	-89	Bathroom replacements also are identified from ongoing Stock Condition Surveys and the current need for complete bathroom replacements, despite using the Decent Homes Plus criteria, is very low. This has resulted in a significant reduction in expenditure for this financial year, however, repairs and maintenance of the non-standard bathrooms on the Limes Farm estate is problematic and a programme of upgrades and replacement is planned. Despite this, a significant under spend is anticipated and thus it has been recommended that £855,000 be carried forward in the Capital Review to 2013/14.
Council Estate Parking & Other Environmental Works	1,334	667	107	-560	-84	The largest project in this category is the Off Street Parking schemes on council owned land. Work has commenced on the second phase of three parking schemes and, following slight design changes and planning approval, the works are now being completed under-budget it is proposed that to allow for slippage, £436,000 be carried forward into 2013/14 and £364,000 into 2014/15. A report on the outcome of the current schemes and future Off Street Parking schemes is also due to Cabinet in December.
Void Refurbishments & Other Small Works	887	444	587	143	32	Void workload is demand led and predicting the quality and condition of void properties is notoriously difficult. Although expenditure is low at the moment, a rise is expected because a number of affordable housing developments are due to be completed shortly which is likely to result in an increase in void Council properties. The budget will be monitored and any amendments will be addressed via the Capital Strategy.
Structural & Other Works	740	366	280	-86	-24	The Council is monitoring a number of properties that are suffering with significant structural movement. Expenditure is not quite in line with the budget but the Council does not insure for subsidence, it is anticipated that expenditure will pick up against this budget.
Disabled Adaptations	414	207	223	16	8	Although expenditure on disabled adaptations in council dwellings is slightly over the half year budget, it is expected that the budget will not be exceeded in the current financial year as there is an additional allocation for disabled adaptations within the Service Enhancement budget. This allocation is currently held within the Revenue budgets but will be transferred into the capital Budgets for the next monitoring report.
Garages	42	21	1	-20	-95	The budget for garages is expected to be fully utilised within the current financial year.
<b>Total HRA</b>	<b>14,189</b>	<b>5,741</b>	<b>4,010</b>			

2012/13 LIMES FARM HALL DEVELOPMENT										
Original Start Date	Original Finish Date	Actual Start Date	Actual Finish Date	Original Project Cost	Supplementary Estimates	Approved Budget	Actual Exp To Date	Anticipated Outturn	Variance to Original Cost	Variance to Approved Budget
				£'000	£'000	£'000	£'000	£'000	%	%
Mar-11	Aug-11	Apr-11	Feb-12	1,062	0	1,062	1,061	1,062	0%	0%

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.

Once the consultation exercise was completed, meetings were held on a regular basis with the partners to discuss potential future provision as 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 include the Limes Farm Community Association, Chigwell Parish Council, Limes Farm Infant and Junior Schools, East Potential and the Grange Farm Trust.

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 project meeting commenced immediately. At the beginning of the construction a delay of three weeks was experienced due to issues with asbestos removal from the site and then further delays were due to issues with steelwork fabrication and the installation of new electrical power cables by UK Power Network. The works were however complete by February 2012 and the Hall opened for business on 20th February.

The new building is of a high level specification and the construction works are seen as good value for money based on the final price of the contract. However, a significant amount of snagging still remains which has been held up due to the Council seeking Counsel's advice in respect of a legal challenge to the project management consultants responsible for the development.

The final account is still subject to negotiations but it is now thought that the actual cost of the scheme will be higher than the original project estimate. To date, the Council has accounted for the two outstanding retentions totaling £26,000 due to Beardwell Construction and Norfolk Property Services Group as at 31 March 2012 by way of sundry creditors. Any settlement in excess of this total will represent an increase on the anticipated outturn and approved budget figures given in the table above. A contingency sum of £40,000 has been requested within the Capital Review which represents the maximum additional funding required as the Council is hoping that the final account settled will be lower than the final account submitted. This contingency is excluded from the above figures pending approval. Payment arrangements are also under negotiation but the full settlement will not be paid until all outstanding snagging items have been completed satisfactorily. It is anticipated that the final account and report will be presented to Cabinet on 4 February 2013.

With regard to funding, a competitive application to the Essex County Council Extended Schools fund was successful which secured a financial grant of £270,000 towards the project. This grant has been applied in full to the capital works and the Council is financing the shortfall.

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



**Epping Forest  
District Council**

**Date of meeting: 20 November 2012**

**Portfolio:** Finance and Technology

**Subject:** Fees and Charges 2013/14

**Officer contact for further information:** Peter Maddock (Ext 4602)

**Committee Secretary:** Adrian Hendry (Ext 4246)

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

**That the Panel consider the proposed increases to fees and charges for 2013/14, and note that the September Retail Prices Index increase (2.6%) has been used as a guide.**

### **Executive Summary**

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

### **Reasons for Proposed Decision**

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

### **Other options for action**

There are a number of areas where the Council has discretion on the level of fees and charges that it sets. There are many possible options open to the Council ranging between no increase to any fees at all up to applying quite large increases where possible. However the proposals in this report are felt to be the most appropriate at this time.

### **Report:**

- .1 As part of the budget setting process the level of fees and charges are considered for the forthcoming financial year. The recent Medium Term Financial Strategy identified the need for General Fund net savings of £250,000 in 2013/14 and any additional income from Fees and Charges referred to in this report will assist in achieving that target.

### **Deputy Chief Executive**

- .2 There are a number of fees and charges within this area such as New Horizons, Sports Development and Lifewalks. It is proposed that these be increased by 2.6%. The rate of inflation as measured by the retail prices index in September.

### **Finance and ICT**

- .3 Income within this Directorate is primarily in the form of Government Subsidies related to Housing Benefit Expenditure and as such is outside the scope of fees and charges.

### **Corporate Support Services**

- .4 There are several sources of income to this Portfolio, Industrial Estate Rents, Local Land

Charges, income from MOT's and Licensing Fees.

- .5 Industrial Estate Rents are not subject to annual increases as they are negotiated for a period of time before each lease is entered into. The level at which rents can be agreed is influenced by the general state of the economy and the availability of other properties.
- .6 The situation regarding Land Charge income is still very uncertain following the introduction of the Local Land Charges (Amendment) Rules 2010. The charge for a full search should be set based on the costs incurred providing the information. The current costs are broadly in line with the fee charged. The account itself is in deficit due to non chargeable activities and the fact that personal searches are free but there is a cost attached to dealing with enquiries.
- .7 MOT income is subject to a maximum charge set by the Vehicle Operating Service Agency (VOSA). The Council's fee is set below this level and it is felt that this has generated additional trade. The fee is usually increased by a similar amount when the VOSA increase the maximum. However given the reductions in income seen it is felt an increase may well be counter productive.
- .8 With regard to licensing, the Local Government (miscellaneous provisions) Act 1976 allows Authorities to set fees on the basis of reasonable cost recovery in relation to Hackney Carriage Operators and Vehicle Licences. It is proposed that these charges be frozen at current levels.
- .9 With regard to other forms of licensing, some fall under the 2003 Licensing Act and this prescribes the level of fee that can be levied. Others though can be varied subject to a maximum level or can be levied on a cost recovery basis. Licence Fees are generally below the prescribed level and do not recover the cost of provision, in some cases quite significantly. It is therefore felt that these should be increased where appropriate. Details of these fees are shown in Appendix 1.
- .10 There are also a number of Licence fees that the Council needs to set in case an application were to come forward. In most cases these are set at or near to the maximum allowable under the Gambling (Premises Licence Fees) Regulations 2007 and are found in Appendix 3.

## **Planning and Economic Development**

- .11 The main income areas within this portfolio are Development Control, pre-application charges and Building Control fees.
- .12 Development Control fee levels are controlled by Central Government. It has been announced that an increase of 15% is proposed in recognition of the inflation experienced since 2008 when fees were last increased. It is not clear when this change will be implemented.
- .13 With regard to pre-application charges that apply to major applications, it is proposed that these be left at current levels. Take up has improved this year and the budget of £6,000 set has been exceeded by around £10,000 already.
- .14 Building Control Fees are income to the ring-fenced Building Control Charging Account and therefore do not affect the General Fund directly. Current fee levels are felt to be reasonable and the account is expected to end up around break even. The account holds a cumulative surplus at the end of March 2012 was around £94,000 and given that the account will still be in surplus by the end of March 2013 and that the section work in a competitive environment it is felt an increase at this time would be counter productive.

## **Environment and Street Scene**

- .13 The level of Car Parking fees is currently under review with particular emphasis on looking at longer stay charges. A full report on Parking Fees is proposed and they are therefore excluded from this exercise.
- .14 Other fee income is in the form of various Environmental Health and Waste Management related charges. It is proposed to apply an increase to these particularly as in the case of bulk waste collections the cost to the Council will increase as the contract price increases annually. The proposed fee structure is set out in Appendix 1. The Council no longer operates a pest control contract and members of the public deal with whichever contractor they wish directly. There are therefore no longer any fees and charges to review.
- .15 There is also a need to set the fee for Zoo Licences as again there needs to be a fee in place should any application come forward. The proposed fee is shown on appendix 1
- .16 The general uplift for fees and charges related to the Leisure Centres is specified as being in line with the retail prices index within the leisure contract. If there is any variance from this the contractor has to agree this with the Council in advance of the increase.
- .17 Although the Council does not provide a trade waste service itself it does need to ensure that a service is available should traders require it. Currently all traders go directly to service providers and deal with them. If a trader was to come to the Council for such a service the Council would arrange for SITA to carry out the trade waste collection at a charge currently of £13.00 per collection it is proposed that this be increase to £13.50. Similarly the fee charged to schools etc. be increased from £8.00 to £8.50.

## **Housing**

- .18 The Schedule of proposed Housing-Related Fees and Charges for 2013/14 is shown at Appendix 2, which also lists the fees and charges for the current year for comparison.
- .19 Generally, it is recommended that the majority of fees and charges be increased by RPI of 2.6% - rounded up or down as appropriate. However, in view of the current economic conditions and the hardship faced by many residents at present, the Housing Portfolio Holder wishes to recommend to the Cabinet Committee that a number of Housing-Related Fees and Charges be frozen for 2013/14. Those charges which the Housing Portfolio Holder recommends be frozen for next year are shaded grey on the attached schedule.
- .20 There are also a couple of charges that are recommended to remain at the same, rounded, amount for administrative ease (i.e. the file copying charge and the charge for dishonoured cheques).

## **Conclusion**

Where it can be justified some increases are proposed with 2.6%, the September RPI figure, being used as a guide. However there are increasingly regulations in certain areas preventing this course of action. The expected additional income to the General Fund and Housing Revenue Account as a result of this will be reported at the meeting.

## **Consultations Undertaken**

Consultations have been undertaken with various spending officers from directorates.

## **Resource Implications**

Additional Income to the General Fund and HRA.

## **Legal and Governance Implications**

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

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

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

## **Background Papers**

Working papers held in Accountancy.

## **Impact Assessments**

### Risk Management

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

### Equality and Diversity:

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

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

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

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

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

**Environment & Street Scene and Corporate Support Services**

**Appendix 1**

**Proposed fees & charges for 2013/14**

Service area	2012/13		Proposed 2013/14		Notes
	Application/ Event	Renewal	Application/ Event	Renewal	
<b>Environmental Health</b>					
<b>Training</b>					
Basic food hygiene course	£60.00		£60.00		
Basic health & safety course	£50.00		£50.00		
<b>Animal welfare</b>					
Animal boarding	£292.00	£200.00	£292.00	£200.00	
Dog breeding	£292.00	£200.00	£292.00	£200.00	
Pet Animals Act	£292.00	£200.00	£292.00	£200.00	
Dangerous wild animals	£638.00	£433.00	£638.00	£433.00	
Riding establishment	£638.00	£536.00	£638.00	£536.00	
Stray dog	£77.00		£77.00		Plus £11.00 per day for kennel costs etc
Zoo's			£515.00		Plus Vet Fees
<b>Licensing.</b>					
<b>Hackney Carriage/Private Hire</b>					
Annual Vehicle Licence	£277.00	£277.00	£277.00	£277.00	Subject to Statutory consultation
Annual Driver's Licence	£88.00	£88.00	£88.00	£88.00	Subject to Statutory consultation
Vehicle plate	£30.00		£30.00		Initial fee, refundable on return
Driver badge	£10.00		£10.00		
Drivers Test	£40.00		£40.00		Refundable if 2 days notice of cancellation given
Drivers re-sit of test	£21.00		£21.00		Refundable if 2 days notice of cancellation given

Service area	2012/13		Proposed 2013/14		Notes
	Application/ Event	Renewal	Application/ Event	Renewal	
<b>Private Hire Operators</b>					
Annual operator licence (1 vehicle only)	£36.00		£36.00		Subject to Statutory consultation
Annual Operators (> 1 vehicle)	£136.00		£136.00		Subject to Statutory consultation
Plate exemption	£88.00	£88.00	£88.00	£88.00	
<b>Miscellaneous</b>					
Special treatment premises	£119.00		£150.00		
Special treatments person	£64.00		£80.00		
Small Society Lotteries	£40.00	£20.00	£40.00	£20.00	Set by Statute
Sex Shops and Cinemas	£441.00	£441.00	£500	£500	
Sexual Entertainment Venues -	£3,300	£1,650.00	£4,000	£2,000	
Street Trading Consents	£330.00	£330.00	£355.00	£355.00	If not successful at sub-committee then half fee refunded
<b>Licensing Act 2003</b>					All fees set by statute based upon premises rateable value plus occupancy for premises holding more than 5,000 people. Personal licences valid for 10 years  EFDC cannot amend these charges, therefore not included in this table

## Gambling Act 2005

Betting Premises	New application		Annual fee		Variation, Transfer, Re-instatement	
	Current	Proposed	Current	Proposed	Current	Proposed
Betting premises (not tracks)	£350.00	£375.00	£320.00	£340.00	£231.00	£256.00

Betting Premises	Licence copy		Notification of change	
	Current	Proposed	Current	Proposed
Betting premises (not tracks)	£27.00	£28.00	£27.00	£28.00

## Waste management

### Bulky household waste

Item	Current	Proposed	Notes
1 to 3 items	£26.00	£27.00	50% concession for pensionable age
4 to 7 items	£32.00	£33.00	50% concession for pensionable age
8 to 10 items	£45.00	£47.00	50% concession for pensionable age
11 to 15 items	£53.00	£56.00	50% concession for pensionable age
More than 15 items	Assessment	Assessment	50% concession for pensionable age

### Trade waste

Item	Current	Proposed	Notes
Commercial properties (per collection)	£13.00	£13.50	Service provided on request
Schools and Community premises (per collection)	£8.00	£8.50	Service provided on request

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## Fees and Charges 2013/14 - HOUSING RELATED SERVICES

Service	2013/14		2012/13		VAT
	Amount	Period	Amount	Period	
<b>Communal Halls:</b>					
Pelly Court Hall, Epping	£9.45	per hour	£9.45	per hour	
Oakwood Hill Hall, Loughton	£132.00	per annum	£132.00	per annum	
Barrington Hall, Loughton	£7.65	per session	£7.65	per session	
Hire of Halls for Elections	£83.40	per day	£81.30	per day	
Guest Rooms - Sheltered Housing	£8.45	per person per night	£8.25	per person per night	Y
<b>Telecare Packages:</b>					
Alarm and up to 4 sensors (Monitoring only)	£95.30	per annum	£95.30	per annum	Y
Monitoring of additional sensors (per sensor)	£10.00	per annum	£10.00	per annum	Y
Monitoring of alarms for other organisations (per speech module)	£95.35	per annum	£95.35	per annum	Y
Large Button Telephone	£20.50	per telephone	£20.50	per telephone	
Leasehold Vendors' Enquiries	£134.25	per enquiry	£130.85	per enquiry	Y
Certificates of Buildings Insurance - Leaseholders	£42.75	per copy	£41.65	per copy	Y
Hardstandings	£29.10	per annum	£28.35	per annum	Y
<b>Scooter Stores:</b>					
Rental	£3.70	per week	£3.70	per week	
Electricity	£1.90	per week	£1.90	per week	
Dishonoured cheques	£25.00	per cheque	£25.00	per cheque	
<b>Homeless Hostel Accommodation:</b>					
One Room	£44.10	per week	£43.00	per week	
Two Rooms	£68.85	per week	£67.10	per week	
Three Rooms	£92.75	per week	£90.40	per week	
Chalets	£80.35	per week	£78.30	per week	
<b>Bed and Breakfast Accommodation (Contracted rates):</b>					
Single Room	£38.15	per night	£33.32	per night	
Double Room	£50.23	per night	£48.87	per night	
Mortgage references	£39.10	per enquiry	£38.10	per enquiry	Y
Request for covenant approval	£62.45	per request	£60.85	per request	Y
Licences for vehicular access across housing land	£103.95	per annum	£101.30	per annum	
Condition surveys to respond to Party Wall Act Notices	£70.60	per Notice	£68.80	per Notice	Y
Copies of Structural Reports on RTB Properties	£35.00	per report	£34.15	per report	Y
Replacement Door Entry and Suited Keys	£13.15	per key	£12.80	per key	Y
<b>Garage rents:</b>					
Tenants	£7.90	per week	£7.90	per week	
Non-tenants	£7.90	per week	£7.90	per week	Y
Small Land Sales Valuation Charge	£342.50	per sale	£334.00	per sale	Y
File Copying Charge	£10.00	per request	£10.00	per request	Y
Valuation & Legal Charge - Re-sale of RTB Property within 5 years / Sale of property to EFDC within 10 years	£345.00	per application	£336.00	per application	Y
Consideration of Right to Re-purchase Former RTB Property within 10 years of Original Purchase	£60.00	per application	£58.45	per application	Y

Careline Service to Home Group for Wickfields sheltered housing scheme, Chigwell	£227.00	p/a per speech module	£221.00	p/a per speech module	Y
<b>Caring And Repairing in Epping Forest (CARE) Fees:</b>					Y
Disabled facilities grants (DFGs)	15%	of works cost	15%	of works cost	
Decent Homes Repayable Assistance	15%	of works cost	15%	of works cost	
Empty Homes Repayable Assistance	15%	of works cost	15%	of works cost	
Small Works Reapyable Assistance	10%	of works cost	10%	of works cost	
<b>Licences - Houses in multiple occupation:</b>					
3 storey HMO with up to 5 units of accommodation	£646.00	per licence	£630.00	per licence	
Additional units of accommodation	£60.00	per additional unit	£58.00	per additional unit	
<b>Landlord Accreditation Scheme for Student Accom.</b>					
Bed-sit	£50.00	per property accredited	£50.00	per property accredited	
1-2 bedroom flats	£100.00	per property accredited	£100.00	per property accredited	
House/bungalow with up to 6 bedrooms	£150.00	per property accredited	£150.00	per property accredited	
3 storey houses (non-licensable)	£175.00	per property accredited	£175.00	per property accredited	
Sewerage charges for individual sewerage systems	2.6%	Increase in all charges	5.2%	Increase in all charges	
Use of Jessopp Ct Lounge by Essex CC as a Day Centre	£9,250.00	per annum (wef 12.7.13)	£9,000	per annum (wef 12.7.12)	
Lease for Jessopp Ct Office to Family Mosaic	£4,100.00	per annum (wef 24.10.13)	£4,000	per annum (wef 24.10.12)	

(#) The majority of recipients of Telecare packages are over 60 years of age and have been given VAT exemptions. However, some do pay VAT on their charges.

General percentage uplift for next year	2.6%	Fees shaded in grey are recommended to be frozen for 2013/14
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Gambling Act 2005 - Premises Licences currently not granted within the District

Appendix 3

	New application		Annual fee					
	Current	Proposed	Current	Proposed				
New small casino	£5,000	£5,000	£5,000	£5,000				
New large casino	£10,000	£10,000	£10,000	£10,000				
Regional casino	£15,000	£15,000	£15,000	£15,000				
Bingo club	£350.00	£500.00	£350.00	£500.00				
Tracks	£350.00	£500.00	£350.00	£500.00				
Family entertainment centres	£350.00	£500.00	£350.00	£500.00				
Adult gaming centre	£350.00	£500.00	£350.00	£500.00				
	Application to vary		Application to transfer		Application to re-instate		Application for provisional statement	
New small casino	£4,000	£4,000	£1,800	£1,800	£1,800	£1,800	£8,000	£8,000
New large casino	£5,000	£5,000	£2,150	£2,150	£2,150	£2,150	£10,000	£10,000
Regional casino	£7,500	£7,500	£6,500	£6,500	£6,500	£6,500	£15,000	£15,000
Bingo club	£231.00	£350.00	£231.00	£350.00	£231.00	£350.00	£231.00	£350.00
Tracks	£231.00	£350.00	£231.00	£350.00	£231.00	£350.00	£231.00	£350.00
Family entertainment centres	£231.00	£350.00	£231.00	£350.00	£231.00	£350.00	£231.00	£350.00
Adult gaming centre	£231.00	£350.00	£231.00	£350.00	£231.00	£350.00	£231.00	£350.00
	Licence application (prov. statement holders)		Licence copy		Notification of change			
New small casino	£3,000	£3,000	£27.00	£28.00	£55.00	£57.00		
New large casino	£5,000	£5,000	£27.00	£28.00	£55.00	£57.00		
Regional casino	£8,000	£8,000	£27.00	£28.00	£55.00	£57.00		
Bingo club	£231.00	£350.00	£27.00	£28.00	£55.00	£57.00		
Tracks	£231.00	£350.00	£27.00	£28.00	£55.00	£57.00		
Family entertainment centres	£231.00	£350.00	£27.00	£28.00	£55.00	£57.00		
Adult gaming centre	£231.00	£350.00	£27.00	£28.00	£55.00	£57.00		

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



**Date of meeting: 20 November 2012**

**Subject:** Sickness Absence



**Officer contact for further information:** Paula Maginnis (01992564536)

**Committee Secretary:** Adrian Hendry (01992 564246)

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### **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 Q1 and Q2, 2012/2013; 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 2012/2013 is an average of 7.5 days per employee.
3. The Council figures for Q1 and Q2 are 1.6 days and 1.78 days against targets of 1.84 days and 1.62 days respectively for these periods. Figures for each Directorate are set out in paragraph 12 of the report.
4. During Q1 3.9% of staff met the trigger levels or above, 21.5% had sickness absence but did not meet the triggers and 74.6% had no absence.
5. During Q2 3.9% of staff met the trigger levels or above, 21.6% had sickness absence but did not meet the triggers and 74.5% had no absence.
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.

### **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

7. The latest figures published by the Industrial Relations Service (for 2011) show that the average number of days taken as sickness absence in public services was 7.6 days compared to 8.5 days in the not-for-profit sector, 5 days in the finance sector and 6.3 days in the construction sector.
8. Currently, under the Council's Managing Absence Policy there are trigger levels for initiating management action in cases of excessive sickness absence. These are:
  - (i) during any 'rolling' twelve-month period an employee has had 5 or more separate occasions of absence; or
  - (ii) during any 'rolling' twelve-month period an employee has had at least 8 working days of any combination of un/self certificated, or medically certificated absences.
9. In addition to the above a manager should consider referring an employee to Occupational Health when an employee has been absent from work for at least one month if there is no estimate when they will be fit to return, or if this is unlikely to be within a reasonable period.

## Quarterly Figures 2010/2011 – 2011/2012

10. The KPI target for sickness absence has been amended to 7.5 days for 2012/13. The Q1 figure of 1.6 days is below the target for this period of 1.84 days. However, the Q2 figure of 1.78 days is slightly above the target for this period of 1.62 days.
11. The cumulative total for Q1 and Q2 is 3.38 days which is below the target for this period of 3.46 days.

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

	Q1	Q2	Q3	Q4	Outturn	Target
<b>2010/2011</b>	1.88	1.81	2.15	2.01	7.85	8
<b>2011/2012</b>	1.86	1.64	1.87	2.21	7.58	7.75
<b>2012/2013</b>	1.6	1.78				7.5

Table 1

## Directorate Figures 2011/2012 – 2012/2013

12. Table 2 shows the average number of days lost per employee in each Directorate. The target figures for Q1 and Q2 are an average 1.84 days and 1.62 days respectively. In Q1 three Directorates were above this target, albeit 2 Directorates very slightly. In Q2, four Directorates were above the target.

Directorate	Ave FTE	Average Number of Days Absence 2011/2012				Total Ave No of Days 2011/12	Average Number of Days Absence 2012/2013				Total Ave No of Days 2012/13
		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	
<b>Office of CE</b>	20.9	1.39	1.93	2.34	1.43	<b>7.09</b>	0.18	0.16			
<b>Office of DCE</b>	47	2.08	2.12	1.71	1.92	<b>7.83</b>	1.85	1.98			
<b>Corporate Support Services</b>	69.7	2.12	1.08	1.13	1.78	<b>6.11</b>	1.35	1.52			

Directorate	Ave FTE	Average Number of Days Absence 2011/2012				Total Ave No of Days 2011/12	Average Number of Days Absence 2012/2013				Total Ave No of Days 2012/13
		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	
<b>Environment &amp; Street Scene</b>	113	1.25	1.75	1.53	2.17	<b>6.7</b>	1.86	1.89			
<b>Finance &amp; ICT</b>	115.6	1.72	1.79	2.71	2.76	<b>8.98</b>	1.37	1.28			
<b>Housing</b>	183.8	1.83	1.52	1.94	2.16	<b>7.45</b>	1.49	2.16			
<b>Planning</b>	68.2	2.75	1.75	1.60	2.41	<b>8.51</b>	2.43	2.10			

Table 2

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

14. During Q2 in Housing, absence of 7 days or less resulted in 47.5% of time lost during this period compared to 24.3% in Q1. Long term absence decreased from 47.5% in Q1 to 24.4% in Q2. From Q1 to Q2 there was a significant increase in the number of days taken for 'other musculo-skeletal problems' and does include 2 employees who had accidents at work and 1 employee who had surgery.

15. During Q1 in Planning, 74.5% of time lost was due to long term absence compared to 31.6% in Q2. Three employees had long term absence, 2 have since returned to work, sadly the other employee passed away.

### Long Term Absence 2012/2013

16. For this purpose long term absence has been defined as 4 weeks or over. During Q1 a total of 13 employees had 4 weeks or more absence. Eleven employees had one continuous period of absence and 3 employees had two periods of absence.

17. During Q2 a total of 12 employees had 4 weeks or more absence. Nine employees had one continuous period of absence, 2 had two periods of absence and 1 had 4 periods.

Table 3 provides further detail on these employees.

2012/13 Quarter	Resigned	Returned to work	Dismissed	Proposed Return date	Still Absent	Deceased	Redundancy
<b>Q1</b>	7.7% (1)	61.5% (8)	0	0	15.4% (2)	15.4% (2)	0
<b>Q2</b>	8.3% (1)	50% (6)	0	16.7% (2)	8.3% (1)	8.3% (1)	8.3% (1)

Table 3

18. 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, 35% of lost time for Q1 was due to long term absence during Q2 this increased to 48.5%. During Q1, 15.5% of time lost met the trigger level (and above to 19 days) which increased slightly during Q2. In Q1 49.5% of sickness absence was due to short term absence which decreased to 35% in Q2.

### Reasons for Absence

19. Table 4 shows the reasons for absence, including the total number of days for 2012/13

Reason	Number of Days Q1	Number of Days Q2	Number of Days Q3	Number of Days Q4
	2012/2013	2012/2013	2012/2013	2012/2013
Stomach, liver, kidney, digestion; include diarrhoea, vomiting and other gastro illnesses	141.3	144.09		
Other musculo-skeletal problems; includes neck, legs or feet and arms or hands. Also include joint problems such as arthritis.	256	261.69		
Infections, including viral infections such as influenza, cold, cough and throat infections	166.6	147.14		
Depression, anxiety, mental health and fatigue. Includes mental illnesses such as anxiety and nervous debility/disorder (does not include stress)	0	19.09		
Work related stress	15	55		
Non Work related stress	20	102		
Chest, respiratory; including asthma, bronchitis, hay fever and chest infections	14.7	45		
Back problems	62.6	61.06		
Neurological; headaches and migraines	21	18.31		
Genito-urinary; menstrual problems	37.3	27.15		
Cancer, including all types of cancer and related treatments	105.10	86.90		
Eye, ear, nose and mouth, dental; sinusitis	10.38	34.54		
Pregnancy Related	1	1		
Heart, blood pressure, circulation	60.4	9		
RTA	0	5	6.6	
Endocrine conditions i.e. diabetes, thyroid conditions (New category)	0	3.54		

Table 4

20. Work related stress has been claimed by 1 employee in Q1 and is back at work. There were no vacancies in this team at the time which remains the case. Another employee had absence due to work related stress in Q2 due to significant changes to the delivery of their service area and as a result of the changes their post was redundant.



## Numbers of Absent Staff

21. 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. 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	2012/2013	74.6% (500)	21.5% (144)	3.9% (26)
2	2012/2013	74.5% (499)	21.6% (21.6)	3.9% (26)
3	2012/2013			
4	2012/2013			
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)
4	2011/2012	65.8% (439)	28.3% (189)	5.9% (39)

Table 5

### Resource implications:

N/A

### Legal and Governance Implications

N/A

### Safer, Cleaner and Greener Implications

N/A

### Consultation Undertaken

None

### Background Papers

N/A

### Risk Management

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

### Equality and Diversity

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

No

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

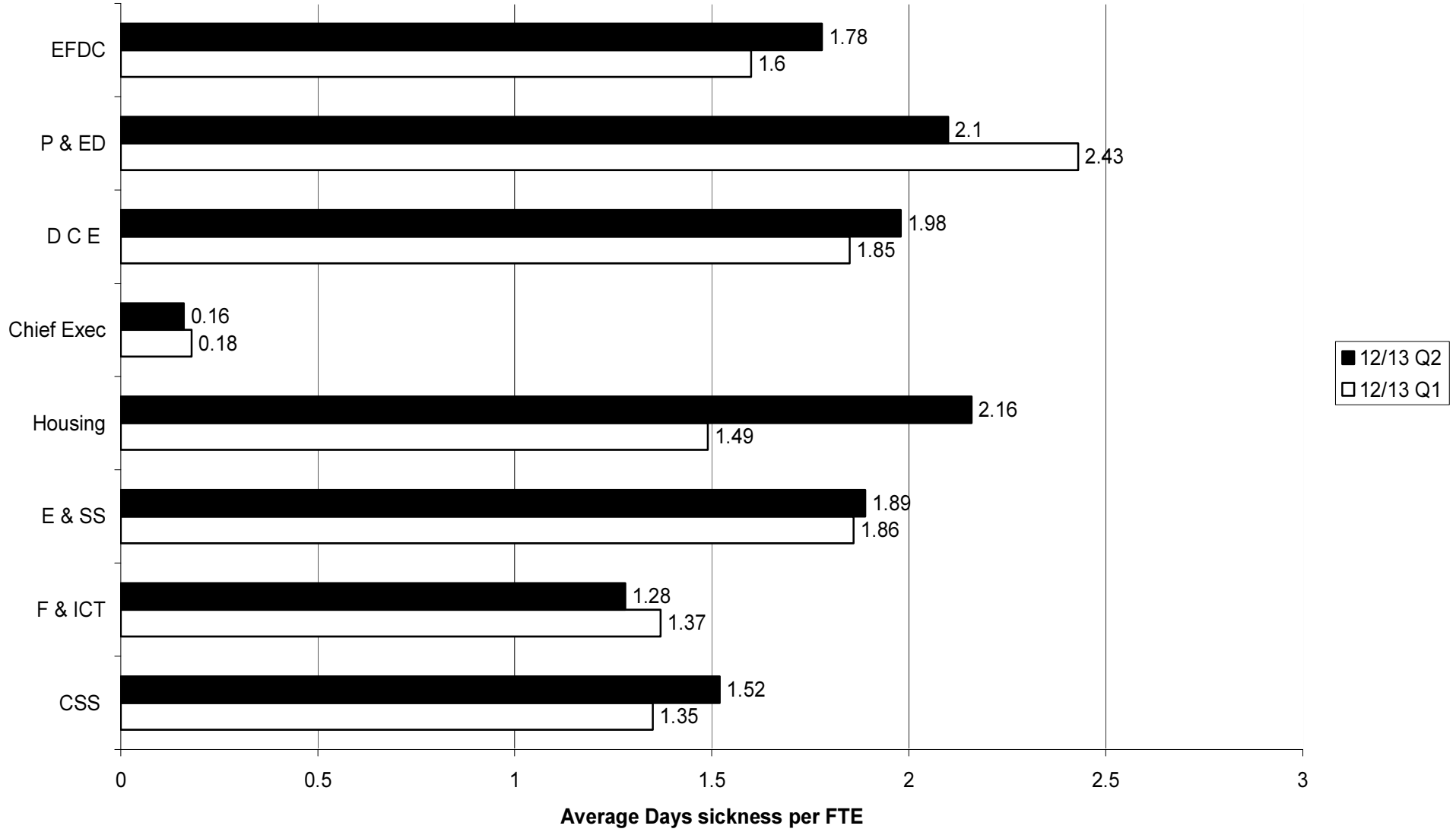
N/A

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

N/A

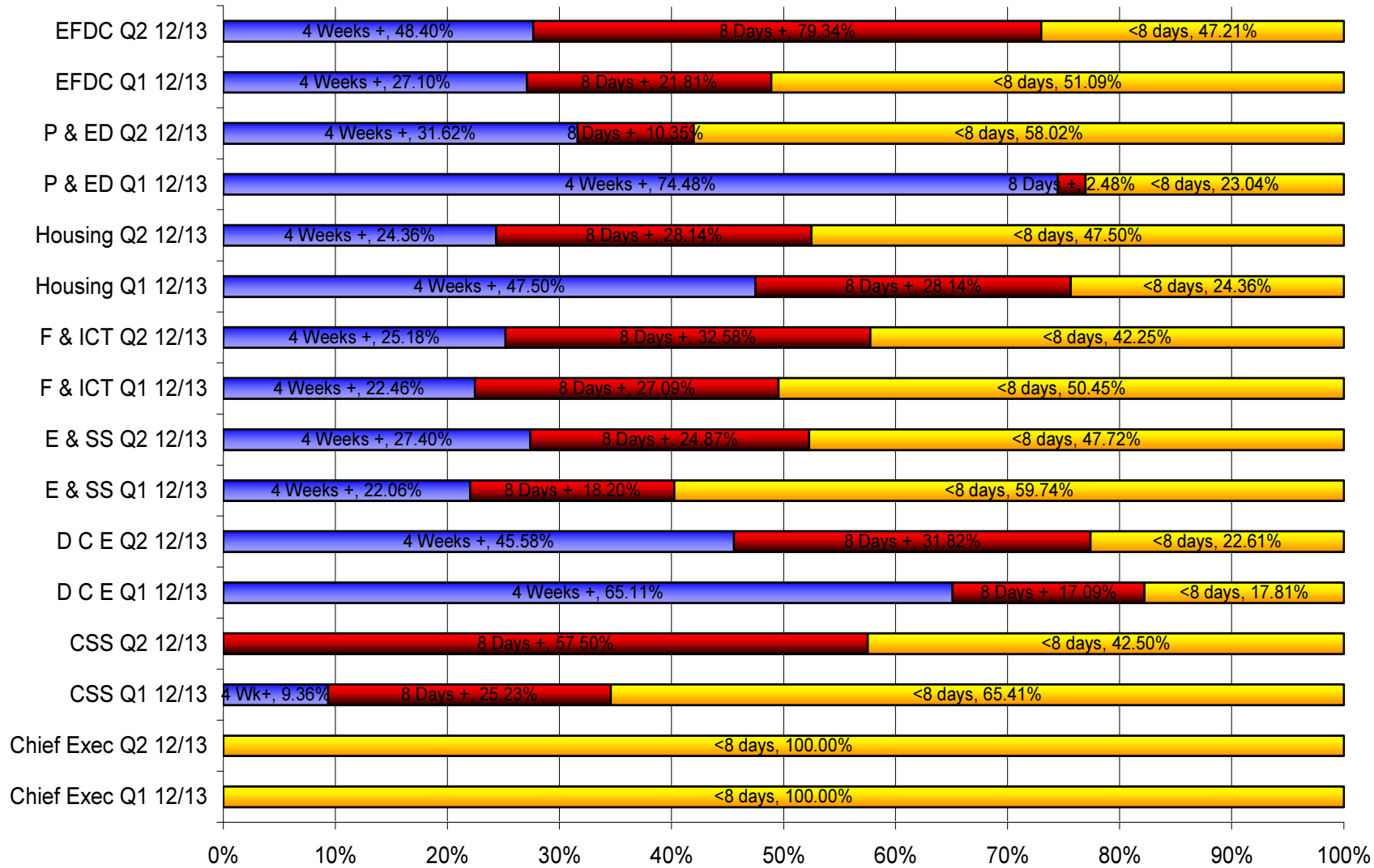
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**Sickness Absence All Directorates 2012/13**  
**Appendix 1**



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## Sickness Absence by Duration 2012/13 Appendix 2



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