

**Scrutiny Standing  
Panel Agenda**



**Finance and Performance Management Scrutiny Panel  
Tuesday, 12th March, 2013**

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

**Committee Room 1, Civic Offices, High Street, Epping  
on Tuesday, 12th March, 2013  
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 OF THE LAST MEETING (Pages 3 - 8)**

To consider and agree the notes of the meeting held on 20 November 2012.

**5. TERMS OF REFERENCE / WORK PROGRAMME (Pages 9 - 12)**

(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. ICT UPDATE (Pages 13 - 16)**

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

**7. SICKNESS ABSENCE (Pages 17 - 26)**

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

**8. KEY PERFORMANCE INDICATORS 2012/13 - QUARTER 3 - PERFORMANCE MONITORING (Pages 27 - 78)**

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

**9. EQUALITY PROGRESS 2012/13 (Pages 79 - 84)**

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

**10. QUARTERLY FINANCIAL MONITORING REPORT (Pages 85 - 110)**

(Director of Finance and ICT) 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.

**EPPING FOREST DISTRICT COUNCIL**  
**NOTES OF A MEETING OF FINANCE AND PERFORMANCE MANAGEMENT SCRUTINY**  
**PANEL**  
**HELD ON TUESDAY, 20 NOVEMBER 2012**  
**IN COUNCIL CHAMBER, CIVIC OFFICES, HIGH STREET, EPPING**  
**AT 7.00 - 8.29 PM**

<b>Members Present:</b>	A Lion (Chairman), Ms S Watson (Vice-Chairman), G Chambers, C Finn, J Hart, D Jacobs, Ms H Kane, H Mann and G Mohindra
<b>Other members present:</b>	C Whitbread, Ms S Stavrou, D Stallan, G Waller and J M Whitehouse
<b>Apologies for Absence:</b>	Mrs R Gadsby
<b>Officers Present</b>	P Maddock (Assistant Director (Accountancy)), D Macnab (Deputy Chief Executive), J Gilbert (Director of Environment and Street Scene), A Hall (Director of Housing), P Maginnis (Assistant Director (Human Resources)), N Richardson (Assistant Director (Development Control)), S Tautz (Performance Improvement Manager), J Twinn (Assistant Director (Benefits)) and A Hendry (Democratic Services Officer)

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

The Panel noted that there were no substitute members.

**26. DECLARATION OF INTERESTS**

No declarations of interest were made.

**27. MINUTES FROM THE LAST MEETING**

The minutes of the previous meeting held on 18 September 2012 were agreed subject to noting that the third paragraph of minute item 21 should read the KPI for 2012/13 and not 2011/12.

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

The Panel noted that part of their Terms of Reference was to review and monitor progress the implementation of ICT systems and that a new telephone system was being developed for the Civic Offices. They agreed they would like the head of ICT to come to a future meeting and report on this new system.

**29. KEY PERFORMANCE INDICATORS 2012/13 - QUARTER 2 PERFORMANCE MONITORING**

The Deputy Chief Executive, Derek Macnab introduced the second quarter performance report for 2012/13 in relation to the Key Performance Indicators adopted for this year. It was noted that this report had been to a recent Management Board meeting who had asked for a more expanded comments section to be added to the report especially in respect of those indicators where it was uncertain whether the target for the year would be achieved. It was suggested that each of these KPIs should also reflect details of the responsible Portfolio Holder in the summary sheet.

The Panel noted that the six-month position with regard to the achievement of target performance for the KPIs for 2012/13 was as follows:

- (a) 16 (59.26%) indicators had achieved the second performance target; and
- (b) 11 (40.74%) indicators had not achieved the second quarter performance target.

The following predicted end of year performance for the KPIs was suggested by service directors:

- (a) 16 (59.26%) indicators were anticipated to achieve the year-end performance target;
- (b) 2 (7.41%) indicators were not anticipated to achieve the year-end performance target; and
- (c) The achievement of the year-end performance target for 9 (33.33%) indicators was uncertain.

**KPI 21** – *what % of all household waste was sent to be recycled, reused or composted* – It was noted that the annual target was 60% but fluctuated over the quarters. The final target was still uncertain as indicated. Officers were targeting flats and houses in multiple occupation to boost their totals; they were also reviewing their publicity and information sent out to the public.

**KPI 30** – *what % of the invoices we received were paid within 30 days* – Asked what the Council had signed up to for the paying of invoices, officers replied that the business charter said that we paid local suppliers within 20 days and had the same aspiration to pay other suppliers within that time period. We were currently running at about an 82% success rate. It was noted that Housing Services had the most invoices to process but their main priority was to carry out the housing repairs. They have now improved their handling of invoices which would improve their turnaround times.

**KPI 32** – *what % of the district's annual business rates were collected* – Councillor Jacobs could not understand why it indicated that the target would not be met as it had met the target for the first two quarters. He was told that officers were concerned because of the expected refund of the Olympic sites. Members indicated that they would like a note put in the comments section of future reports to reflect this.

**KPI 34** – *on average, how many days did it take us to process notices of a change in a benefit claimant's circumstances* – members noted that the target was likely to be met by the end of the year but did not meet the target for the first two quarters. Would not an 'uncertain' outcome be more appropriate? Officers replied that they always caught up in the fourth quarter because of the way their IT system worked. Having said that, it was noted that this was not a normal year because of the major welfare reforms in the pipeline. However, officers were still confident that they would reach their target.

**KPI 35** – *how many benefit fraud investigations were completed by the Council* – members asked if the investigations unit been transferred as yet to the proposed central body. Officers said that that was not destined to happen until April 2013, but has now been put back to at least April 2014 and maybe 2015. But they had recently recruited two experienced staff members to fill in some of the gaps in the section. Junior staff are also being trained up.

**KPI 41** – *on average, how many days did it take us to re-let a Council property* – asked if this indicator included the long term vacant units, officers answered that it

did not. Members then asked if something to this effect could be put in the comments section for future reports, including the time vacant.

**KPI 42** – *what % of emergency repairs to council properties were completed within 24 hours* – Members congratulated housing staff on achieving a 100% record.

**KPI 44** – *what % of routine repairs to our council properties were completed within six weeks* – Members asked what was the definition of routine, emergency and urgent repairs, and that these definitions be included in future reports. Officers said that a definitive list was in the tenant's handbook. The Portfolio Holder had just signed a decision to provide more challenging targets as they now have a new systems in place. The old KPIs were no longer relevant because of the appointment system now in place. They now have new, more challenging and relevant targets. The Housing Portfolio holder added that they were now cracking down on non-emergency call outs that the tenants had classed as emergencies but were just routine. They would be letting their tenants know exactly what was classed as urgent and what was routine.

**KPI 52** – *what % of minor planning applications were processed within 8 weeks (delegated decisions only from 2012/13)* – members wanted more information on this indicator. The Planning Directorate representative replied that they had split this out to improve their targets. But they were two Planning Officers down and they hoped to get extra staff and improve their performance.

**KPI 55** – *what % of planning applications, refused by Council Members against the planning officer's recommendation, were granted permission on appeal* – members wanted to know why it had been classed as uncertain when only one quarter had not been met in the last 5 recorded. They were told that this indicator had a tendency to fluctuate quite a lot and so were uncertain of the outcome.

**RESOLVED:**

That performance for the second quarter of the 2012/13 in relation to the Key Performance Indicators adopted for the year, be noted.

**30. VALUE FOR MONEY AND DATA QUALITY STRATEGIES - 2012-13 PROGRESS REPORT**

The Performance Improvement Manager, Mr S Tautz, introduced a progress report in respect of the Value for Money (VFM) and Data Quality Strategies for 2010/13. It was noted that the Council was required to make arrangements to secure continuous improvement in the way its functions and services were exercised, having regard to a combination of economy, efficiency and effectiveness (Value for Money). Most of the actions in the plans were weighted towards the first year. The Value for Money Strategy set out the Council's overall approach to ensuring the provision of value for money services. The Data Quality Strategy set out the Council's management arrangements to secure the quality of the data used to manage its functions and services.

Both strategies had recently been considered by Management Board.

Councillor Jacobs noted that both strategies needed to be reviewed and updated soon. There was still the problem that they could not compare like with like; what was VFM in a local council context; what or who do we compare ourselves with. The

Deputy Chief Executive agreed but noted that these strategies did give a general direction of travel allowing us to see where we were going.

**RESOLVED:**

- (1) That the progress against the Council's Value for Money and Data Quality Strategies for 2012/13 be noted;
- (2) That the analysis of the Audit Commission's Value for Money profile, detailing the value for money 'performance' of the Council and other benchmarked authorities, be recruited to the Scrutiny Panel as some members seemed not to have received this following the last meeting; and
- (3) That suggestions or proposals for future action, analysis, investigation or report in respect of particular areas of concern in relation to the data presented in the analysis, be made to the Performance Improvement Manager as soon as possible.

**31. QUARTERLY FINANCIAL MONITORING**

The Assistant Director of Finance, Peter Maddock, introduced the quarterly financial monitoring report, providing a comparison between the original estimates for the period ended 30 September 2012 and the annual expenditure or income applicable.

The Panel noted that:

- The salaries figure showed an underspend of £265,000 or 2.7% (compared to £413,000 or 4.2% at this time last year);
- Investment interest levels in 2012/13 were below expectation at quarter 2 and significantly below the prior year. there was no obvious signs of rates improving in the longer term;
- The Council had received £1.872m of the original £2.5m investment placed with Heritable Bank so far; bringing the recovery up to 74.5%. Council can still expect to recover between 86 and 90% of the original investment (this estimate was lower last year). The final payment was not due until April 2013;
- Development Control income at Month 6 was £27,000 below expectations;
- Building Control income was down by £56,000. Activity in the building industry was at a low level and fewer applications were coming through. With expenditure also being down, it was hoped to at least break even on the account (though this now looked less certain);
- Hackney Carriage licensing was in line with expectations and other licensing activities were ahead of expectations;
- Income from MOT's carried out by Fleet Operations was below expectations;
- Local Land Charges was below the prior year but above the original estimate which suggested that that income would exceed budget for the year; and
- The Housing Repairs Fund showed an underspend of £894,000. However, a larger than average proportion of the expenditure was seasonal, falling in the winter months.

Councillor Watson wanted to know if salaries were looked at under the Value for Money criteria, such as looking at total planning applications by the number in planning, if not could this be done. She also wanted to know if we could show our longstanding debts. We need to look at the areas where we are billing and our ability to meet targets. There may be good reasons why we were late in paying these bills and it may be easier to change the layout of the budget to cover these anomalies.

Councillor Jacobs wanted the comments in the comments column for Annex 7 (Housing General Fund) to be expanded to include the actual amounts that were late. Councillor Watson would also like information on how big or small they were.

**RESOLVED:**

That the Revenue and Capital financial monitoring report for the second quarter of 2012/13 be noted.

**32. FEES AND CHARGES 2013/14**

The Assistant Director of Finance, Peter Maddock, took the Panel through the Fees and Charges Report for 2013/14. There were a number of areas where the Council had discretion on the level of fees and charges that it set. It was noted that any general increase would be based on the September Retail Prices Index increase of 2.6%.

It was noted that:

- Although the Council has held fees where they could and put up others by the minimum they could, they still had to identify £250k of savings for next year;
- Development Control fee levels were controlled by Central Government who have announced that an increase of 15% was proposed in recognition of the inflation experienced since 2008 when fees were last increased. It was not clear when this charge would be implemented;
- A separate report would be put up on car parking fees;
- It was proposed that licensing fees for Hackney Carriages and Vehicle Licences be frozen at current levels;
- Some forms of licensing fees are proscribed by the 2003 Licensing Act while others are under the Council's discretion and these would be increased where appropriate;
- There was a need to set the fee for Zoo Licences as it was anticipated that there may be two premises that may put in an application on this; and
- Although the Council did not pick up trade waste they had to set a fee just in case, and this had been negotiated in conjunction with SITA.

**RESOLVED:**

- (1) That the proposed increases to fees and charges for 2013/14 were considered and noted; and
- (2) It was noted that the September Retail Prices Index increase of 2.6% had been used as a guide.

**33. SICKNESS ABSENCE**

The Assistant Director (Human Resources), Paula Maginnis, introduced the sickness absence report for Quarter 1 and Quarter 2 for 2012/13. The Council's target for sickness absence under KPI10 for 2012/2013 is an average of 7.5 days per employee. 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 were set out in the report.

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.

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.

The cumulative total for Q1 and Q2 was 3.38 days which was below the target for this period of 3.46 days.

Councillor Chambers was impressed with the low figures and so was Councillor Watson who also queried if such a big, all encompassing report was still needed now that that the figures were going in the right direction. However after a discussion the Panel thought that this report should continue in the same format for the time being as the Council had only recently got its absence under control. The format of the report should be considered again at a future date.

**RESOLVED:**

That the sickness absence report for Quarter 1 and Quarter 2, 2012/13 be noted.

**34.    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.

**35.    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.	<del>19 June 2012</del> <del>18 September</del> <del>20 November</del> <del>21 January 2013</del> – 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 2013 meeting of the Cabinet Finance Committee.	<b>Completed:</b> Considered at the January '13 of the Cabinet Finance Committee - Annual review of the Portfolio Holders Budgets.
(7) 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.
(8) Capital Outturn 2011/12 and use of transitional relief in 2009/11/12	For the June '12 meeting	<b>Completed</b> - Last considered at the June 2011 meeting
(9) Provisional revenue Outturn 2011/12	For the June '12 meeting	<b>Completed</b> - Last considered at the June 2011 meeting
(10) Fees and Charges	Went to November 12 meeting.	<b>Completed</b> - Last considered at the November 2012 meeting
(11) Sickness Absences	Quarterly reports	Quarterly figures of the Council's sickness absence figures.
(12) Value for Money and Data Quality Strategies	Went to November 2012	Last went to the November 2012 meeting. Progress made against the Council's VFM and Data Quality Strategy.

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



**Date of meeting:** 12 March 2013

**Portfolio:** Finance & Technology

**Subject:** Information and Communications Technology (ICT) Update

**Responsible Officer:** David Newton (01992 564580).

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

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

To note the progress on ICT projects for 2012/2013.

### **Executive Summary:**

Work on projects within the Business Plan for 2012/2013 is still on-going and this report gives an update of progress to-date. The majority of projects are progressing well and are still broadly in line with expectations.

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

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

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

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

### **Report:**

### **1. Disaster recovery (DR).**

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

**Situation Report;** Although priority on this project has switched to the telephone switch replacement below, racks have now been installed into the DR room in preparation for the installation of the servers in 2014/2015.

### **2. Telephony upgrade (VOIP) Converged network.**

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

**Situation Report;** The existing telephone switch is now obsolete and will be unsupported from the end of 2013. The Invitation to Quote (**ITQ**) for the replacement of the switch was published on 11<sup>th</sup> January 2013 by the Essex Procurement Hub on behalf of Epping Forest using the Government Procurement Service (**GPS**). The closing date for expressions of interest was the 13<sup>th</sup> February. 5 suppliers responded and their quotes are currently being evaluated. The successful supplier will be selected towards the end of March, allowing implementation to start at the beginning of the new financial year.

### **3. Website Replacement.**

**Project description;** Replace the obsolete third party system with an in-house solution developed using internal resources and low cost open-source software.

**Situation Report;** The new website went live in July 2012. Feedback has been positive and the new site has opened up additional channels for the public to communicate with the Council, such as Twitter. This new platform is very flexible and has allowed many improvements which would not have been possible previously. Already a mobile platform has been made available to allow smartphone users easier access. Future developments will include the ability to use on-line mapping and the use of smart forms, which will allow users to report and monitor the progress of their issues themselves.

### **4. Upgrade to Microsoft Office 2010.**

**Project description;** The standard version of Office currently available to staff is Office 2003. The licences to upgrade to 2010 have already been purchased prior to the termination of the Microsoft Enterprise agreement. . Staff will benefit from the additional functionality available from this release of the Office suite

**Situation Report;** Unfortunately, due to software integration issues with some of the core systems, it has been necessary to upgrade these before implementation of the Office Suite upgrade can commence. It is anticipated that this exercise will now be concluded by July 2013.

## **5. Mobile Working.**

**Project description;** – To enable staff to work off-site by accessing emails and documents using mobile technology.

**Situation Report;** Access to Email and Calendar entries can now be delivered securely to either Council owned or personal mobile phones. In addition, Planning have been trialling a number of mobile units and their feedback/experiences are currently being evaluated. It is envisaged that a corporate working group will be formed in the new financial year to co-ordinate the technical solutions available with users requirements.

## **6. Email**

### **a) Archiving.**

**Project description;** Increase email storage capacity and improve search facilities within archived emails.

**Situation Report;** With the increasing reliance of emails within the working environment, it is becoming essential that they are retained for longer periods of time. Currently it is only possible to store between 6-12 months of emails for a typical user. A Cloud based email archiving solution has recently been implemented allowing emails to be stored and interrogated for up to 10 years. Final configuration is currently taking place and the system will go live following guidance from the Data Management Working Party and user training.

### **b) Large file attachments.**

**Project description;** To enable large documents to be sent and received electronically.

**Situation Report;** Currently, email attachments are limited in size to prevent the system from being slowed down whilst processing these large files, As partnership working and information sharing becomes more prevalent this limit is now inadequate. Consequently, a new system has now been implemented which allows large files to be sent and received without impacting on the email system.

**Resource Implications:**

The proposed ICT Work Programme and resource requirements are presented to Cabinet each year.

**Legal and Governance Implications:**

None

**Safer, Cleaner and Greener Implications:**

None

**Consultation Undertaken:**

None

**Background Papers:**

ICT Business Plan 2012/2013 – 2013/2014

**Impact Assessments:**

Risk Management

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

Equality and Diversity:

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

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

What equality implications were identified through the Equality Impact Assessment process? **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? **No**





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

**Date of meeting: 12 March 2013**

**Subject:** Sickness Absence

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

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

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# SCRUTINY



Epping Forest District Council

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

**That the Panel notes the report on sickness absence.**

### **Executive Summary**

1. This report provides information on the Council's absence figures for Q3, 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 figure for Q3 is 1.83 days against a target of 1.85 days. Figures for each Directorate are set out in paragraph 11 of the report.
4. During Q3 4.2% of staff met the trigger levels or above, 28.3% had sickness absence but did not meet the triggers and 67.5% had no absence.
5. 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**

6. 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.

7. 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.
8. 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

9. The KPI target for sickness absence has been amended to 7.5 days for 2012/13. The Q3 figure of 1.83 days is slightly below the target for this period of 1.85 days.
10. The cumulative total for Q1-Q3 is 5.21 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	1.83			7.5

Table 1

#### Directorate Figures 2011/2012 – 2012/2013

11. Table 2 shows the average number of days lost per employee in each Directorate. The target figure for Q3 is an average of 1.85 days. In Q3 one Directorate was above this 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	1.76		
<b>Office of DCE</b>	47	2.08	2.12	1.71	1.92	<b>7.83</b>	1.85	1.98	0.67		
<b>Corporate Support Services</b>	69.7	2.12	1.08	1.13	1.78	<b>6.11</b>	1.35	1.52	1.81		
<b>Environment &amp; Street Scene</b>	113	1.25	1.75	1.53	2.17	<b>6.7</b>	1.86	1.89	1.25		
<b>Finance &amp; ICT</b>	115.6	1.72	1.79	2.71	2.76	<b>8.98</b>	1.37	1.28	1.65		
<b>Housing</b>	183.8	1.83	1.52	1.94	2.16	<b>7.45</b>	1.49	2.16	2.62		
<b>Planning</b>	68.2	2.75	1.75	1.60	2.41	<b>8.51</b>	2.43	2.10	1.64		

Table 2

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

13. Table 3 shows that over half of the sickness absence recorded in Housing was due to long term absence, as opposed as a quarter of the absence in Q2.

<b>Duration</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
4 weeks or more	47.5%	24.4%	54.2%
8 – 19 days	28.1%	28.1%	27.3%
7 days or below	24.4%	47.5%	18.5%

Table 3

14. There were 8 Housing employees who recorded long term absence. Five have returned to work, 2 remain absent and 1 will retire on ill-health grounds.

### Long Term Absence 2012/2013

15. For this purpose long term absence has been defined as 4 weeks or over. During Q3 a total of 14 employees had 4 weeks or more absence. Eleven employees had one continuous period of absence and 1 employee had two, three and four periods of absence.

Table 4 provides further detail on these employees.

<b>2012/13 Quarter</b>	<b>Resigned</b>	<b>Returned to work</b>	<b>Dismissed</b>	<b>Proposed Return date</b>	<b>Still Absent</b>	<b>Ill-Health Retirement</b>	<b>Redundancy</b>
<b>Q3</b>	0	71.5% (10)	0	0	21.4% (3)	7.1% (1)	0

Table 4

16. 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, 41.6% of lost time for Q3 was due to long term absence, 33.4% of time lost met the trigger level (and above to 19 days) and 25% due to short term absence.

### Reasons for Absence

17. Table 5 shows the reasons for absence.

<b>Reason</b>	<b>Number of Days Q1</b>	<b>Number of Days Q2</b>	<b>Number of Days Q3</b>	<b>Number of Days Q4</b>
	<b>2012/2013</b>	<b>2012/2013</b>	<b>2012/2013</b>	<b>2012/2013</b>
Other musculo-skeletal problems; includes neck, legs or feet and arms or hands. Also include joint problems such as arthritis.	256 (1)	261.69 (1)	290.4 (1)	
Infections, including viral infections such as influenza, cold, cough and throat infections	166.6 (2)	147.14 (2)	285.7 (2)	
Stomach, liver, kidney, digestion; include diarrhoea, vomiting and other gastro illnesses	141.3 (3)	144.09 (3)	246.4 (3)	

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
Genito-urinary; menstrual problems	37.3 (7)	27.15 (10)	47.3 (4)	
Non Work related stress	20 (9)	102 (4)	38.5 (5)	
Back problems	62.6 (5)	61.06 (6)	32.1 (6)	
Eye, ear, nose and mouth, dental; sinusitis	10.38 (12)	34.54 (9)	27.2 (7)	
Neurological; headaches and migraines	21 (8)	18.31 (12)	19 (8)	
Heart, blood pressure, circulation	60.4 (6)	9 (13)	18 (9)	
Chest, respiratory; including asthma, bronchitis, hay fever and chest infections	14.7 (11)	45 (8)	15.8 (10)	
Cancer, including all types of cancer and related treatments	105.10 (4)	86.90 (5)	7.2 (11)	
Depression, anxiety, mental health and fatigue. Includes mental illnesses such as anxiety and nervous debility/disorder (does not include stress)	0 (16)	19.09 (11)	7 (12)	
Endocrine conditions i.e. diabetes, thyroid conditions (New category)	0 (14)	3.54 (13)	4.1 (13)	
RTA	0 (15)	5 (14)	2.8 (14)	
Pregnancy Related	1 (16)	1 (16)	0 (15)	
Work related stress	15 (10)	55 (7)	0 (16)	

Table 5

(The number in brackets denotes the ranking according to number of days).

### Numbers of Absent Staff

18. Table 6 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% (145)	3.9% (26)
3 2012/2013	67.5% (452)	28.3% (190)	4.2% (28)
4 2012/2013			
1 2011/2012	71.2% (475)	23.7% (158)	5.1% (34)

Quarter		Staff with no absence	Staff with 7 days or less	Staff with 8 days or more
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 6

19. The number of staff recording sickness absence increased in Q3 from Q2, however the figure is slightly less than the number in Q3 2011/2012.

**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?

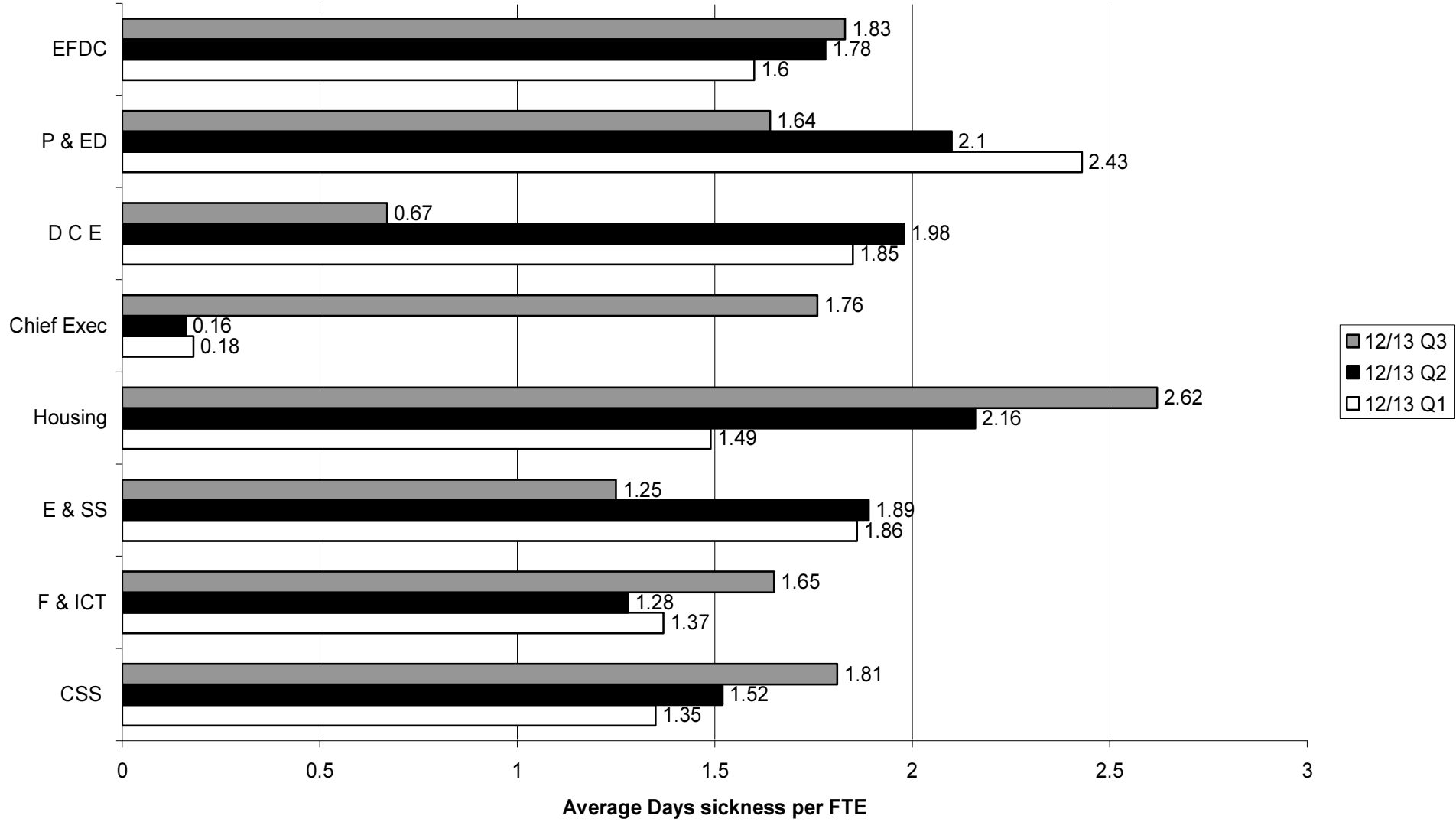
N/A

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

N/A

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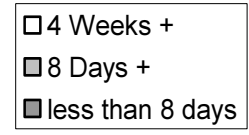
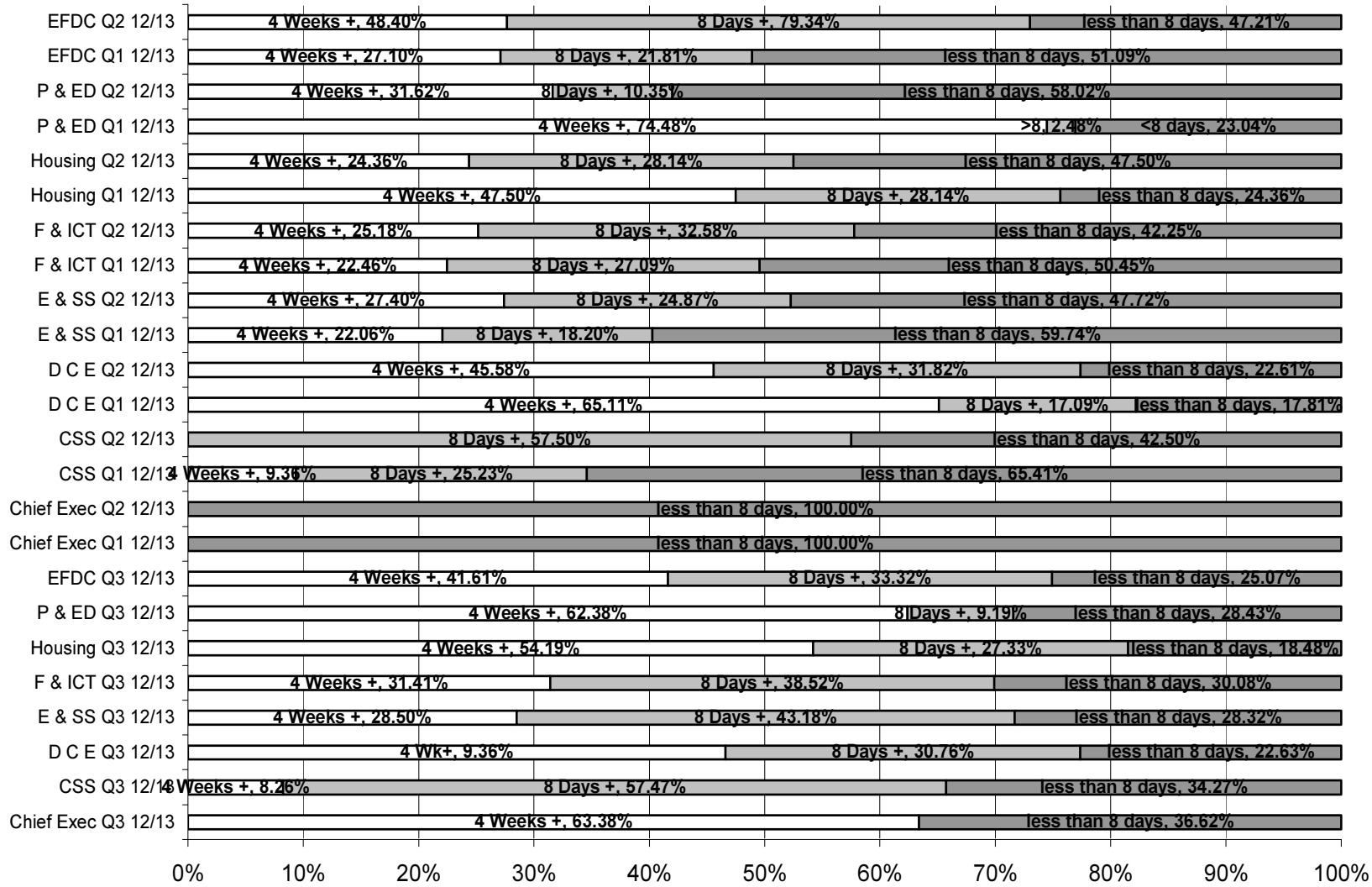
### Sickness Absence All Directorates 2012/13



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Appendix 2  
Sickness Absence by Duration 2012/13



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

**Date of Meeting: 12 March 2013**

# SCRUTINY



**Portfolio:** Finance and Technology (Councillor S. Stavrou)

**Subject:** Key Performance Indicators 2012/13 - Quarter 3 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:**

- (1) That the Scrutiny Panel review performance for the third quarter of 2012/13, in relation to the Key Performance Indicators (KPI) adopted for the year; and**
- (2) That, subject to the concurrence of the Finance and Performance Management Cabinet Committee:**
  - (a) the proposed KPIs and targets for 2013/14 be agreed; and**
  - (b) no specific corporate KPI performance target be set for 2013/14.**

### **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 currently subject to scrutiny at year-end only. 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 3 Performance**

9. Performance reports for each of the quarterly monitored KPIs for the period from 1 April to 31 December 2012 are attached as Appendix 2 to this report. The position with regard to the achievement of target performance for the KPIs at the end of the third quarter was as follows:
  - (a) 15 (55.6%) indicators achieved the cumulative third quarter target; and
  - (b) 12 (44.4%) indicators did not achieve the cumulative third target.
10. In terms of year-end performance for the KPIs, service directors have predicted the following outturn position on the basis of third-quarter performance:
  - (a) 13 (48.1%) indicators are anticipated to achieve the year-end performance target;
  - (b) 7 (25.9%) indicators are not anticipated to achieve the year-end performance target; and
  - (c) the achievement of the year-end performance target for 7 (25.9%) indicators is uncertain.
11. The Scrutiny Panel is requested to review the Council's performance for the third 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.

### **Key Performance Indicators 2013/14 - Targets**

12. The continued relevance of the existing KPI set has recently been considered by Management Board. Although revisions to some indicators are proposed, it is not intended that significant changes will be made to the KPIs for 2013/14. Service directors have also identified provisional targets for each indicator with the relevant Portfolio Holder, based on third-quarter performance (and the estimated outturn position) for the current year. Details of the proposed KPIs and targets for 2013/14, are set out at Appendix 3.
13. It is intended that performance against all KPIs will in future be monitored and reported on a quarterly basis. There are now no indicators where performance is specifically designed to be reported on an annual basis, and a majority of KPI targets can be profiled to reflected quarterly trends.
14. The KPIs will comprise the totality of the Council's formal performance indicator measures for 2012/13. Improvement plans will be developed for each KPI, identifying actions to achieve target performance, which will be considered and agreed by Management Board. As part of this process, the Board will also review the provisional targets for each KPI with reference to outturn data for 2012/13 when this available. Any revisions to targets on the basis of the outturn position, will be reported to the Scrutiny Panel and the Finance and Performance Management Cabinet Committee in June 2013.
15. It is not yet known whether the Council's overall aim of achieving target performance for at least 70% of the KPIs for 2012/13 will be achieved. However, as the Council's draft key objectives for 2013/14 seek the achievement of targets for all objectives and indicators, Management Board has recommended that a specific corporate KPI performance improvement target not be set for 2013/14.
16. The Scrutiny Panel is requested to agree the proposed KPIs and targets for 2013/14. These will also be considered by the Finance and Performance Management Cabinet Committee at its meeting on 21 March 2013, and the views of the Scrutiny Panel in this respect will be reported to the Committee.

### **Resource Implications:**

Resource requirements for actions to achieve specific KPI performance for 2012/13, will have been identified by the responsible service director/chief officer and reflected in the budget for the year.

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

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific KPI performance for 2012/13, will have been identified by the responsible service director/chief officer.

### **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. Relevant implications arising from actions to achieve specific KPI performance for 2012/13, will have been identified by the responsible service director/chief officer.

**Consultation Undertaken:**

The performance information and targets set out in this report have been submitted by each appropriate service director. The individual KPI improvement plans for 2012/13 have previously been considered and agreed by Management Board.

**Background Papers:**

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

**Impact Assessments:*****Risk Management***

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific KPI performance for 2012/13, will have been identified by the responsible service director/chief officer.

***Equality:***

There are no equality implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific KPI performance for 2012/13, will have been identified by the responsible service director/chief officer.

### Key Performance Indicators 2012/13

Directorate	KPI Ref. No.	Description	2009/10 Outturn	2010/11 Outturn	2011/12 Outturn	Target 2012/13	Reporting Frequency	Portfolio
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	Support Services Portfolio Holder
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	Support Services Portfolio Holder
	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	Asset Management & Economic Development Portfolio Holder
	KPI 12	What percentage of our commercial premises was let to tenants?	97.63%	97.63%	98.30%	98.00%	Performance reported annually	Asset Management & Economic Development Portfolio Holder
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	Environment Portfolio Holder
	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	Environment Portfolio Holder
	KPI 22	What percentage of our district had unacceptable levels of litter?	11.00%	9.00%	7.00%	9.00%	Performance reported quarterly	Environment Portfolio Holder
	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	Environment Portfolio Holder
	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	Environment Portfolio Holder
	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	Environment Portfolio Holder
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	Finance & Technology Portfolio Holder
	KPI 31	What percentage of the district's annual Council Tax was collected?	97.48%	97.85%	97.81%	97.80%	Performance reported quarterly	Finance & Technology Portfolio Holder
	KPI 32	What percentage of the district's annual business rates was collected?	97.56%	97.47%	97.26%	97.50%	Performance reported quarterly	Finance & Technology Portfolio Holder
	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	Finance & Technology Portfolio Holder
	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	Finance & Technology Portfolio Holder
	KPI 35	How many benefits fraud investigations were completed by the Council?	285	301	525	150	Performance reported quarterly	Finance & Technology Portfolio Holder

Directorate	KPI Ref. No.	Description	2009/10 Outturn	2010/11 Outturn	2011/12 Outturn	Target 2012/13	Reporting Frequency	Portfolio
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	Housing Portfolio Holder
	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	Housing Portfolio Holder
	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	Housing Portfolio Holder
	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	Housing Portfolio Holder
	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	Housing Portfolio Holder
	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	Housing Portfolio Holder
	KPI 46	How many affordable homes were built in the District?	63	151	43	34	Performance reported quarterly	Housing Portfolio Holder
	KPI 47	How many households were housed in temporary accommodation?	46	47	63	60	Performance reported quarterly	Housing Portfolio Holder
	KPI 48	What percentage of council homes were not in a decent condition?	0.00%	0.00%	0.00%	0.00%	Performance reported quarterly	Housing Portfolio Holder
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	Planning Portfolio Holder
	KPI 51	What percentage of major planning applications were processed within 13 weeks?	67.86%	84.62%	78.38%	81.00%	Performance reported quarterly	Planning Portfolio Holder
	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	Planning Portfolio Holder
	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	Planning Portfolio Holder
	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	Planning Portfolio Holder



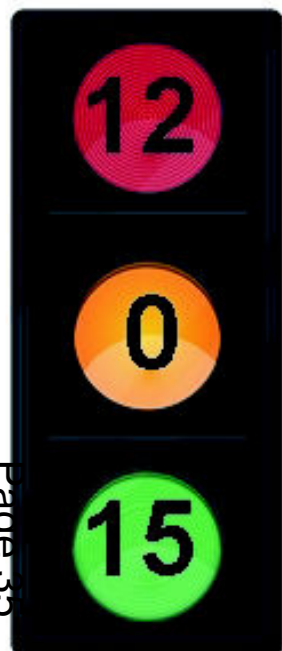
Directorate	KPI Ref. No.	Description	2009/10 Outturn	2010/11 Outturn	2011/12 Outturn	Target 2012/13	Reporting Frequency	Portfolio
	KPI 55	What percentage of planning applications, refused by Council Members against the recommendation of the planning officers, were granted permission following an appeal (a lower figure is better and is expressed as a percentage of the number of appeals lodged)?			50.00%	50.00%	Performance reported quarterly	Planning Portfolio Holder
	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	Planning Portfolio Holder

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End of quarter cumulative KPI performance vs target

## Quarterly Headlines - Reflecting on our performance

Year-end predictions for quarterly KPI performance



Q3 2012/13

15 out of 27 KPIs have achieved their target representing a 55.6% success rate. The corporate target for the number of KPIs to achieve target is 70%. If this remains the same at year end and all Annual indicators achieve target success rate would be 62.5%. Currently, only 48% (13 out of 27) of the quarterly KPIs are predicted to definitely achieve target at year-end.

One indicator (KPI 21) which was a Marginal Fail in Q2 moved into an Achieved position in Q3.

One indicator (KPI 31) which was a Marginal Fail in Q2 moved into a Fail position in Q3.

Two indicators (KPIs 41 & 46) which had shown as Achieving in Q2 have moved into Fail positions in Q3.



■ = Fail    ■ = Marginal fail\* (Qtrly) / Uncertain (Year-end)    ■ = Achieve

Corporate Support Services

Environment & Street Scene

Finance & ICT

Housing

Planning & Economic Development



Year End



Year End



Year End



Year End



Year End



\* Marginal fail = performance below current year target but an improvement on previous year

Quarterly Indicators		Quarter 1		Quarter 2		Quarter 3		Quarter 4		Is year-end target likely to be achieved?
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual	
<b>Corporate Support Services Quarterly KPIs</b>										
KPI 10	(Sickness absence) (days)	1.84	1.60	3.46	3.38	5.31	5.21	7.50	Yes	
<b>Environment &amp; Street Scene Quarterly KPIs</b>										
KPI 20	(Non-recycled waste) (kg)	97	95	196	192	296	252	395	Yes	
KPI 21	(Household recycling) (%)	61.91%	58.16%	62.13%	62.00%	60.76%	63.87%	60.00%	Yes	
KPI 22	(Litter) (%)	9%	8%	9%	8%	9%	6%	9%	Yes	
KPI 23	(Detritus) (%)	12%	9%	12%	9%	12%	9%	12%	Yes	
KPI 24	(Fly-tipping) (grade)	2	1	2	3	2	3	2	No	
KPI 25	(Neighbourhood issues) (%)	95.00%	96.00%	95.00%	96.00%	95.00%	96.30%	95.00%	Yes	
<b>Finance &amp; ICT Quarterly KPIs</b>										
KPI 30	(Invoices paid) (%)	97%	97%	97%	96%	97%	96%	97%	Uncertain	
KPI 31	(Council Tax collection) (%)	27.50%	27.40%	52.69%	52.53%	78.02%	77.87%	97.80%	Uncertain	
KPI 32	(NNDR Collection) (%)	30.52%	30.83%	56.32%	56.32%	81.27%	81.33%	97.50%	Uncertain	
KPI 33	(New benefit claims) (days)	30.00	33.37	30.00	34.92	30.00	33.47	30.00	Uncertain	
KPI 34	(Benefits changes) (days)	8.00	10.94	8.00	10.95	8.00	10.88	8.00	Yes	
KPI 35	(Benefit fraud) (no.)	37	117	150	184	225	245	300	Yes	
<b>Housing Quarterly KPIs</b>										
KPI 41	(Void re-lets) (days)	30	24	30	29	30	31	30	Uncertain	
KPI 42	(Emergency repairs) (%)	99%	100%	99%	100%	99%	100%	99%	Yes	
KPI 43	(Urgent repairs) (%)	95%	99%	95%	100%	95%	100%	95%	Yes	
KPI 44	(Routine repairs) (%)	95%	99%	95%	99%	95%	99%	95%	Yes	
KPI 45	(Tenant satisfaction) (%)	98.00%	100.00%	98.00%	100.00%	98.00%	100.00%	98.00%	Yes	
KPI 46	(Affordable homes) (no.)	38	38	67	67	72	67	72	No	
KPI 47	(Temp. accommodation) (no.)	60	63	60	65	60	64	60	No	
KPI 48	(Non-decent homes) (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Yes	
<b>Planning &amp; Economic Development Quarterly KPIs</b>										
KPI 50	(Increase in homes) (no.)	13	27	83	53	125	77	180	No	
KPI 51	(Major planning) (%)	81.00%	85.71%	81.00%	42.86%	81.00%	52.38%	81.00%	No	
KPI 52	(Minor planning) (%)	89.00%	89.13%	89.00%	83.76%	89.00%	83.05%	89.00%	No	
KPI 53	(Other planning) (%)	94.00%	87.65%	94.00%	88.40%	94.00%	88.75%	94.00%	No	
KPI 54	(Appeals - officers) (%)	19.00%	13.33%	19.00%	7.14%	19.00%	17.10%	19.00%	Uncertain	
KPI 55	(Appeals - members) (%)	50.00%	25.00%	50.00%	40.00%	50.00%	43.50%	50.00%	Uncertain	



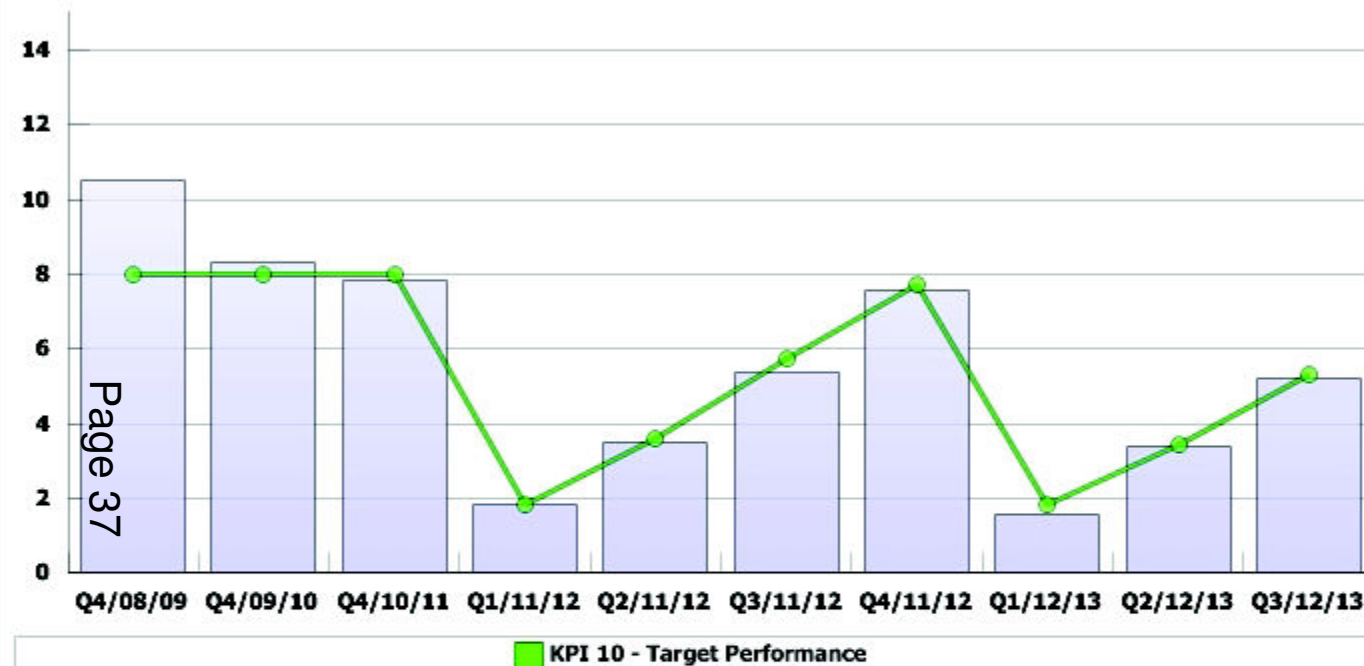
# KPI 10 How many working days did we lose due to sickness absence?

Indicator previously known as: LPI 28

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

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

## Current and previous quarters performance



Quarter	Target	Actual
Q3/12/13	5.31	5.21
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

Annual Target: 2012/13 - 7.50 days  
 Target: 2011/12 - 7.75 days  
 Indicator of good performance: A lower number of days is good

↓ is the direction of improvement



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):

(Q3 2012/13) Sickness absence continues to improve as a result of the Council's robust sickness reporting system, provision of management information and appropriate action and management of cases by directorates.

(Q3 2012/13) No further action is required at this time.

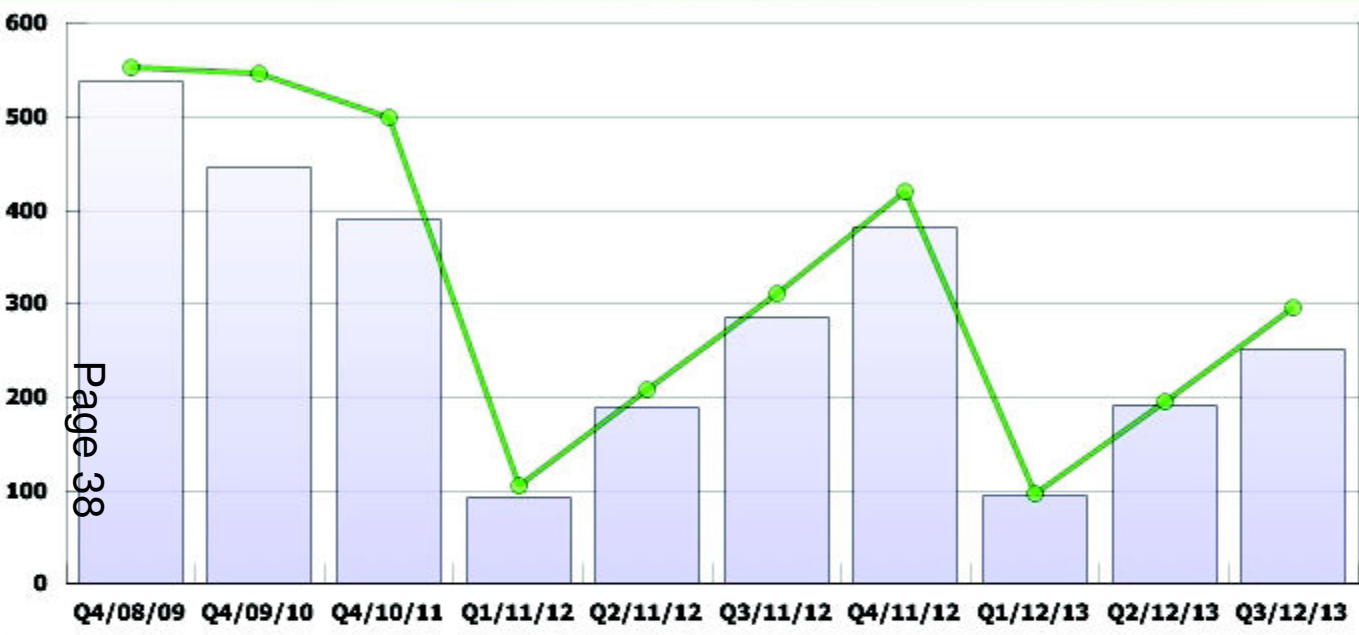
**KPI 20** How much non-recycled waste was collected for every household in the district?

Indicator previously known as: NI 191

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

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

**Current and previous quarters performance**



Quarter	Target	Actual
Q3/12/13	296	252
Q2/12/13	196	192
Q1/12/13	97	95
Q4/11/12	420	383
Q3/11/12	311	287

Annual 2012/13 - 395 kg  
 Target: 2011/12 - 420 kg  
 Indicator of good performance:  
 A lower waste figure is good  
 ↓ is the direction of improvement

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):**

(Q3 2012/13) This indicator is closely aligned with KPI21 which follows, since this indicator measures the amount of unrecycled waste which is sent for disposal at landfill. Higher rates of recycling should therefore result in reduced weights to landfill. However, this is not always the case, but this quarter shows that not only are our residents recycling more of their waste, but are reducing the amount of waste they produce overall. As with KPI21 it would not be unsurprising to see the performance tail off a little in Q4 as the effects of the Christmas and New Year holidays drop out of the performance statistics. We will continue to press home the importance of recycling and generating less waste overall, through our regular information campaigns and roadshows.



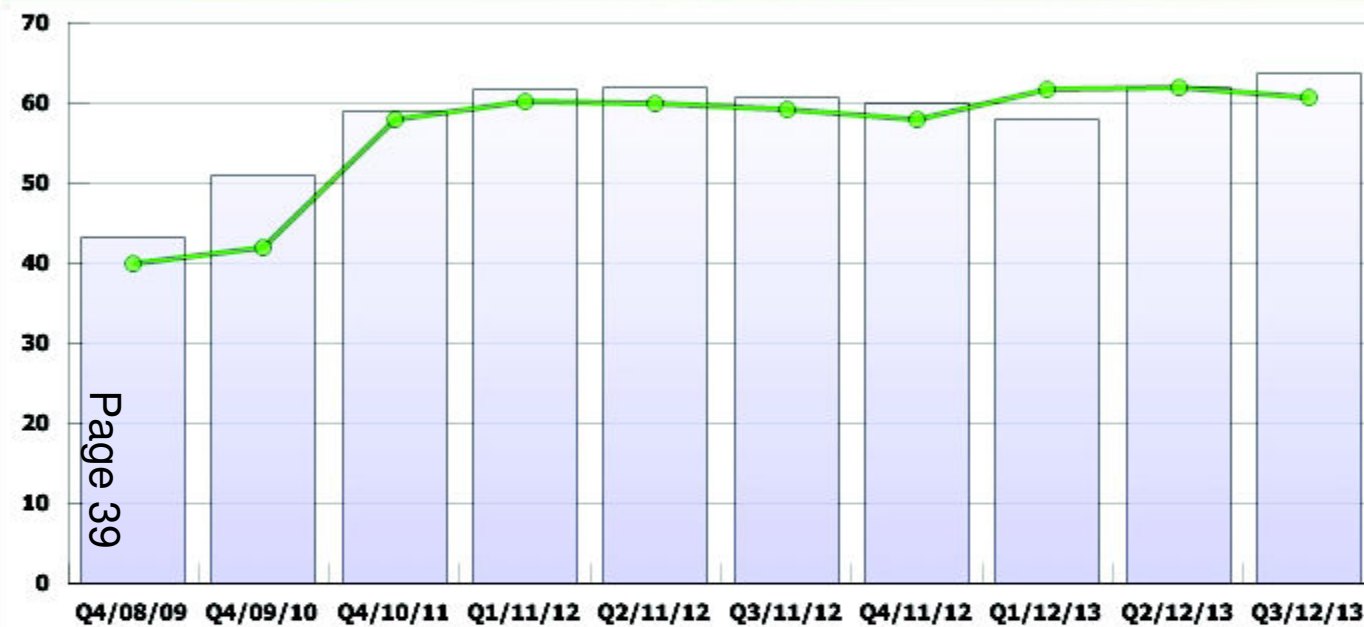
# KPI 21 What percentage of all household waste was sent to be recycled, reused or composted?

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

## Current and previous quarters performance



Quarter	Target	Actual	Performance
Q3/12/13	60.76%	63.87%	✓
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%	✓

**Annual 2012/13 - 60.00%**  
**Target: 2011/12 - 58.00%**  
**Indicator of good performance:**  
**A higher percentage recycled is good**  
**↑ is the direction of improvement**

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

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

(Q3 2012/13) The overall recycling rate exceeds the 2012/13 target of 60% by a good margin. This is very encouraging and reflects the significant effort of our residents in recycling as much of their waste as they can. This outcome is particularly impressive since it includes the Christmas and New Year holidays, which can distort the performance. The anticipated performance for Q4, and hence for the year as a whole is expected to fall back a little from this high, but will hopefully remain above the 60% overall target. Work continues on the introduction of additional recycling facilities into flats and multi-occupied dwellings.

### Corrective action proposed (if required):

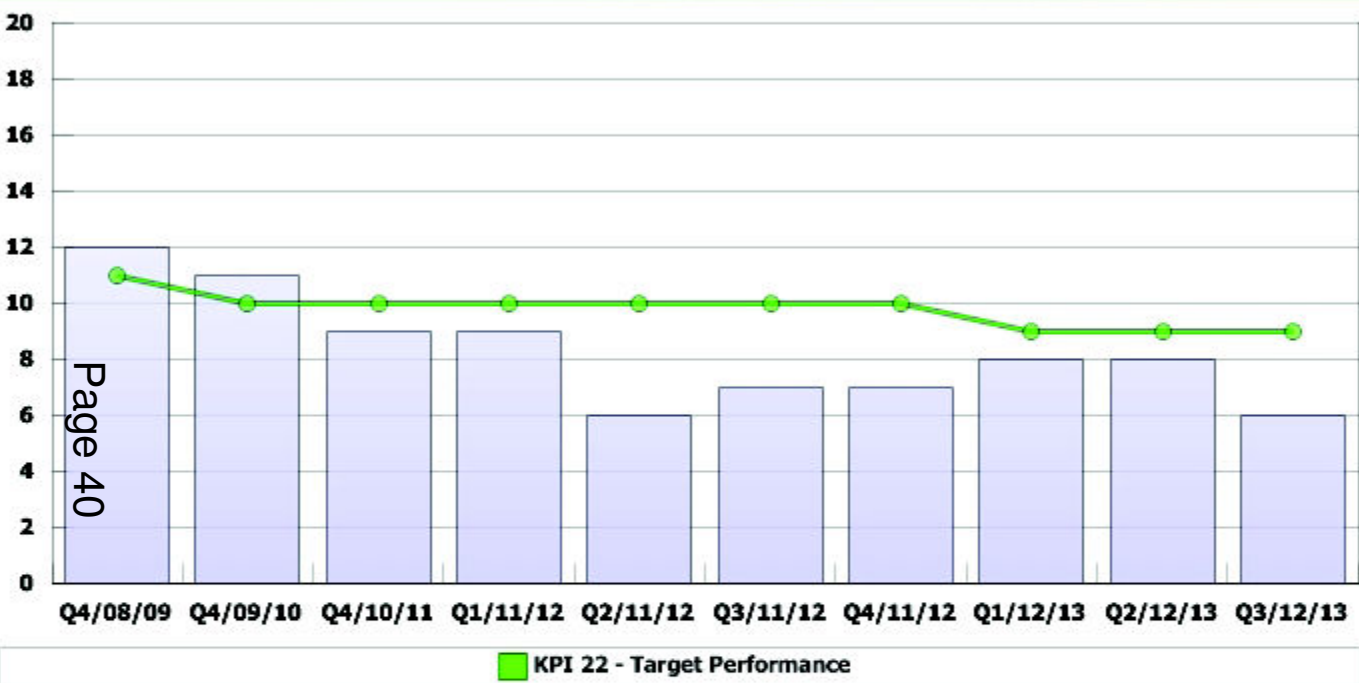
KPI 22 What percentage of our district had unacceptable levels of litter?

Indicator previously known as: NI 195(a)

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

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

Current and previous quarters performance



Quarter	Target	Actual
Q3/12/13	9%	6%
Q2/12/13	9%	8%
Q1/12/13	9%	8%
Q4/11/12	10%	7%
Q3/11/12	10%	7%

Annual 2012/13 - 9%  
Target: 2011/12 - 10%

Indicator of good performance:  
A lower percentage is good

↓ is the direction of improvement

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):

(Q3 2012/13) This is encouraging performance especially since Q3 contains the winter months where the weather and highway conditions can affect the contractor's ability to perform well. It is also indicative of residents and visitors heeding our messages around littering and the actions of our Environment Enforcement Officers who continue to patrol the district advising people not to drop litter and occasionally prosecuting those who do.



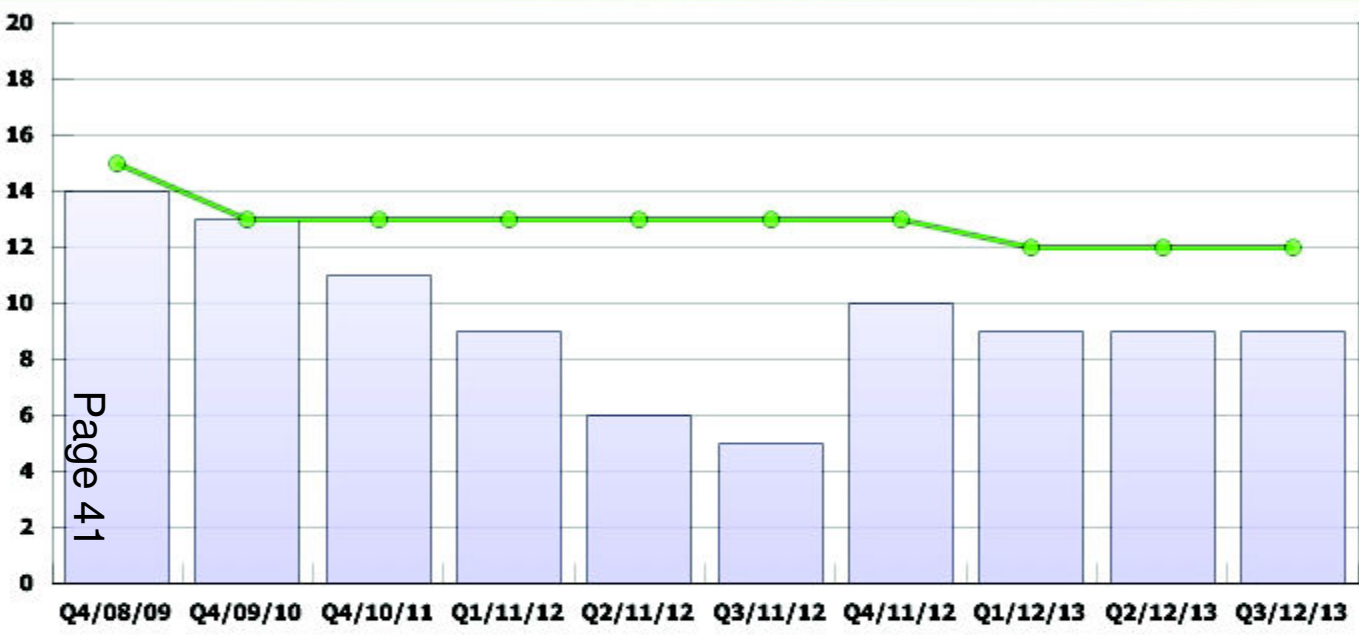
**KPI 23** What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?

Indicator previously known as: NI 195(b)

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

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

**Current and previous quarters performance**



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

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

Indicator of good performance:  
A lower percentage is good

↓ is the direction of improvement

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

Yes



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

(Q3 2012/13) Given the nature of the district, with many miles of rural road and some poor highway conditions, this is an excellent Q3 outturn. This measure will always be higher than that for general litter, because in reality there is little that be done to actually prevent the build up of detritus, and we are therefore left with clearance as the main controlling measure.

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

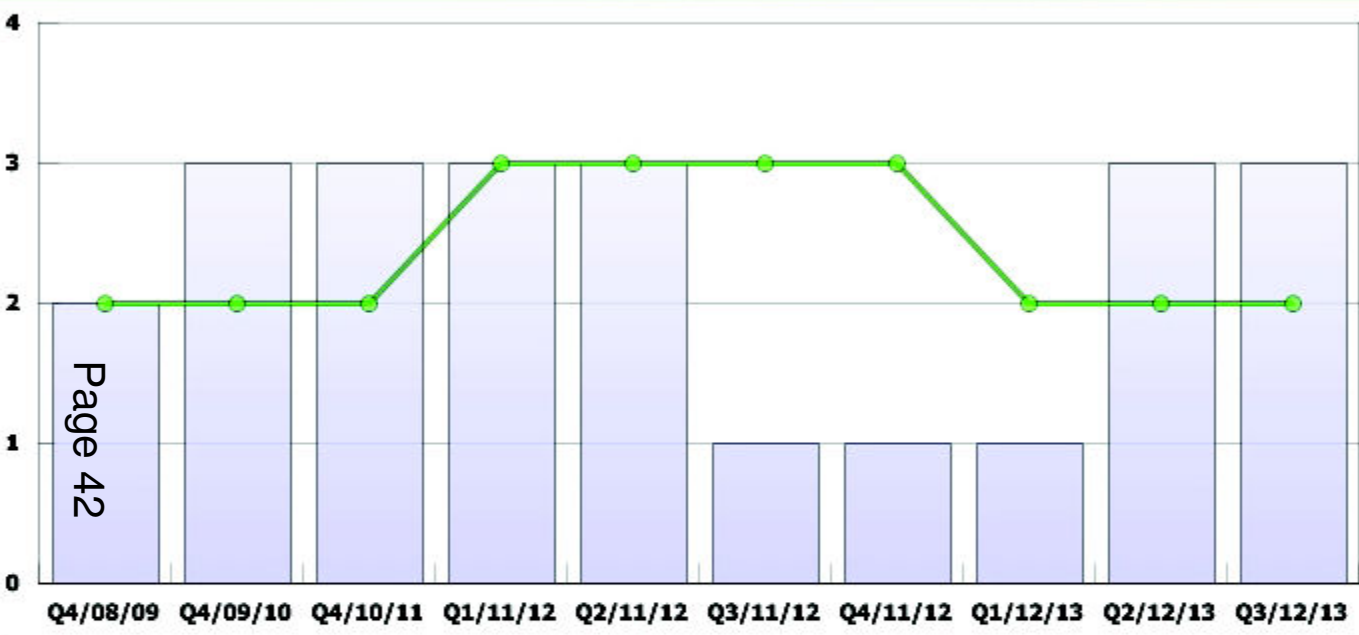
**KPI 24** How well have we done in both reducing flytipping and taking action against those believed to be responsible?

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	Direction of Improvement
Q3/12/13	2	3	X
Q2/12/13	2	3	X
Q1/12/13	2	1	✓
Q4/11/12	3	1	✓
Q3/11/12	3	1	✓

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

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

↓ is the direction of improvement

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

No

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

(Q3 2012/13) This indicator measures performance against the same quarter last year and not against the previous quarter of this year. Although grade 2 has not been achieved (which relies on an overall decrease in fly-tipping), there has been an increase in enforcement work (12% increase based on weighted data), which has hopefully limited the overall number of fly-tips in this period and will work towards reducing the number of incidents in the future. Analysis of the number of fly-tips on different land types shows that most tipping is on highway land at 668 incidents for 2012, (10.5 % increase from 598 in 2011). Council land had a similar level of fly-tipping at 643 incidents in 2012, but this increased by 21% from 460 in 2011.

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

(Q3 2012/13) The overall level of enforcement remains high, but this has been accompanied by an overall increase in flytipping. Resources are already planned to be targeted at fly-tips on Council Housing land, which often appears to be waste mismanagement by residents rather than fly tipping remote from the source.

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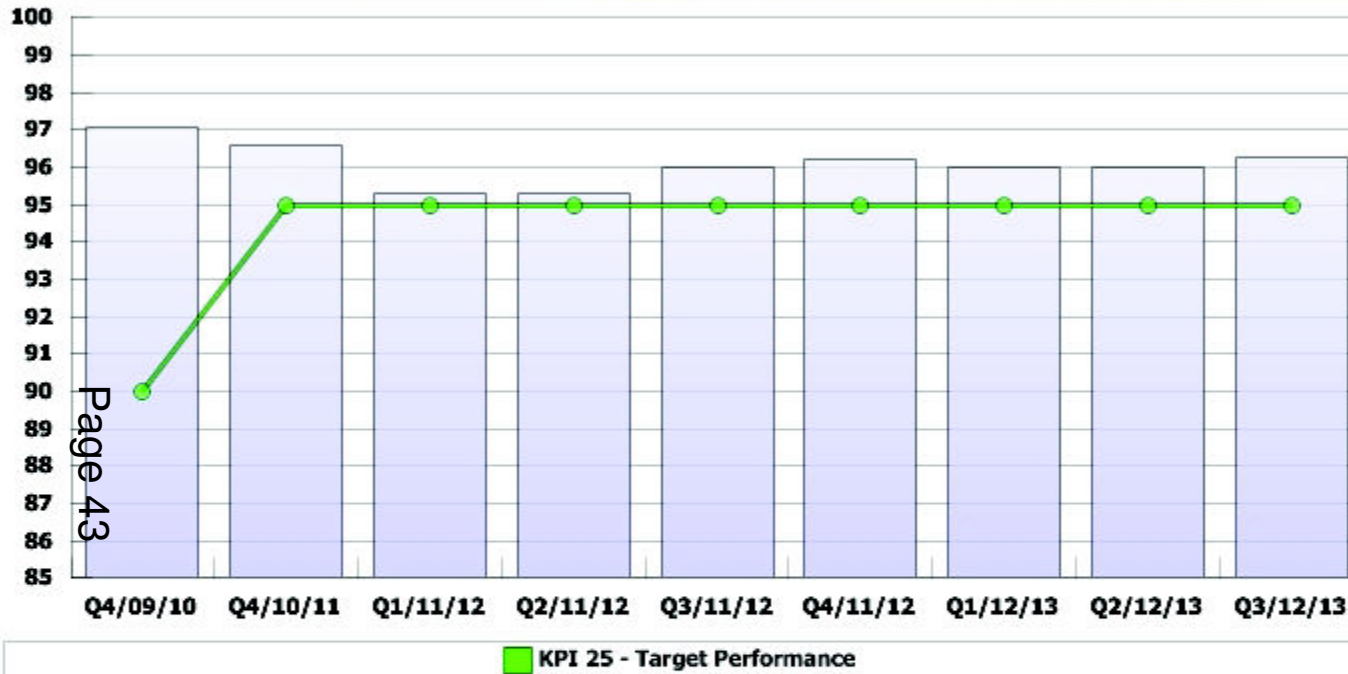
**KPI 25** What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?

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
Q3/12/13	95.00%	96.30%
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%



Annual 2012/13 - 95.00%  
Target: 2011/12 - 97.00%

Indicator of good performance:  
A higher percentage is good

↑ is the direction of improvement

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):

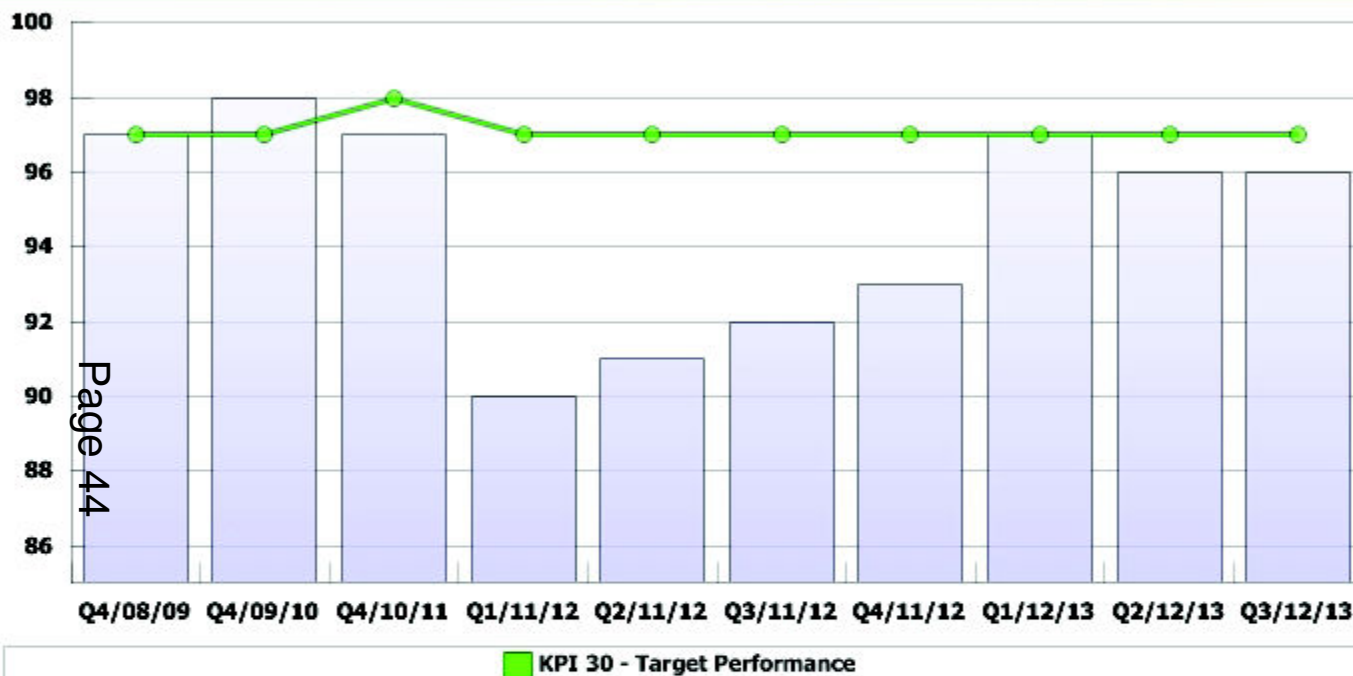
(Q3 2012/13) The response to residents who wish to complain about an environmental issue remains at a consistently high level. This means that our residents are receiving an excellent service. Vacancies in the Neighbourhoods Team have now been filled so we should see these high performance levels maintained and we may even see response levels improve beyond this already very good performance.

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

Annual 2012/13 - 97.00%  
 Target: 2011/12 - 97.00%  
 Indicator of good performance:  
 A higher percentage is good  
 ↑ is the direction of improvement

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

Comment on current performance (including context):

(Q3 2012/13) The figure at the end of September has dipped below the target. Monthly performance in December was 95%, Housing is at 93%. 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 in line with the quarter 2 figure.

Corrective action proposed (if required):

(Q3 2012/13) Housing have been working to address the problems experienced recently and there has been a slight improvement from 92 to 93%. Around 45% of all invoices relate to housing, so performance there has a significant effect on the overall figures. It is still possible to meet the target providing the improvement in housing continues.

**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
Q3/12/13	78.02%	77.87%
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%



Annual 2012/13 - 97.80%  
 Target: 2011/12 - 97.80%  
 Indicator of good performance:  
 A higher percentage is good  
 ↑ is the direction of improvement

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):**

(Q3 2012/13) Performance is 0.16% down on the same stage last year, equivalent to a monetary value of £118,886, which is broadly the same as the last quarter. The environment for collection is challenging, 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 November.

(Q3 2012/13) All billing, collection and recovery processes will be undertaken to collect any outstanding debts.

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

Indicator previously known as: LPI 15

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

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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q3/12/13	81.27%	81.33%	✓
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%	✗

Annual 2012/13 - 97.50%  
 Target: 2011/12 - 98.00%  
 Indicator of good performance:  
 A higher percentage is good  
 ↑ is the direction of improvement

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):**

(Q3 2012/13) Collection is 0.26% up on the same stage last year, equivalent to a monetary value of £88,695.

(Q3 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 still possible that a small reduction in the percentage recovered this year will occur.

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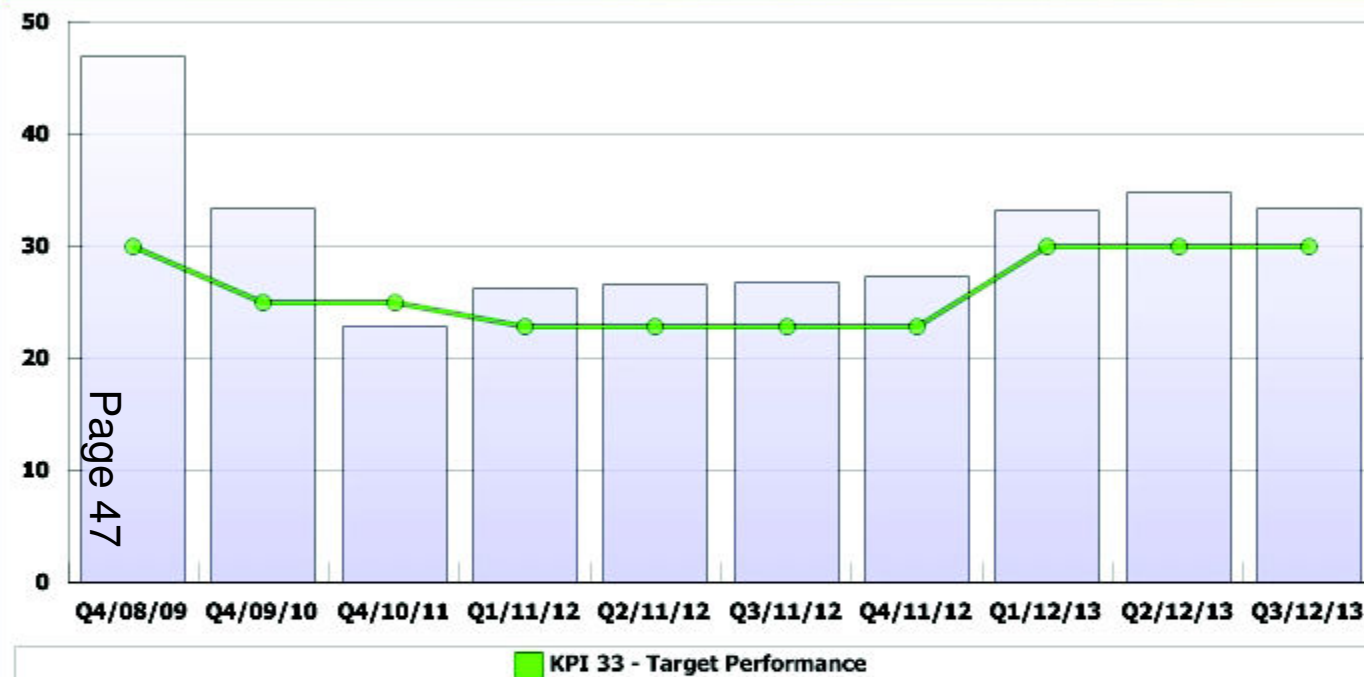


Indicator previously known as: LPI 16

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
Q3/12/13	30.00	33.47
Q2/12/13	30.00	34.92
Q1/12/13	30.00	33.37
Q4/11/12	23.00	27.45
Q3/11/12	23.00	26.88



Annual Target: 2012/13 - 30.00 days  
 Target: 2011/12 - 23.00 days  
 Indicator of good performance: A lower number of days is good

↓ is the direction of improvement

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

Uncertain

Comment on current performance (including context):

(Q3 2012/13) Performance is monitored on a weekly basis and improvements to processes are made when appropriate. Resources are managed to target performance for the KPI's, however, with major welfare reforms occurring from April 2013, resources have been required to implement some of these changes and this has impacted on the level of performance improvement.

Corrective action proposed (if required):

(Q3 2012/13) In previous quarters the performance had suffered due to vacancies and maternity leave. Following a recruitment exercise, performance has begun to improve again although it is uncertain whether the target can now be met.

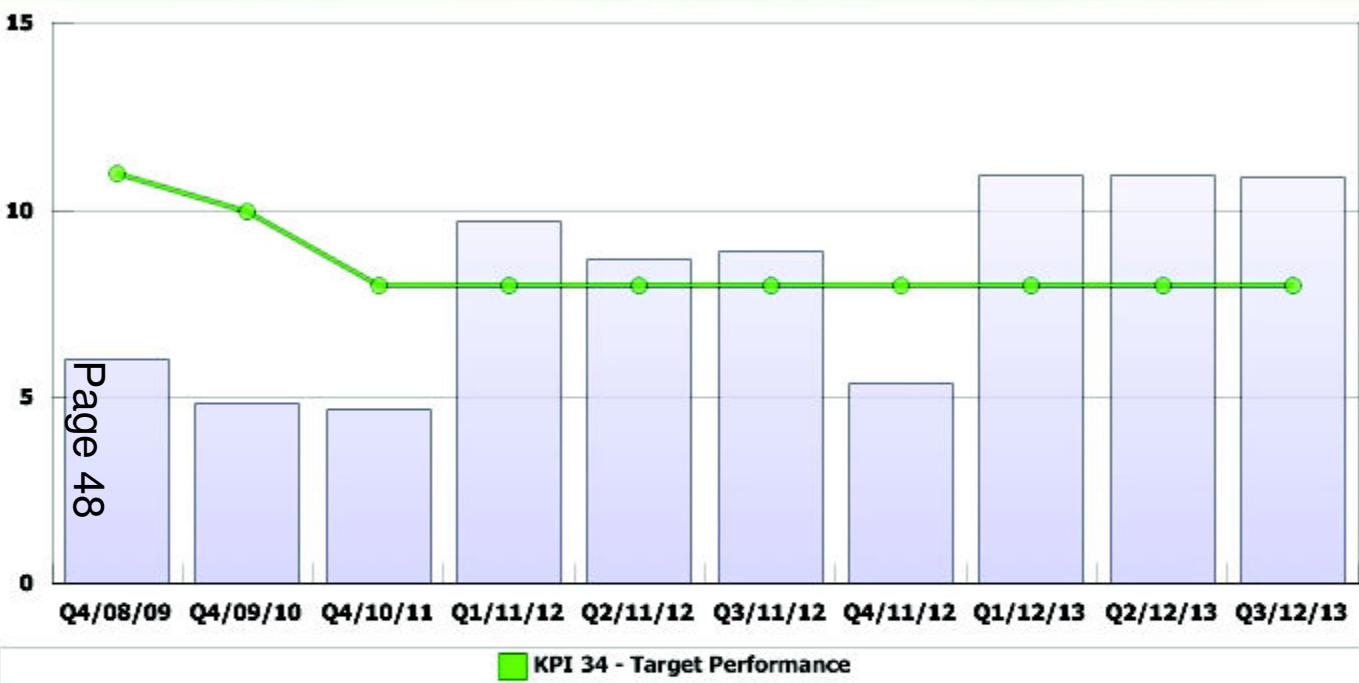
**KPI 34** On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?

Indicator previously known as: LPI 17

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

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/12/13	8.00	10.88	✗
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	✗

Annual Target: 2012/13 - 8.00 days  
 Target: 2011/12 - 8.00 days  
 Indicator of good performance: A lower number of days is good  
 ↓ is the direction of improvement

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

Comment on current performance (including context):

(Q3 2012/13) Performance is monitored on a weekly basis and improvements to processes are made when appropriate. Resources are managed to target performance for the KPI's, however, with major welfare reforms occurring from April 2013, resources have been required to implement some of these changes and this has impacted on the level of performance improvement.

Corrective action proposed (if required):

(Q3 2012/13) In previous quarters the performance had suffered due to vacancies and maternity leave, but, following a recruitment exercise, performance has begun to improve again. Due to the number of changes at the time of the new year processing in February/March, it is expected that the target will be achieved in quarter 4.



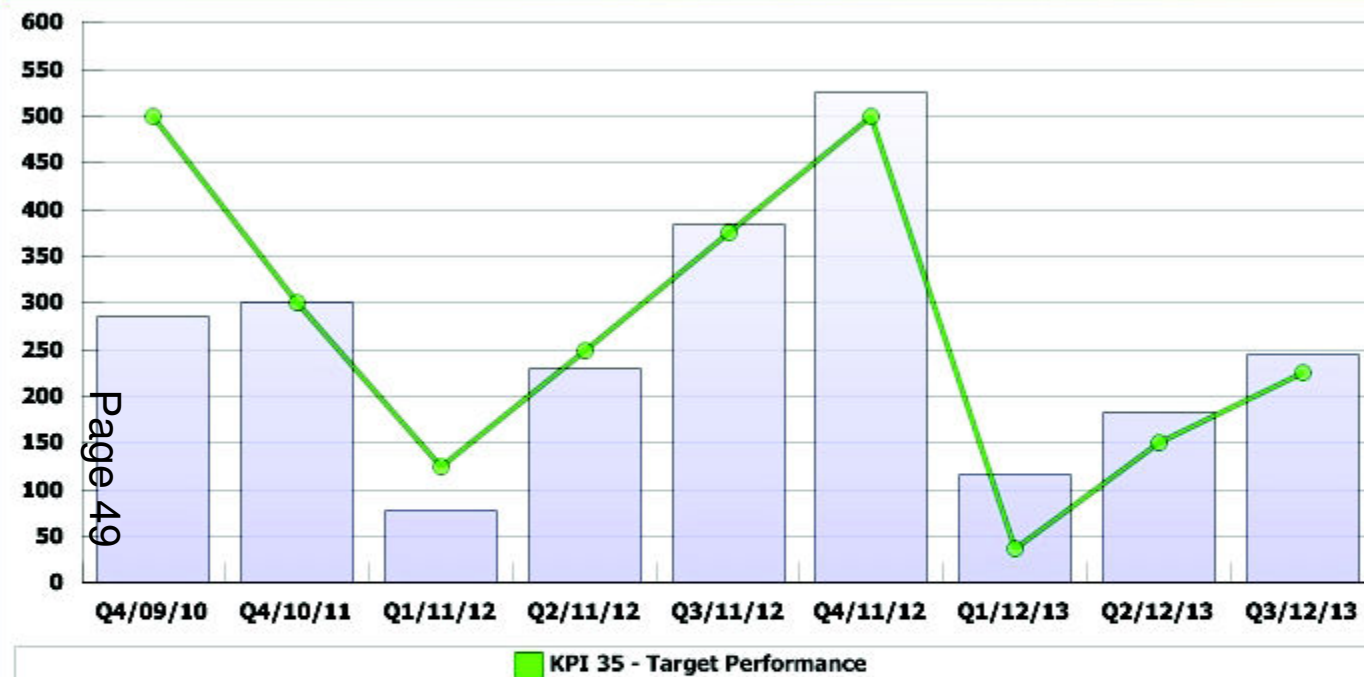
**KPI 35** How many benefits fraud investigations were completed by the Council?

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
Q3/12/13	225	245
Q2/12/13	150	184
Q1/12/13	37	117
Q4/11/12	500	525
Q3/11/12	375	384

Annual Target: 2012/13 - 300 (revised)  
 Target: 2011/12 - 500  
 Indicator of good performance: A higher number is good  
 ↑ is the direction of improvement

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

Yes

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

(Q3 2012/13) In previous quarters the Investigation team has had vacant posts which have affected the number of investigations that have been carried out. However, new staff have now been appointed to the vacant posts and, following a period of settling in, it is expected that the target will be achieved for 2012/13.

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

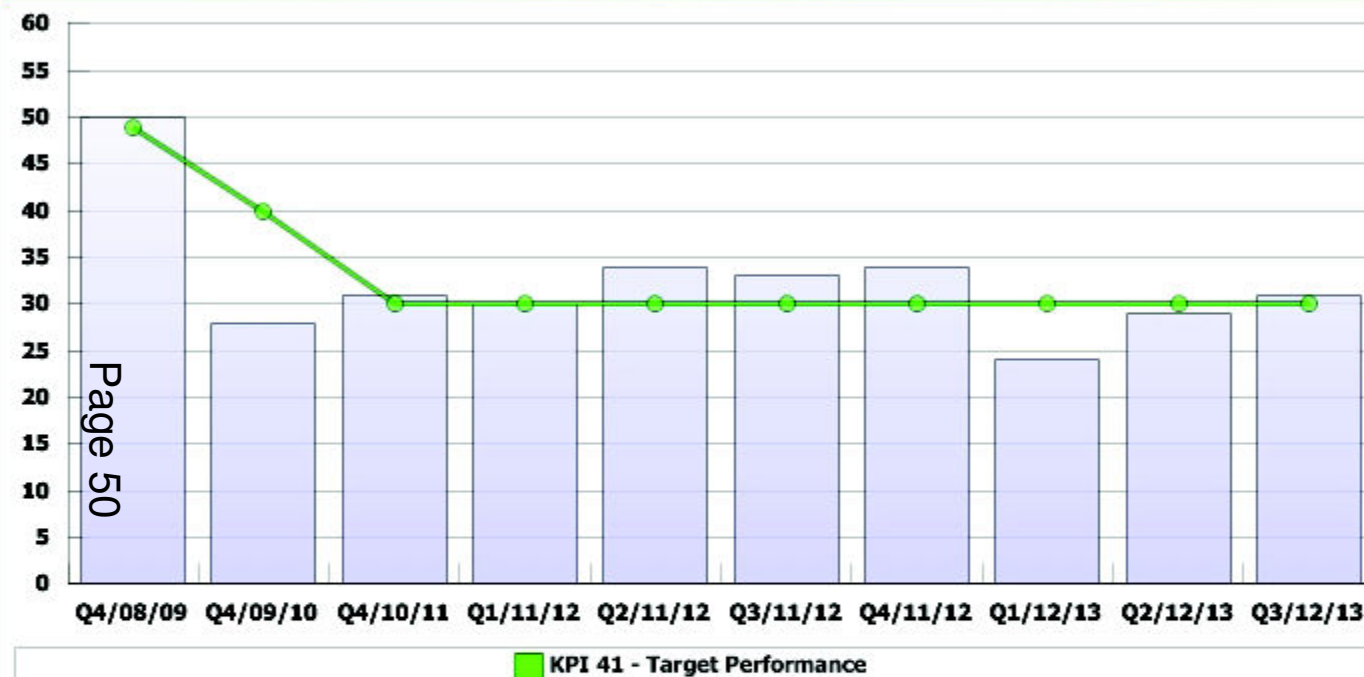
# KPI 41 On average, how many days did it take us to re-let a Council property?

Indicator previously known as: LPI 05

**Additional Information:** The calculation excludes those properties which are 'difficult to let' (offered to and refused by at least two applicants) or 'major works' (works over 6 weeks AND over £1500 in cost terms). In addition it also excludes 'properties let through mutual exchanges', 'very sheltered accommodation' and 'properties the council intends to sell or demolish'.

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

## Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/12/13	30	31	✗
Q2/12/13	30	29	✓
Q1/12/13	30	24	✓
Q4/11/12	30	34	✗
Q3/11/12	30	33	✗

Annual Target: 2012/13 - 30 days  
 2011/12 - 30 days  
 Indicator of good performance: A lower number of days is good  
 ↓ is the direction of improvement

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



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

(Q3 2012/13)  
 The target has only just been missed – by one day. The main reason for this, and the reason for the (cumulative) performance worsening incrementally over the last 3 quarters, is due to the introduction of new Asbestos Regulations during the year, which now requires an Asbestos Management Survey to be undertaken for every empty property. These are undertaken by a specialist company, and increase the void repairs period by around 3 days for every property. In addition, under the Regulations, many empty properties also require a more detailed Asbestos Refurbishment Survey (including for non-major works), which extends the void repairs period for around 1 week - and some works are notifiable to the HSE, which delays re-lets even further. It is therefore proposed to increase the target for 2013/14 by 3 days.

### Corrective action proposed (if required):

(Q3 2012/13)  
 Corrective action:  
 (a) Increase the target time for next year – to recognise the effect of the Asbestos Regulations  
 (b) Discuss with other members of our Choice Based Lettings Consortium the possibility and implications of having weekly advertising cycles for vacancies  
 (c) Introduce a new Supplementary Waiting List for difficult-to-let properties, under the proposed new Housing Allocations Scheme (w.e.f Sept 2013)  
 (d) A new contract for repairs to empty properties is currently being tendered. The new approach and contract structure is expected improve void repair times.

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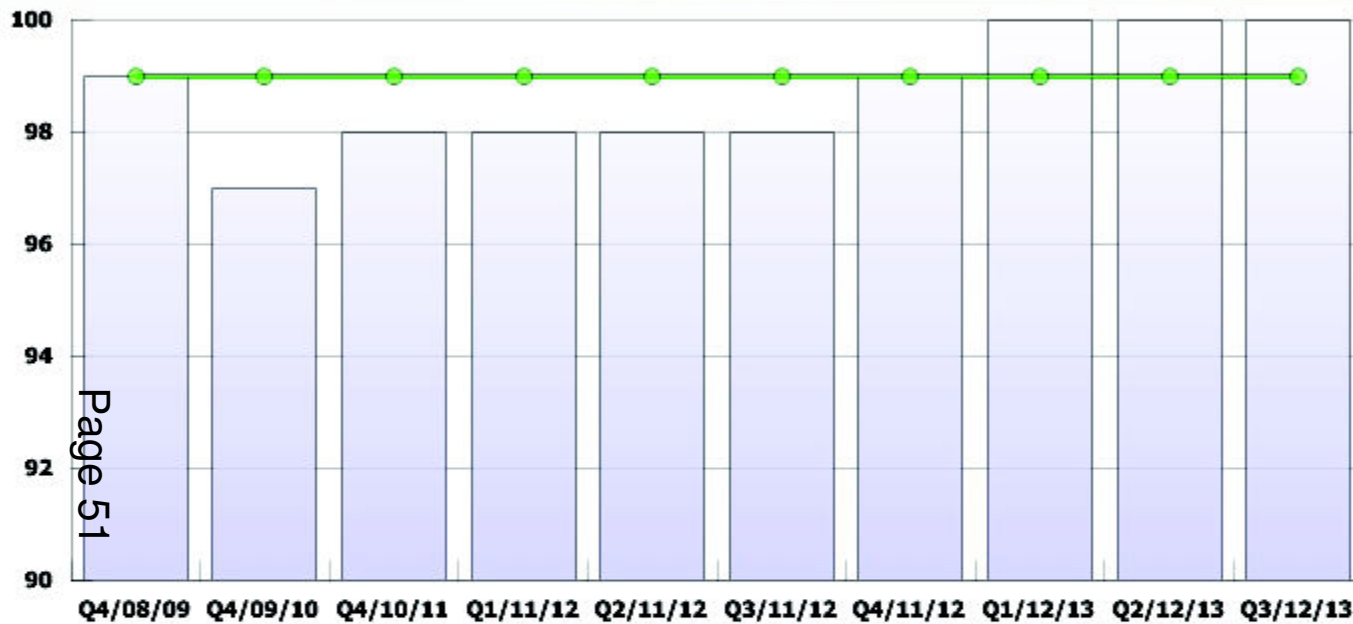
# KPI 42 What percentage of emergency repairs to our council properties were completed within 24 hours?

Indicator previously known as: LPI 07

**Additional Information:** This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time. The target time for the completion of emergency repairs is twenty-four hours.

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

## Current and previous quarters performance



Quarter	Target	Actual	Visual
Q3/12/13	99%	100%	✓✓
Q2/12/13	99%	100%	✓✓
Q1/12/13	99%	100%	✓✓
Q4/11/12	99%	99%	✓
Q3/11/12	99%	98%	✗

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

Indicator of good performance:  
A higher percentage is good

↑ is the direction of improvement

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



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KPI 42 - Target Performance

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

(Q3 2012/13)  
99.8% - target achieved.  
Performance continues to achieve target on this indicator and no failures were reported between 1st October and 31st December. It is expected that this performance will continue for the remainder of the 2012/13 year.

### Corrective action proposed (if required):



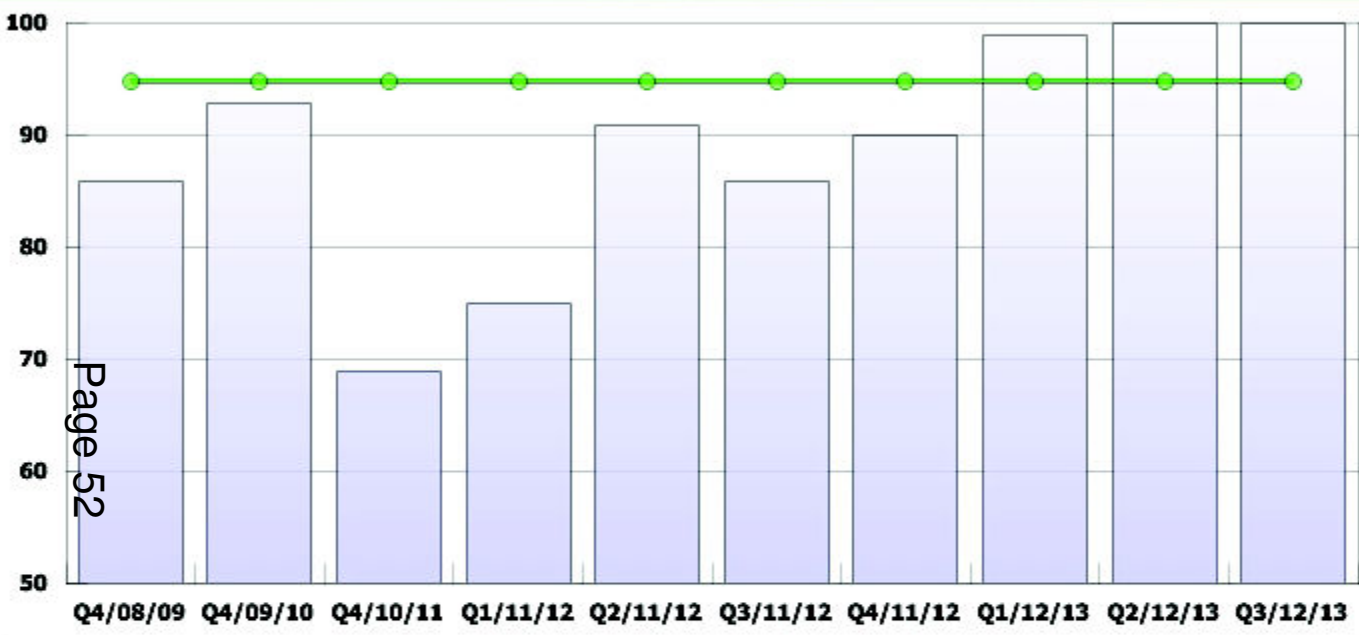
**KPI 43** What percentage of urgent repairs to our council properties were completed within five working days?

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 days.

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/12/13	95%	100%	✓
Q2/12/13	95%	100%	✓
Q1/12/13	95%	99%	✓
Q4/11/12	95%	90%	✗
Q3/11/12	95%	86%	✗

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

Indicator of good performance:  
A higher percentage is good

↑ is the direction of improvement

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

Yes



Comment on current performance (including context):

(Q3 2012/13) - Target achieved - Performance on this indicator continues to exceed the target set. It is anticipated that the performance will continue at this level for Q4 on this indicator.

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 or by telephone on 01992 564472

Current and previous quarters performance



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



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

Indicator of good performance:  
A higher percentage is good

↑ is the direction of improvement

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):

(Q3 2012/13) - Performance continues to exceed target set and it is anticipated that this level of performance will continue for the remainder of 2012/13 year.

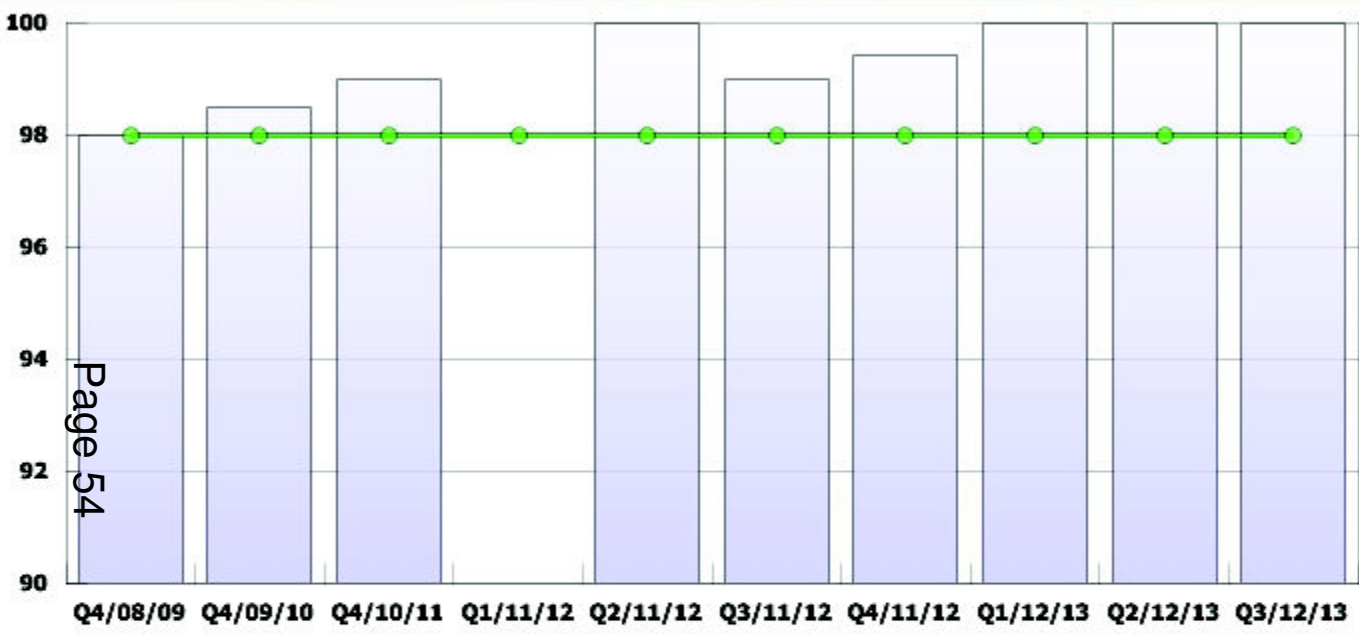
**KPI 45 How satisfied were our tenants with the standard of the repairs service they received?**

Indicator previously known as: LPI 10

**Additional Information: This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time and to the satisfaction of tenants**

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

**Current and previous quarters performance**



Quarter	Target	Actual
Q3/12/13	98.00%	100.00%
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%



**Annual 2012/13 - 98.00%**  
**Target: 2011/12 - 98.00%**  
**Indicator of good performance: A higher percentage is good**

↑ is the direction of improvement

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):**

(Q3 2012/13) - Target achieved: Performance continues to be above target set. Information is gathered from tenants using handheld Personal Digital Assistants (PDAs) after repair work has been carried out. This result is broken down with 50 of the 919 respondents rating the service as satisfactory.



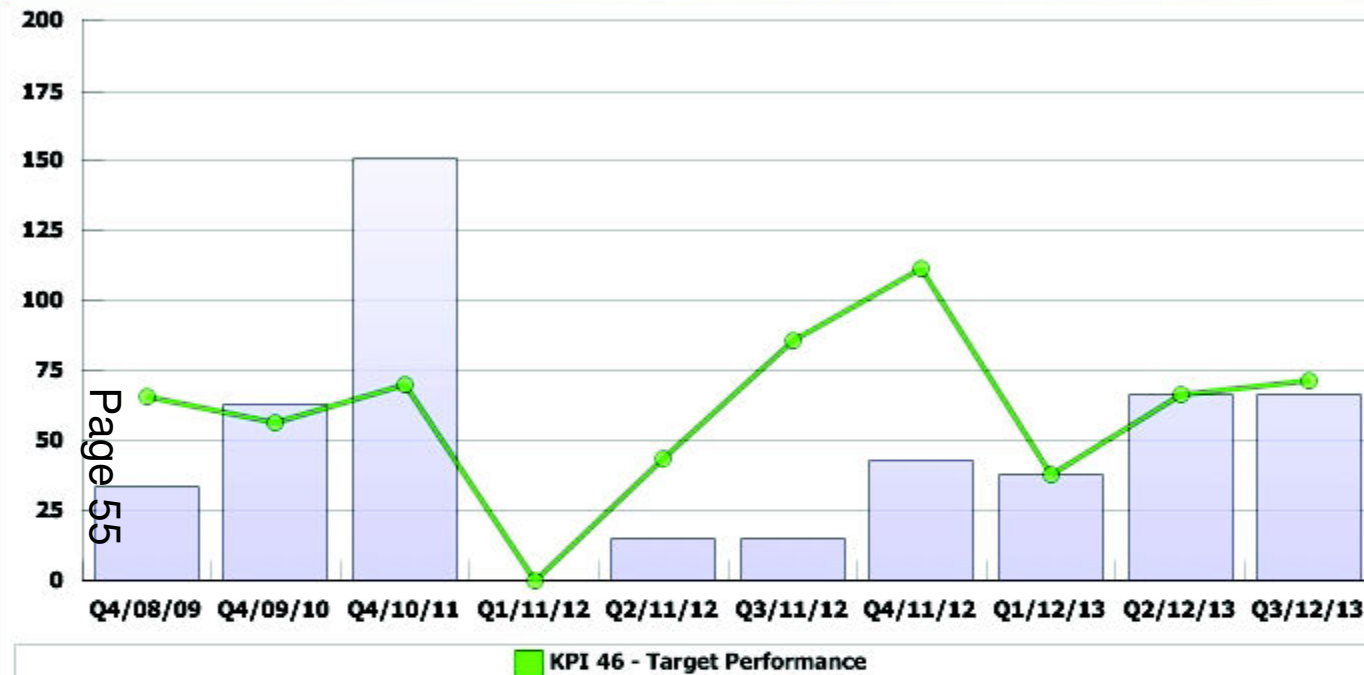
# KPI 46 How many affordable homes were built in the District?

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
Q3/12/13	72	67
Q2/12/13	67	67
Q1/12/13	38	38
Q4/11/12	112	43
Q3/11/12	86	15



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

Indicator of good performance:  
A higher number is good

↑ is the direction of improvement

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

No



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

(Q3 2012/13)  
5 new affordable shared ownership homes were due for completion at Church Hill, Loughton by Moat, which would have resulted in the overall target of completing 72 new affordable homes in 2012/13 being met. However, their completion has now been delayed to May 2013, due to two of the properties being built close to the access way to the site, which have to be completed last on the site, due to allowing lorries into the site without height restriction.

The annual target will therefore now not be met, although it is hoped that a further 4 new affordable homes (the straw bales houses currently on site at Millfield, High Ongar) can be completed by 31st March 2013 – although this will depend on the weather conditions in the last quarter. This would result in the annual target only being missed by one property.

### Corrective action proposed (if required):

(Q3 2012/13)  
No corrective action is possible

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



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

No

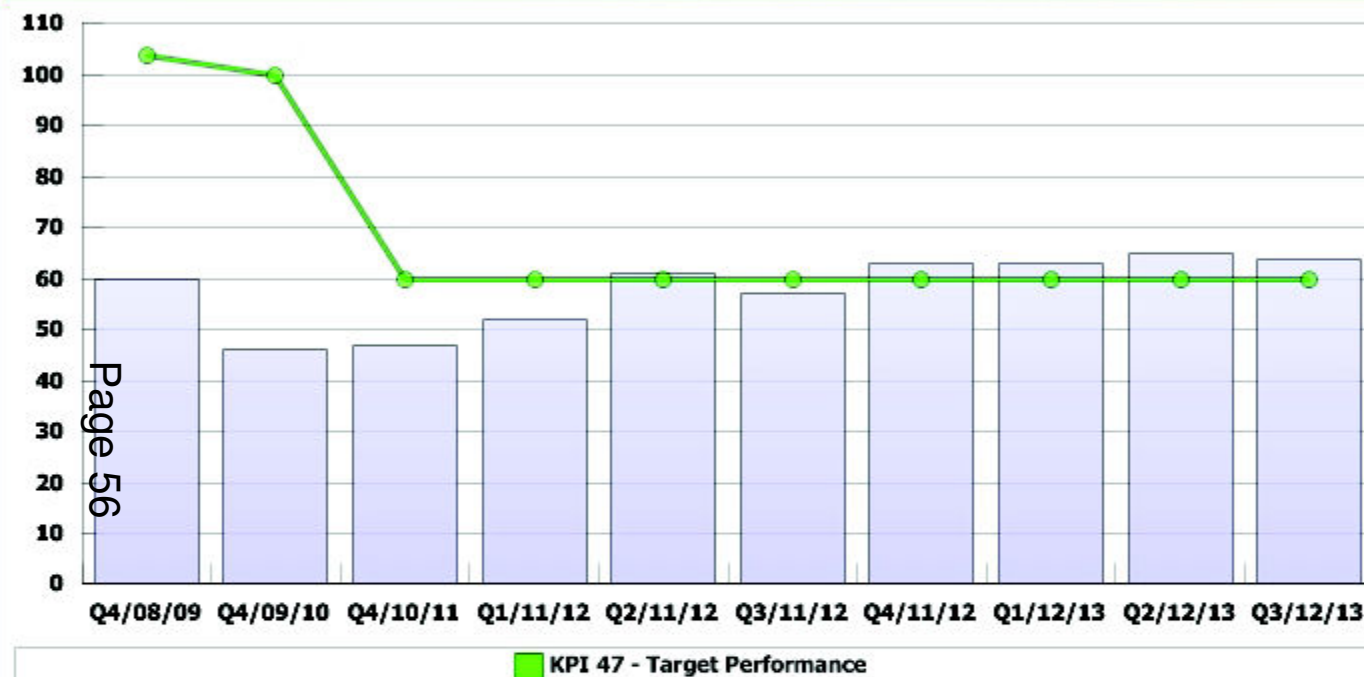
Quarter	Target	Actual
Q3/12/13	60	64
Q2/12/13	60	65
Q1/12/13	60	63
Q4/11/12	60	63
Q3/11/12	60	57



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

Indicator of good performance: A lower number is good

↓ is the direction of improvement



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Comment on current performance (including context):

Corrective action proposed (if required):

(Q3 2012/13)  
The no. of homelessness applications has increased significantly over the past 2 years (by 20%) - including a 12% increase over the past year. In addition, the incidences of intentional homelessness have increased by 200% over the past year. This has resulted in an increase in the number of households in temporary accommodation and the target not being achieved during the current year. This is expected to further worsen in future, due to the effects of the welfare reforms.

- (Q3 2012/13) Corrective Action:
- (a) Increase the target number next year – to recognise the increased incidence of homelessness and the effects of the welfare reforms
  - (b) An additional Homelessness Prevention Officer is being appointed, funded from a Government Grant.
  - (c) The proposed new Housing Allocations Scheme removes homeless applicants' choice for Council accommodation and expects homeless applicants with less than 3 years' local residency to be placed in the private sector – both initiatives are expected to reduce the no. of homelessness applications
  - (d) EFDC is funding the CAB to appoint 2 Debt Advisors, which may avoid some homelessness
  - (e) The increased Government funding for Discretionary Housing Payments from April 2013 will be targeted to families at risk of homelessness
  - (f) The budget for EFDC's Rental Loan Scheme has been increased from April 2013



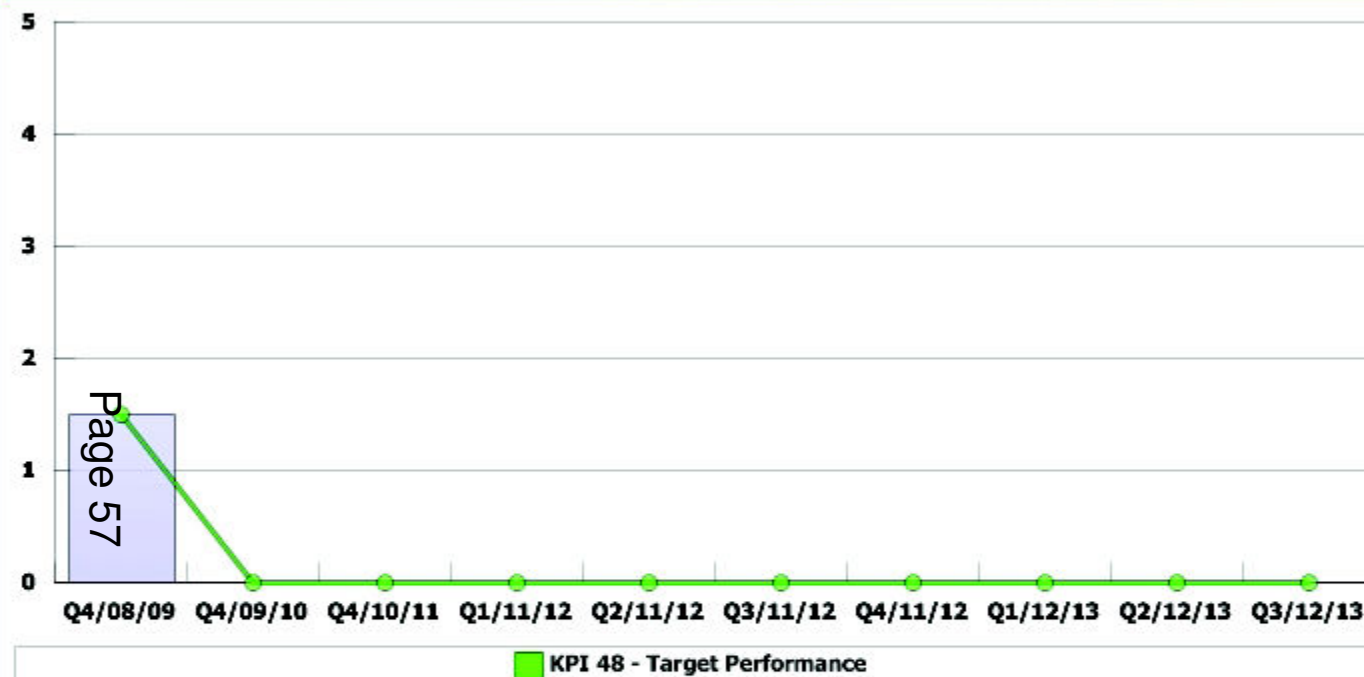
# KPI 48 What percentage of our council homes were not in a decent condition?

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
Q3/12/13	0.00%	0.00%
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%



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

Indicator of good performance:  
A lower percentage is good

↓ is the direction of improvement

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):

(Q3 2012/13) Potential Non-Decent failures were identified on 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. 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  
It is anticipated that all the potential Non-Decent properties will be completed as part of the planned Capital and Revenue works programmes for 2012-13.

Stock Condition Surveys on Council owned properties are continuing on a planned basis and 198 Stock Condition Surveys were completed during Q3.

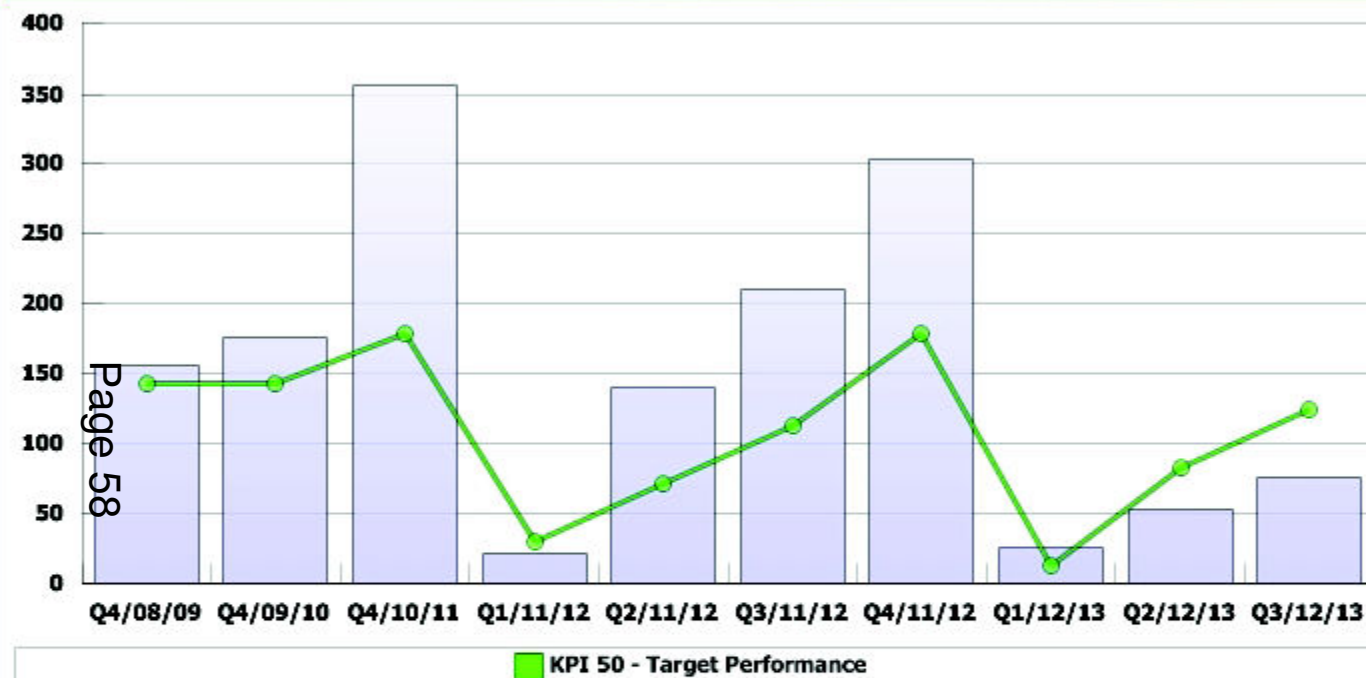
# KPI 50 What was the net increase or decrease in the number of homes in the district?

Indicator previously known as: NI 154

**Additional Information:** This indicator encourages a greater supply of new homes to address long-term housing affordability issues, and measures the net increase in dwelling stock over one year. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

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

## Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/12/13	125	77	✗
Q2/12/13	83	53	✗
Q1/12/13	13	27	✓
Q4/11/12	180	304	✓
Q3/11/12	113	211	✓

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

Indicator of good performance:  
A higher number is good

↑ is the direction of improvement

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

✗ No

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

(Q3 2012/13) Quarter 3 has not reached its target.

This quarter's performance is unusually low compared to other years. Obviously the Council does not build these additional homes, and has provided a more than adequate amount of permissions for us to meet this KPI target.

The reason for this slow rate could be varied. However it is obvious that many of the larger developments are either coming or have recently come to an end. The economic climate can also not help with the current lack of completions, perhaps affecting the ability for people to continue to build what they have planning permission for.

We would assume that as trends usually suggest, this will pick up in the fourth quarter but the difference is too great to make up.

### Corrective action proposed (if required):

(Q3 2012/13) Encouraging housebuilders to take up planning permissions is reliant on the market and finance lending to improve. For 2013-14, a new achievable target figure may come forward as a new evidence base emerges as part of the Local Plan process.

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

Indicator previously known as: NI 157(a)

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

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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q3/12/13	81.00%	52.38%	X
Q2/12/13	81.00%	42.86%	X
Q1/12/13	81.00%	85.71%	✓
Q4/11/12	81.00%	78.38%	X
Q3/11/12	81.00%	82.76%	✓

**Annual 2012/13 - 81.00%**  
**Target: 2011/12 - 81.00%**  
**Indicator of good performance: A higher percentage is good**  
**↑ is the direction of improvement**

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



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

(Q3 2012/13) The performance is volatile to change given the low number of planning applications in this category (11 out of 21 applications decided in 13 weeks). 2 out of the 7 applications which were out of time in this quarter were delayed because of the complexity of one application delaying reporting and the other being a committee deferral.

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

(Q3 2012/13) Planning portfolio-holder has approved filling of a vacant post which should be filled by April 2013 and a seconded post returning to Development Control from February 2013, though this will be too late to impact on this target. Full compliment of planning officers to deal with planning applications would improve performance. Members approval currently being sought on widening pre-application charging, which would help the passage of a planning application to reach a more timely decision.



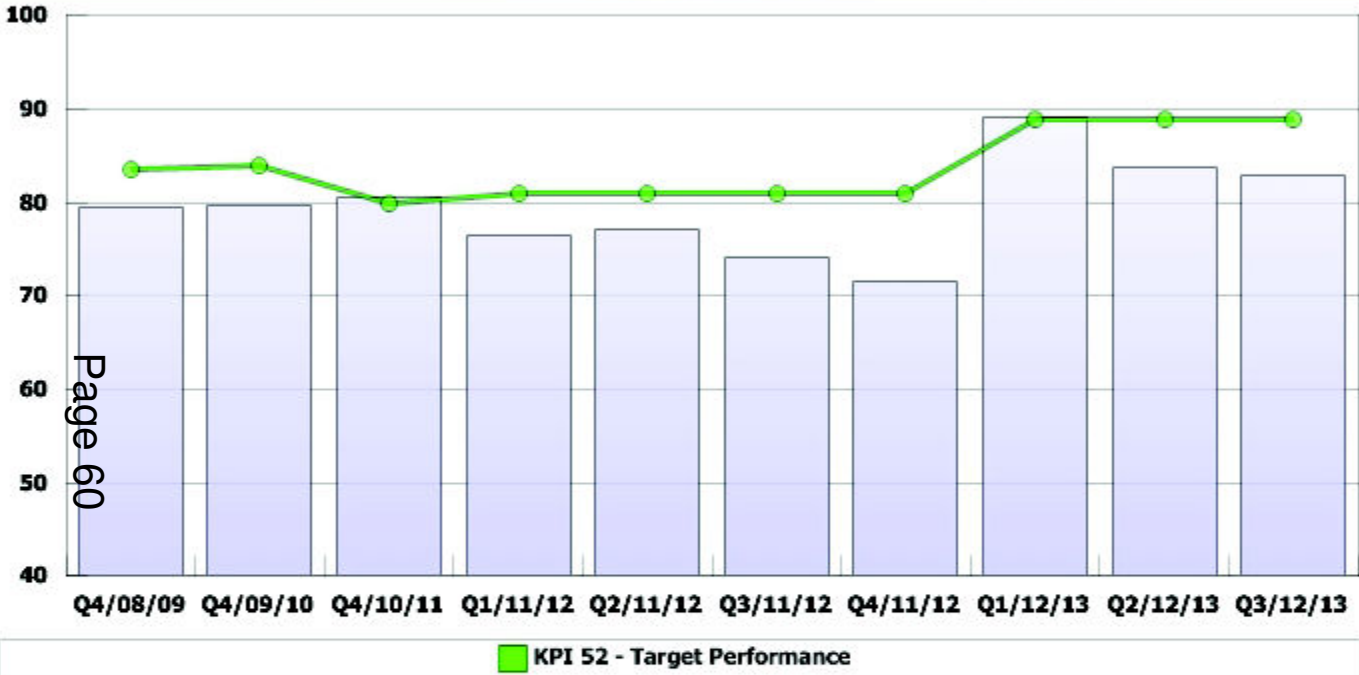
**KPI 52 What percentage of minor planning applications were processed within 8 weeks (Delegated decisions only from 2012/13)?**

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
Q3/12/13	89.00%	83.05%	X
Q2/12/13	89.00%	83.76%	X
Q1/12/13	89.00%	89.13%	✓
Q4/11/12	81.00%	71.68%	X
Q3/11/12	81.00%	74.22%	X

Annual 2012/13 - 89.00% (delegated)  
 Target: 2011/12 - 81.00%  
 Indicator of good performance:  
 A higher percentage is good  
 ↑ is the direction of improvement

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



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

(Q3 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 continues to unfortunately impact on this performance (147 out of 177 application decided within 8 weeks).

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

(Q3 2012/13) Planning portfolio-holder has approved filling of vacant posts, one of which will be occupied from February 2013, though too late to impact on this target. Members approval currently being sought on widening pre-application charging, which will hopefully focus advice being given by officers and timely decision making.

**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
Q3/12/13	94.00%	88.75%	✘
Q2/12/13	94.00%	88.40%	✘
Q1/12/13	94.00%	87.65%	✘
Q4/11/12	93.00%	90.30%	✘
Q3/11/12	93.00%	91.82%	✘

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

Indicator of good performance: A higher percentage is good

↑ is the direction of improvement

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

No

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

(Q3 2012/13) KPI 53 represents the highest proportion of all planning application types decided under delegated powers. A small percentage rise in performance compared with the last quarter, but still a high volume decided within 8 weeks (797 out of 898), which includes householder planning applications. However, target looking difficult to make up with current lower staff levels.

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

(Q3 2012/13) Planning portfolio-holder has approved filling of vacant posts and one post to be occupied from February 2013, though too late to impact on this target. Members approval currently being sought on widening pre-application charging, which will hopefully focus advice being given by officers on more certainty of decision making.

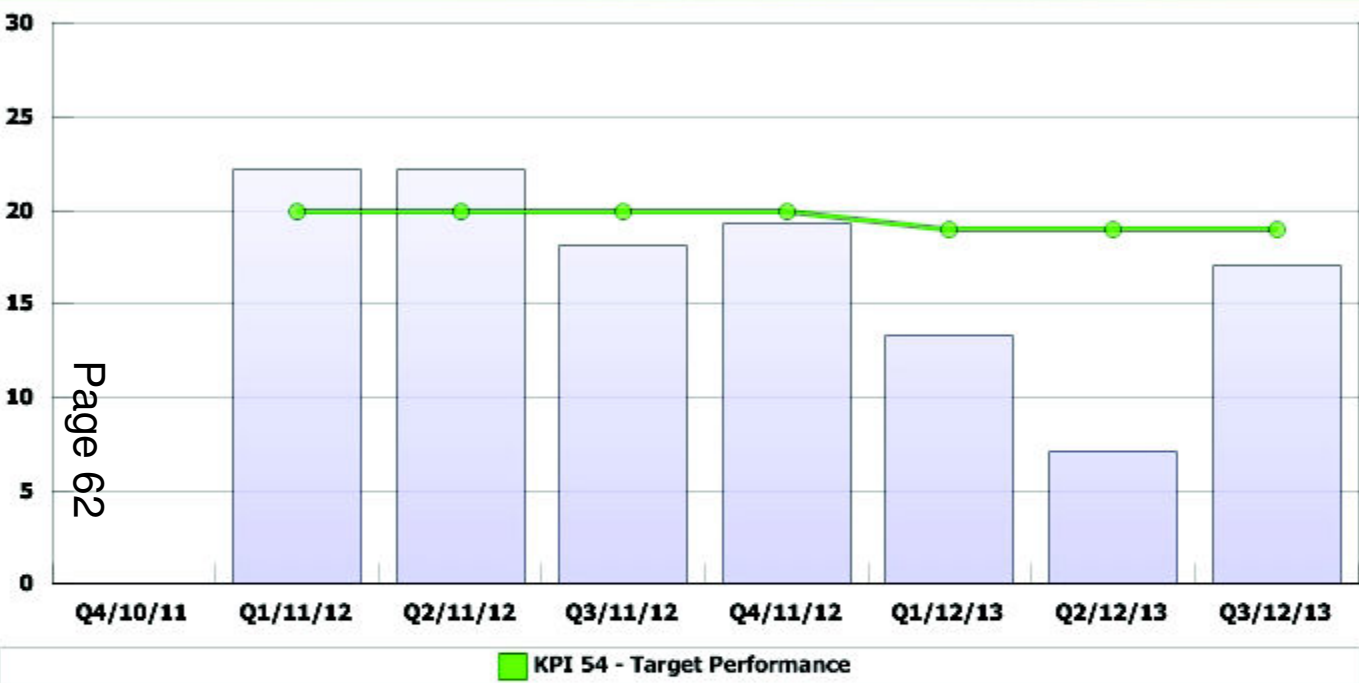
**KPI 54** What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal?

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
Q3/12/13	19.00%	17.10%
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%

▲

↑

↓

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

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

↓ is the direction of improvement

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

Uncertain

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

(Q3 2012/13) Performance by Officer decision-making under delegated powers within target. At this stage, it shows that planning policy and local decision making is generally being supported, although among the 5 appeals allowed in this quarter, the Planning Inspector does not necessarily consider harm to neighbours amenity is as great as Officers assessed.

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

(Q3 2012/13) Officers will only consider refusing planning permission where there is a sound reason to do so and the balance of issues are such that the decision is likely to be upheld should it go to appeal.



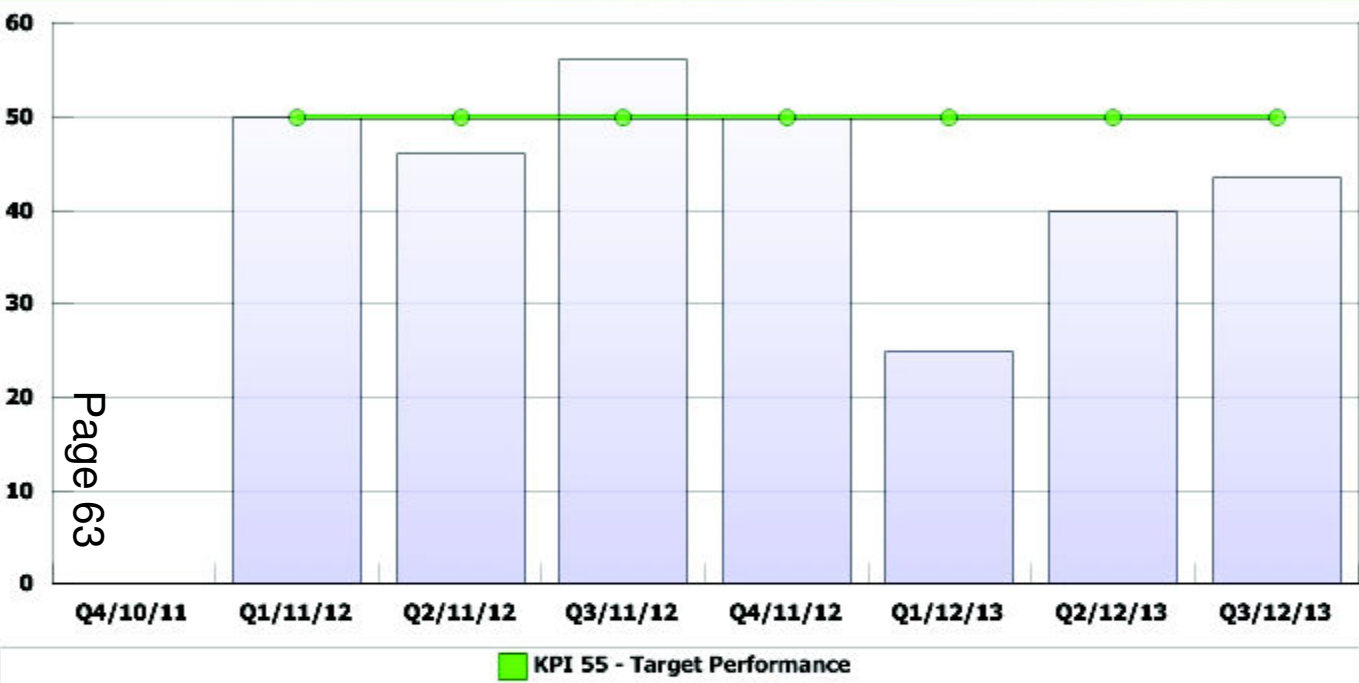
**KPI 55** What percentage of planning applications, refused by Council Members against the planning officer's recommendation, were granted permission on appeal?

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	Performance Status
Q3/12/13	50.00%	43.50%	Good (Green)
Q2/12/13	50.00%	40.00%	Good (Green)
Q1/12/13	50.00%	25.00%	Good (Green)
Q4/11/12	50.00%	50.00%	Good (Green)
Q3/11/12	50.00%	56.25%	Uncertain (Red X)

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

Indicator of good performance:  
 A lower percentage is good

↓ is the direction of improvement

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

Uncertain

Comment on current performance (including context):

(Q3 2012/13) Members decisions to reverse officer recommendations on planning applications reported to planning committees supported in 13 out of 23 cases, leaving 10 (43.5%) allowed.

Corrective action proposed (if required):

(Q3 2012/13) Whilst there are planning issues often pulling in opposite directions in respect of these appeal subjects, particularly where there is local opposition, the decision to refuse planning permission needs to be made on sound planning grounds and justified.

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## 2013/14 Key Performance Indicators - Targets

Directorate	2013/14 KPI Ref. No.	Description	2012/13 Target	Q3 2012/13 Performance	Proposed Target 2013/14	Increased target? Yes / No	Comments / Justification for Proposed Target 2013/14 including reasons for targeted reductions in performance For suggested new KPIs please give your reasoning for including it in the set.
Office of the Deputy Chief Executive	<b>KPI 04</b>	What percentage of visitors to the council website were satisfied with their experience?  Corporate Comment: <b>Indicator to be retained but changed to a quarterly indicator</b>	70%	Annually reported	77%	Yes	Epping Forest DC's website has been measured for satisfaction of web users since the new site was launched in July 2012. To date the level of satisfaction stands at 74%. Currently, the overall level of satisfaction for all district councils is 77% and it is proposed that this be adopted as a target for Epping Forest in 2013-14.

## 2013/14 Key Performance Indicators - Targets

Directorate	2013/14 KPI Ref. No.	Description	2012/13 Target	Q3 2012/13 Performance	Proposed Target 2013/14	Increased target? Yes / No	Comments / Justification for Proposed Target 2013/14 including reasons for targeted reductions in performance For suggested new KPIs please give your reasoning for including it in the set.
Corporate Support Services	<b>KPI 10</b>	How many working days did we lose due to sickness absence?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	7.50 days	5.21 days	7.25 days	Yes	The average number of days per employee recording sickness absence has reduced over the past 2 years and the Council has met its target in both years. Reducing the target by 0.25 days to 7.25 days will be a challenge, but with continued monitoring and management of absence the new target could be met.
	<b>KPI 11</b>	What percentage of the rent we were due to be paid for our commercial premises was not paid?  Corporate Comment: <b>Indicator to be retained but changed to a quarterly indicator</b>	3.0%	Annually reported	3.00%	No	The target of 3% has been in place since 2009/10. Whilst the target was not met in years 2009/10 (4.3%) and 2010/11 (3.1%) it was exceeded in 2011/12 (2.66%). There has been a year on year improvement . In the current economic climate any target set must be realistic. The average level of arrears over the three year period was 3.35% so leaving the target at 3.00% for 2013/14 would seem appropriate. Negotiated arrangements with some tenants to pay arrears over a period of time will have an effect on the collection performance, but this is seen as a better option than properties becoming vacant and having to be relet.
	<b>KPI 12</b>	What percentage of our commercial premises was let to tenants?  Corporate Comment: <b>Indicator to be retained but changed to a quarterly indicator</b>	98.00%	Annually reported	98.00%	No	The target for the years 2009/10 to 2011/12 was 99%. Performance varied between 97.63% in 2009/10 and 2010/11 and 98.3% in 2011/12. In view of the downturn in the economic climate the target was reduced to 98% for 2012/13. The occupancy rate of 98.3% in 2011/12 equated to 290 properties occupied out of a total of 295 properties in the portfolio. The average occupancy rate over the three year period 2009/10 to 2011/12 was 97.85% so leaving the target at 98% for 2013/14 would seem appropriate.

## 2013/14 Key Performance Indicators - Targets

Directorate	2013/14 KPI Ref. No.	Description	2012/13 Target	Q3 2012/13 Performance	Proposed Target 2013/14	Increased target? Yes / No	Comments / Justification for Proposed Target 2013/14 including reasons for targeted reductions in performance For suggested new KPIs please give your reasoning for including it in the set.
Environment & Street Scene	<b>KPI 20</b>	How much non-recycled waste was collected for every household in the district?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	395kg	252kg	380kg	Yes	This target will need to be reconsidered based upon the actual Q4 outturn. Q3 was 'abnormally' good and therefore it is likely that performance will fall back in Q4 - the question is to what degree? The best way of reviewing this is to await the Q4 outturn and then set a target for 2013/14.
	<b>KPI 21</b>	What percentage of all household waste was sent to be recycled, reused or composted?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	60.0%	64.0%	60.00%	No	
	<b>KPI 22</b>	What percentage of our district had unacceptable levels of litter?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	9%	6.00%	8.00%	Yes	

## 2013/14 Key Performance Indicators - Targets

Directorate	2013/14 KPI Ref. No.	Description	2012/13 Target	Q3 2012/13 Performance	Proposed Target 2013/14	Increased target? Yes / No	Comments / Justification for Proposed Target 2013/14 including reasons for targeted reductions in performance For suggested new KPIs please give your reasoning for including it in the set.
Environment & Street Scene	KPI 23	<p>What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?</p> <p>Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b></p>	12%	10%	12.00%	No	Street cleansing performance remains good, but can vary due to a number of circumstances outside of our control, for example the condition of the highway and weather. It is however considered prudent, given the performance throughout the year, to retain the target at 12% to reflect the rural nature of the district (i.e. no kerbs to highways), whilst retaining some pressure on the contractor to maintain current performance levels.
	KPI 24	<p>How well have we done in both reducing flytipping and taking action against those believed to be responsible?</p> <p>Corporate Comment: <b>This indicator to be deleted and replace with an alternative version. Indicator to be retained as a quarterly indicator</b></p>	Grade 2	Grade 3	To be replaced by new indicator (see below)	N/A	The current indicator is very unwieldy, complex to calculate and arguably does not provide a useful performance comparison. The important issue for residents is not just whether fly tips arise but whether they are cleared and where practicable, investigated, since it is this, and the legal action which may follow, which provides the eventual deterrent. <b>(See below for suggested new indicator)</b>
	KPI 25	<p>What percentage of the issues and complaints received by the Environment &amp; Neighbourhoods Team received an initial response within 3 days?</p> <p>Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b></p>	95%	96.3%	95%	No	A response rate to public complaints of 95% within 3 days remains a very high level of response, which is often bettered as can be seen by the Q3 outturn. However, it would take very little for that performance to come under pressure, such as staff sickness. Therefore, it is proposed to retain the target at 95%

## 2013/14 Key Performance Indicators - Targets

Directorate	2013/14 KPI Ref. No.	Description	2012/13 Target	Q3 2012/13 Performance	Proposed Target 2013/14	Increased target? Yes / No	Comments / Justification for Proposed Target 2013/14 including reasons for targeted reductions in performance For suggested new KPIs please give your reasoning for including it in the set.
Environment & Street Scene	<b>NEW KPI</b>	<p>What percentage of the recorded incidences of fly-tipping are investigated and appropriate remedial action commenced within 5 working days of the fly-tip being recorded</p> <p>Corporate Comment: <b>To be measured on a quarterly basis</b></p>	N/A	N/A	95%	<b>(New indicator)</b>	The key issue for residents is the time period for a fly-tip to be dealt with and eventually removed from its location. This is not straightforward because the location of the fly-tip can result in different approaches to its investigation and eventual removal. For example, a fly-tip on private land has to be dealt with by the landowner, and the Council's intervention could be enforcement action. This can take a considerable period to complete. At the opposite end of the scale, a small scale fly-tip on the roadside could be dealt with in a matter of a few days by the Council's own Environmental Enforcement Team. The performance measure therefore relates to the time taken to respond to the report, investigate as required and commence appropriate action (i.e. removal or enforcement)
	<b>NEW KPI</b>	<p>What percentage of out of hours (OOH) noise complaints that are passed through to the duty noise officer are responded to within 15 minutes</p> <p>Corporate Comment: <b>To be measured on a quarterly basis</b></p>	N/A	N/A	90%	<b>(New indicator)</b>	This target has been a long term aim of the OOH noise service, to meet complainants' expectations of an immediate response to noise complaints outside normal working hours, when the noise is actually present and it may be appropriate for an officer to visit and witness the incident (i.e. not all complaints, only those on the OOH register)



**2013/14 Key Performance Indicators - Targets**

Directorate	2013/14 KPI Ref. No.	Description	2012/13 Target	Q3 2012/13 Performance	Proposed Target 2013/14	Increased target? Yes / No	Comments / Justification for Proposed Target 2013/14 including reasons for targeted reductions in performance For suggested new KPIs please give your reasoning for including it in the set.
Finance & ICT	<b>KPI 30</b>	What percentage of the invoices we received were paid within 30 days?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	97%	96%	97%	No	This is a challenging target and 97% represents a good level of performance.
	<b>KPI 31</b>	What percentage of the district's annual Council Tax was collected?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	97.8%	77.87%	96.60%	No	
	<b>KPI 32</b>	What percentage of the district's annual business rates was collected?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	97.50%	81.33%	97.50%	No	

## 2013/14 Key Performance Indicators - Targets

Directorate	2013/14 KPI Ref. No.	Description	2012/13 Target	Q3 2012/13 Performance	Proposed Target 2013/14	Increased target? Yes / No	Comments / Justification for Proposed Target 2013/14 including reasons for targeted reductions in performance For suggested new KPIs please give your reasoning for including it in the set.
Finance & ICT	<b>KPI 33</b>	On average, how many days did it take us to process new benefit claims?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	30 days	33.47 days	30	No	The target will not be achieved in 2012/13. However, if it is possible to keep closer to a full establishment in 2013/14 this is a realistic target.
	<b>KPI 34</b>	On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	8 days	10.88 days	8	No	This is a good level of performance that has been consistently achieved. Any reduction in the target would require a change in relative priorities with new claims.
	<b>KPI 35</b>	How many benefits fraud investigations were completed by the Council?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	300	245	500	Yes	With being closer to full establishment again it is appropriate to increase that target back to that used in previous years.

## 2013/14 Key Performance Indicators - Targets

Directorate	2013/14 KPI Ref. No.	Description	2012/13 Target	Q3 2012/13 Performance	Proposed Target 2013/14	Increased target? Yes / No	Comments / Justification for Proposed Target 2013/14 including reasons for targeted reductions in performance For suggested new KPIs please give your reasoning for including it in the set.
Housing	<b>KPI 40</b>	What percentage of the rent due from our council home tenants was paid?  Corporate Comment: <b>Indicator to be retained but changed to a quarterly indicator</b>	97.00%	Annually reported	96.00%	No	The Cabinet has already accepted that rent arrears will increase significantly as result of the introduction of direct payments, the Bedroom Tax, the Benefit Cap and the Local Council Tax Support Scheme (LCTSS) under the welfare reforms. The CIH assessed that rent arrears could double - <u>EXCLUDING</u> the effects of the LCTSS - and the outcomes of the 6 Government Direct Payment Demonstration Pilots are that rent arrears have doubled (due to the use of direct payments alone). However, the latest information from Government is that direct payments will not be introduced until March 2014 at the earliest, so the full detrimental financial effect of the welfare reforms on EFDC will not have an impact until then. The proposed target therefore reflects an inevitable increase in arrears due to the other reforms. NOTE: Quarterly reporting is problematical and not accurate due to the timing of direct debit payment dates. However, with this caveat, quarterly reporting is supported due to the importance of monitoring the (general) situation and trend.
	<b>KPI 41</b>	On average, how many days did it take us to re-let a Council property?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	30	31	33	No	The main reason why the cumulative target was not met in Quarter 3, was due to the introduction of new Asbestos Regulations during the year, which now requires an Asbestos Management Survey to be undertaken <u>for every empty property</u> . These are undertaken by a specialist company, and increase the void repairs period by around 3 days for every property. In addition, under the Regulations, many empty properties also require a more detailed Asbestos Refurbishment Survey (including for non-major works), which extends the void repairs period for around 1 week - and some works are notifiable to the HSE, which delays re-lets even further. It is therefore proposed to increase the target by 3 days.

## 2013/14 Key Performance Indicators - Targets

Directorate	2013/14 KPI Ref. No.	Description	2012/13 Target	Q3 2012/13 Performance	Proposed Target 2013/14	Increased target? Yes / No	Comments / Justification for Proposed Target 2013/14 including reasons for targeted reductions in performance For suggested new KPIs please give your reasoning for including it in the set.
Housing	KPI 42	What percentage of emergency repairs to our council properties were completed within 24 hours?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	99%	100%	To be replaced (see below)	N/A	<b>It is proposed that this indicator is deleted</b> and replaced with the new Contract KPI for emergency repairs agreed by the Repairs Advisory Group, Housing Portfolio Holder and Mears for the Repairs Management Contract with Mears (Housing P/H Decision - 6.11.12). This is because the current EFDC KPI and the previous Contract KPI is no longer workable with the new appointment-based approach for housing repairs now adopted. <b>The replacement EFDC KPI is provided at the end of this table.</b>
	KPI 43	What percentage of urgent repairs to our council properties were completed within five working days?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	95%	100%	To be replaced (see below)	N/A	<b>It is proposed that these indicators are deleted</b> and replaced with the new Contract KPIs for the average response times for ALL repairs and the % of appointments made and kept agreed by the Repairs Advisory Group, Housing Portfolio Holder and Mears for the Repairs Management Contract with Mears (Housing P/H Decision - 6.11.12). This is because the current EFDC KPIs and the previous Contract KPIs are no longer workable with the new appointment-based approach for housing repairs now adopted. <b>The replacement EFDC KPIs are provided at the end of this table.</b>
	KPI 44	What percentage of routine repairs to our council properties were completed within six weeks?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	95%	99%	To be replaced (see below)	N/A	
	KPI 45	How satisfied were our tenants with the standard of the repairs service they received?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	98%	100%	98.00%	No	When the KPIs for the Repairs Management Contract were reviewed by the Repairs Advisory Group, Housing Portfolio Holder and Mears, it was agreed to retain the same target for tenant satisfaction (Housing P/H Decision - 6.11.12). It is proposed that the EFDC KPI should be the same as the Contract KPI

## 2013/14 Key Performance Indicators - Targets

Directorate	2013/14 KPI Ref. No.	Description	2012/13 Target	Q3 2012/13 Performance	Proposed Target 2013/14	Increased target? Yes / No	Comments / Justification for Proposed Target 2013/14 including reasons for targeted reductions in performance For suggested new KPIs please give your reasoning for including it in the set.
Housing	KPI 46	How many affordable homes were built in the District?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	72	67	22	No	The only scheme currently on site, which will complete in 2013/14 is at Church Hill, Loughton (5 affordable homes). The only other scheme that has planning permission and is expected to complete during 2013/14 is at Manor Road, Chigwell (17 affordable homes)
	KPI 47	How many households were housed in temporary accommodation?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	60	64	70	No	The no. of homelessness applications has increased significantly over the past 2 years (by 20%) - including a 12% increase over the past year. In addition, the incidences of intentional homelessness have increased by 200% over the past year. This has resulted in an increase in the number of households in temporary accommodation and the target not being achieved during the current year. The situation is expected to further worsen significantly during 2013/14, due to the effects of the welfare reforms (as assessed by the Chartered Institute of Housing in its study for EFDC) and the continuing economic climate. The proposed target is considered to be realistic, but still challenging, under all the circumstances.
	KPI 48	What percentage of our council homes were not in a decent condition?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	0.00%	0.00%	0.00%	No	It is proposed that this indicator be retained. Although the Council has agreed to introduce a new full modern maintenance standard, this will take time to take effect. In the meantime, it is essential that the Council continues to ensure, and monitor, that all its properties are meeting the Decent Homes Standard (DHS). Many properties become potentially non-decent all the time, and it is important to ensure that work is undertaken before this happens. It is a moving situation. Many other councils have not yet met the DHS and retaining this KPI enables a regular public comparison to be made.



## 2013/14 Key Performance Indicators - Targets

Directorate	2013/14 KPI Ref. No.	Description	2012/13 Target	Q3 2012/13 Performance	Proposed Target 2013/14	Increased target? Yes / No	Comments / Justification for Proposed Target 2013/14 including reasons for targeted reductions in performance For suggested new KPIs please give your reasoning for including it in the set.
Housing	<b>NEW KPI</b>	What percentage of all emergency repairs (including out of hours emergencies) are attended to within 4 working hours?	N/A	N/A	99%	<b>New Indicator</b>	<p><b>It is proposed that these indicators replace the current EFDC KPIs 42-44</b>, since they are generally the new Contract KPIs agreed by the Repairs Advisory Group, Housing Portfolio Holder and Mears for the Repairs Management Contract with Mears (Housing P/H Decision - 6.11.12). This is because the current EFDC KPIs and the previous Contract KPIs are no longer workable with the new appointment-based approach for housing repairs now adopted. The actual targets for the new Contract KPI for the average overall time to complete all responsive repairs are 7.8 days for 2012/13 and 6.3 days for 2013/14. However, 7 days is proposed for the new KPI target, since it is not only a rounded figure (and easier to promote and publicise to tenants), it is mid-way between the two Contract KPI targets. The EFDC KPI can then be reviewed for 2014/15 in the light of actual experience and performance</p>
	<b>NEW KPI</b>	What is the average overall time to complete all responsive repairs, from the time the request is made to the time the job is completed?	N/A	N/A	7 working days	<b>New Indicator</b>	
	<b>NEW KPI</b>	What percentage of appointments for repairs are both made and kept?	N/A	N/A	98.00%	<b>New Indicator</b>	

## 2013/14 Key Performance Indicators - Targets

Directorate	2013/14 KPI Ref. No.	Description	2012/13 Target	Q3 2012/13 Performance	Proposed Target 2013/14	Increased target? Yes / No	Comments / Justification for Proposed Target 2013/14 including reasons for targeted reductions in performance For suggested new KPIs please give your reasoning for including it in the set.
Planning & Economic Development	<b>KPI 50</b>	What was the net increase or decrease in the number of homes in the district?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	125	77	125	No	5 year land supply of Regional Spatial Strategy is still the most up to date evidence base, however, when emerging evidence base comes forward as part of the Local Plan review, this target may change and therefore officers reserve the right to make future changes.
	<b>KPI 51</b>	What percentage of major planning applications were processed within 13 weeks?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	81.00%	52.38%	70%	No	
	<b>KPI 52</b>	What percentage of minor planning applications were processed within 8 weeks?  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	89.00%	83.05%	89%	No	

## 2013/14 Key Performance Indicators - Targets

Directorate	2013/14 KPI Ref. No.	Description	2012/13 Target	Q3 2012/13 Performance	Proposed Target 2013/14	Increased target? Yes / No	Comments / Justification for Proposed Target 2013/14 including reasons for targeted reductions in performance For suggested new KPIs please give your reasoning for including it in the set.
Planning & Economic Development	KPI 53	What percentage of other planning applications were processed within 8 weeks?	94.00%	89.13%	94%	No	The target has been difficult to achieve because the Development Control section has for the majority of 2012-13 been two planning officers and a technical officer down. There should be a full compliment of staff for the start of 2013-14, so this delegated decision target is achievable if retained at the present level.
		Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>					
	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)? Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	19.00%	17.10%	19%	No	The target was slightly reduced last year to 19% and proved quite a challenge for officers to defend their decisions at appeal. Given the performance was tight, the target should remain as last year and not be lowered, particularly as the National Planning Performance Framework is likely to have precedence over the Council's Local Plan in some planning policy cases.
	KPI 55	What percentage of planning applications, refused by Council Members against the recommendation of the planning officers, were granted permission following an appeal (a lower figure is better and is expressed as a percentage of the number of appeals lodge)  Corporate Comment: <b>Indicator to be retained as a quarterly indicator</b>	50.00%	43.50%	50%	No	Members were reluctant to alter this target last year and it would appear appropriate to keep the same figure, given their performance is close to the target and the number of appeals is fewer compared to KPI 54.

## 2013/14 Key Performance Indicators - Targets

Directorate	2013/14 KPI Ref. No.	Description	2012/13 Target	Q3 2012/13 Performance	Proposed Target 2013/14	Increased target? Yes / No	Comments / Justification for Proposed Target 2013/14 including reasons for targeted reductions in performance For suggested new KPIs please give your reasoning for including it in the set.
Planning & Economic Development	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?  Corporate Comment: <b>This is based on a one-off annual return. Since it cannot be reported quarterly it suggested that this be removed as a KPI and reported elsewhere.</b>	100%	Annually reported	<b>(Indicator to be deleted)</b>	N/A	<b>It is proposed that this indicator be deleted as a KPI as it is not possible to report this on a quarterly basis to the panel.</b>

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

**Date of Meeting: 12 March 2013**

# SCRUTINY



**Portfolio:** Leisure & Wellbeing (Councillor E. Webster)

**Subject:** Equality Progress 2012/13

**Responsible Officer:** B. Copson (01992 564042)

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

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

**That current progress against the achievement of the Council's Equality Objectives, and other work to ensure compliance with equality duties be noted.**

### **Executive Summary:**

1. The Equality Act 2010 places a number of responsibilities on the Council including a general equality duty to have due regard to equality in the exercise of its functions, to the need to eliminate discrimination, to advance equality of opportunity, and to foster good relations between persons who share a relevant characteristic and those who do not. Further specific duties include the production of equality objectives to improve equality for service users and employees, and publishing equality information.
2. In 2009 the Council implemented a three-year programme of equality analysis designed to generate evidence of the impact policies and practices have, or are likely to have, on people with the different protected characteristics, and therefore the evidence to demonstrate the Council has taken due regard.
3. In March 2012, the Cabinet agreed equality objectives for the four years from 2012 to 2016 designed to help the Council meet the aims of the general duty and bring about positive improvements to service design and delivery. The equality objectives are supported by an action plan which sets out how they will be achieved and measured, and provides information on the progress being made.
4. This report reflect progress against the Equality Objectives, the duty to publish equality information and systems to evidence due regard. It also reflects other work to deliver greater equality for service users and employees which falls outside the equality objectives and other specific duties. Progress reports will in future be made on a quarterly basis, rather than at the start of each municipal year.

### **Reasons for proposed decision:**

5. Equality objectives are intended to help public authorities to better perform the general equality duty, focusing on outcomes to be achieved. Periodic review of progress to meet the Council's equality duties provides an opportunity for the authority to consider how it can better meet its equality duties and improve outcomes.



## **Other Options for Action:**

6. No other options are appropriate in this respect. The Council is required to publish appropriate equality objectives and to publish equality information to show its progress against the general equality duty.

## **Report:**

### **Equality Objective 1: To develop existing customer and employee intelligence gathering systems and the use of intelligence gathered in service planning**

7. The Actions to deliver this Objective, with the exception of equality analysis which was already implemented via the Customer Impact Assessment (CIA) programme, cover activities necessary to deliver the use of equality information in decision making and service planning and delivery, from the resources to support the activity, to evidencing its use. Outcomes include:
  - that the use of equality information in service planning and delivery is coherent, organised, and consistent,
  - that evidence of the use of equality information in service planning and delivery is generated:
  - that officers and members develop greater awareness and understanding of the Council's equality duties.
8. The resources to support the development of existing practices and systems of equality monitoring include a review and development of the existing Equality Monitoring Policy and Guidance for use by Directorates, a leaflet explaining why service users are asked for equality monitoring data, and a pilot exercise designed to generate experience and learning of equality monitoring activities in three very different services and which are at different stages of service development.
9. The Equality Monitoring Policy and Guidance and leaflet, were agreed by Cabinet in December 2012. The pilot exercise involved Private Sector Housing, the Assisted Collections Service, and the Sports Inclusive and Active programme. Service representatives have reported to the Corporate Equality Working Group (CEWG) on the outcomes and learning from the completed elements of the exercise, and useful information from the exercise will be made available to Directorates as examples of equality monitoring in practice.
10. Other actions relate to the implementation of appropriate and bespoke equality monitoring systems within service activities relevant to equality to ensure appropriate investment of resources in equality monitoring activities. Services appear to be at varying stages of identifying and implementing equality monitoring activities.
11. Separate actions relate to a review of arrangements designed to support and encourage the use of equality information in reports to decision making forums. The purpose of the review is to strengthen current practice and develop awareness and expectation that equality information will form part of decision making processes. These Actions have a key date of March 2013 and the review is in progress.

### **Equality Objective 2: To ensure ownership of equality by those in a position to shape services (e.g. Members and Managers)**

12. Actions to deliver this Objective are focused around training, information sharing, and introducing directorate based reporting of equality information. Outcomes include:
  - that member and manager understanding of equality and the Council's equality duties is enhanced;

- that members have due regard to the Council's equality duties in their decision making, and
  - that managers have due regard to the Council's equality duties in service planning and delivery, and report their equality achievements.
13. These Actions have a key date of March 2013 for reviews to have been completed. Whilst an Local Strategic Partnership (LSP) Task and Finish Group assessment was identified as a potential way to address an action to identify and explore opportunities for the Council and its partners to share equality awareness and information, this has yet to be taken forward.
  14. The take up of equality training by Members is consistently low and refreshing the training including a consideration of different mechanisms for delivery, is appropriate to stimulate take-up. With regard to officers, currently equality training is available for all employees and mandatory for all front-line employees. Actions to deliver the Objective include a target for new employees to undertake equality training, and refresher training to all employees every 3 years. This action has yet to be taken forward.
  15. Formerly the Performance Improvement Unit (PIU) has produced the annual equality information report, drawing together information from services to demonstrate our progress against the aims of the general duty and comply with the specific duty to publish equality information. Directorate based reporting of progress is intended to raise the profile and priority afforded to equality within Directorates, and particularly the relevance and use of equality information in service planning and delivery.
  16. Guidance has been produced to support and guide officers involved in publishing equality information, and a training session provided to assist officers in identifying relevant information and producing their report. Individual directorate reports have been drawn together in one overarching report by the PIU and published on the Council's website in compliance with the specific duty to publish equality information to demonstrate progress against the aims of the general duty annually from 31 January.
  17. The CEWG has recently agreed further equality information will be published in June 2013 and annually in June thereafter to take account of and avoid the busy period earlier in the year as a result of budget preparation processes.

**Equality Objective 3: To develop engagement across all the protected equality groups**

18. Actions to deliver this objective are focused on the enhancement of engagement with residents and customers to ensure it is coherent and prioritised. Outcomes include:
  - a better understanding by members and officers of the views and priorities of residents and customers;
  - that the views and priorities of residents and customers are taken into account in the planning and delivery of services; and
  - an understanding of the impact of Council services on protected groups is taken into account in service planning and delivery.
19. The production of an equality profile of the District to inform, focus and prioritise equality engagement is being progressed via a consideration of the potential of the Local Futures Knowledge System to provide data against which equality based engagement can be planned. Officers from the PIU have undertaken the Introduction to Local Future training session and this will be explored further in the coming months.
20. Other actions refer to the identification of opportunities for engagement, the production of an engagement plan and carrying out the engagement according to the plan, taking into account the potential for working in partnership and the existence of and access to community groups. The Consultations and Marketing Officer will undertake a scoping exercise to identify existing engagement including that by the LSP. This scoping

exercise is in progress. From this an engagement plan will be produced to place current engagement on a more focused footing and to facilitate further engagement throughout the lifetime of the Objective.

21. The PIU is planning to meet Essex County Council Equalities Team to explore the potential to work in partnership in relation to engagement with the lesbian, gay, bisexual and transgender community (LGBT).
22. The interaction between Members and Community Groups will be to some extent informed by the scoping exercise referred to in 3.2. Whilst engagement is known to take place between Members and community groups with the protected characteristics, this has yet to be identified and assessed for the purposes of this action, with a view to identifying and exploiting opportunities.

**Equality Objective 4: To ensure a culture, systems and working practices which allow for the development of a senior management profile representative of the Council workforce as a whole.**

23. Actions to deliver this Objective are focused around the following outcomes:
  - enhanced confidence amongst employees that policies, processes and procedures are fair, transparent and non-discriminatory;
  - demonstrable evidence of the Council's commitment to equality for its employees;
  - enhanced transparency regarding the Council's policies, processes and procedures which affect employees; and
  - fully inclusive and effective consultation systems for the Council to consult with its employees.
24. Actions concern systems and focus on both data and analysis, and recruitment and selection and have timescales of June and September 2013. Other actions concern the culture of the organisation and focus on awareness and commitment, including investigation appropriate standards and accreditations to help demonstrate the Council's commitment to equality, with full regard to previous decisions in respect of the cost of achieving such standards. Agreement has been reached with PR and Marketing to publicise material relating to all equality characteristics to promote employee equality awareness and demonstrate employer equality commitment. Other actions involve working practices and focus on information and employee engagement..
25. A review of existing arrangements for employee engagement considering the different levels of engagement, the extent to which the Council undertook engagement at the different levels, and how effective they were, was completed by the Corporate Equality Working Group (CEWG) in September 2012. Recommendations included:
  - that social media be considered and in particular a Community on ITrain;
  - a staff information bulletin; and
  - issue based engagement and information sessions.
26. These issues have previously been considered by Management Board. Other matters arising from the review will be the subject of future review.

**Engagement established prior to the adoption of the equality objective**

27. In 2012 the Council commissioned Essex Gay (EGM) an LGBT voluntary sector support group to undertake a survey of the LGBT community in the District to gather information about the experiences and priorities for LGBT people living, working or socialising in the district. The outline findings were reported to CEWG in November 2012. The full report together with recommendations for further actions, will be delivered to CEWG in March 2013.

28. The Council also commissioned EGM to set up and run 'drop-in' meetings on a monthly bases within the district. EGM report these sessions to be attracting some support within the LGBT community in the district. CEWG is to consider how the recommendations from the survey can be taken forward and the 'drop-in' meetings supported, at its next meeting in March 2013.
29. The Council has long supported a disability equality group to help progress the Council's equality work. Difficulties in attracting consistent and active support for the group together led to a move to social networking format via facebook and the groups re-launch in October 2012 as the Epping Forest Disability Forum.
30. The Council supported and the PIU attended the International Day for People with Disabilities in Chelmsford in December 2012, an event which celebrated the disabled community and continued the Paralympics' legacy.
31. The Scrutiny Panel is asked to note the contents of this report and the progress of work to develop equality across the Council and meet the Council's equality duties.

#### **Resource Implications:**

The achievement of the Council's corporate equality responsibilities can currently be met from within existing resources.

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

There are no legal implications or Human Rights Act issues arising from this report, which seeks to ensure the development and coordination of a corporate approach to the Council's statutory equality duties.

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

There are no implications arising from 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. Relevant implications arising from actions to deliver specific equality objectives for 2012-2016, will be identified by the responsible service director/chief officer

#### **Consultation Undertaken:**

The progress reflected in this report has been reviewed and considered by Management Board and the Corporate Equality Working Group.

#### **Background Papers:**

Equality Scheme 2012-16

#### **Impact Assessments:**

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

There are no risk management issues arising from this report. Relevant risk management issues arising from actions to achieve specific equality objectives for 2012-2016, will be identified by the responsible service director/chief officer.

#### ***Equality***

This report seeks to ensure the development and coordination of a corporate approach to the Council's statutory equality duties.

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

**Date of meeting: 12 March 2013**

**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 Third quarter of 2012/13;**

### **Executive Summary**

The report provides a comparison between the Probable Outturn for the period ended 31 December 2012 and the actual expenditure or income as applicable.

### **Reasons for proposed decision**

To note the third 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 third quarterly report for 2012/13 and covers the period from 1 April 2012 to 31 December 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 £112,000 or 0.8%. This is similar to 2011/12 which was £110,000 or 0.8%.
4. The largest variances show underspends of 1.8% within Housing Services and Building Control. The variance within Housing is £72,000 primarily the Works Unit. The variance within Building Control is minimal in monetary terms.
5. Investment interest levels in 2012/13 are in line with expectations at quarter 3, 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 December 2012, this now brings the recovery up to 74.5%. A further payment of £68,000 was made in January bringing this figure to £1.940m (77.6%). 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 9 is £6,000 above the updated position. The original budget was adjusted downwards by £42,000 however December and January were reasonable good months and the outturn now looks likely to fall between the Original Estimate and Probable Outturn figures.
8. Building Control income is £4,000 higher than the Probable Outturn figure though this is a significant reduction on the Original Position and income in November and December was particularly low. However January was rather better and although a deficit on the account for the year now looks a distinct possibility there is an accumulated surplus from previous years to set against this.
9. Both Hackney Carriage and other licensing is ahead of the revised expectations, the budgets were adjusted upwards slightly and these income levels look likely to be met.
10. Income from MOT's is in line with the probable outturn though this was reduced by £20,000 to £240,000. The operation is still expected to return a surplus for the General Fund albeit much reduced compared to previous years.
11. Local Land Charge income is in line with the revised expectation, which is £20,000 higher at £190,000. This level should be met. 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. Most income relating to the Industrial Estates and Business Premises for 2012/13 has now been invoiced as rent is generally due in advance. Indeed both areas show income marginally higher than the full year budget.
13. The Housing Repairs Fund shows an underspend of £185,000. Due to seasonal factors this underspend is expected to reduce as the final quarter progresses.
14. Payments to the Waste Management and Leisure Management contractor have been in line with expectations and variances are minimal.
15. The budgets have been revisited and a number of budgets adjusted in line with expectations. Having said that the Probable Outturn assumes a small usage of the General Fund balance (£44,000) and based on current indications the outturn will probably now be a bit better than this.

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

16. Tables for capital expenditure monitoring purposes (annex 10 -16) are included for the nine months to 31 December. There is a brief commentary on each item highlighting the scheme progress.
17. The full year budget for comparison purposes is the latest agreed position.

#### **Major Capital Schemes**

18. 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

19. Generally income is down on expectations but expenditure is too. Overall at this time it appears unlikely that there will be a significant variance on the estimated usage of reserves for the year.
20. The panel is asked to note the position on both revenue and capital budgets as at Month 9.

## Consultations Undertaken

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

## Resource Implications

The Probable Outturn assumes that around £44,000 will be taken from the General Fund Balance which at 1 April 2012 stood at £9.201m. If this was the final position the balance would be £9.157m at 31 March 2013.

## 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

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DECEMBER 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 31/12/12</u>	<u>PROVISION</u>	<u>FROM BUDGET</u>	<u>TO 31/12/11</u>	<u>PROVISION</u>	<u>FROM BUDGET</u>
	<u>£000</u>	<u>(REVISED)</u>	<u>(REVISED)</u>		<u>(REVISED)</u>	<u>(REVISED)</u>
		<u>£000</u>	<u>%</u>	<u>£000</u>	<u>£000</u>	<u>%</u>
OFFICE OF THE CHIEF EXECUTIVE	527	527	0.0	481	480	0.2
DEPUTY CHIEF EXECUTIVE *	1,073	1,068	0.5	1,080	1,084	-0.4
CORPORATE SUPPORT SERVICE DIRECTORATE	1,867	1,877	-0.5	1,877	1,870	0.4
FINANCE & ICT DIRECTORATE	2,830	2,842	-0.4	2,952	2,960	-0.3
HOUSING DIRECTORATE *	3,860	3,932	-1.8	3,751	3,827	-2.0
ENVIRONMENT & STREET SCENE DIRECTORATE *	2,485	2,499	-0.6	2,528	2,543	-0.6
PLANNING & ECONOMIC DEVELOPMENT DIRECTORATE (Less Building Control)	1,347	1,353	-0.4	1,270	1,284	-1.1
BUILDING CONTROL	163	166	-1.8	160	161	-0.6
<b>TOTAL</b>	<b>14,152</b>	<b>14,264</b>	<b>-0.8</b>	<b>14,099</b>	<b>14,209</b>	<b>-0.8</b>

\* Agency costs are included in the salaries expenditure.



	12/13 Full Year Budget £'000	Third 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>							
Grants to Voluntary Groups	132	80	82	77	2	3	Grants carried forward from previous years as committed amount to £42,780, of which £16,172 is still outstanding at the end of Quarter 3. Grants approved to the third quarter amount to £65,887 of which £48,287 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	166	153	153	153	0	0	The figures include grants to the CAB and VAEF which are paid twice yearly in 50% instalments in April and October. There have been no increases in the contribution to these organisations in 2012/13.
	298	233	235	230			

DIRECTORATE FINANCIAL MONITORING - CORPORATE SUPPORT SERVICES

	12/13 Full Year Budget £'000	Third 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	446	200	161	165	-39	-20	The full year budget now includes significant DDF expenditure items previously allocated to the Civic Offices. The budget profiling has been based on the expenditure pattern for the previous three years, with expenditure for the current third quarter being similar to the previous year.
	446	200	161	165			

	12/13 Full Year Budget £'000	Third 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	185	139	144	146	5	4	The number of applications for driver and vehicle licences for Quarter 3 has reduced slightly, however the revised budget for 2012/13 is still expected to be achieved.
Licensing & Registrations	115	86	100	93	14	16	The third quarter of 2012/13 has seen increased levels of fee income compared to the first three quarters 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	240	180	181	220	1	0	MOTs are undertaken by the Fleet Operations Unit at Langston Road depot. There has been a significant reduction in the number of tests performed at the centre compared to previous years as local motor dealerships have started undertaking their own tests, which has significantly affected income in the current year 2012/13.
Local Land Charges	190	143	142	147	-1	-1	Local Land Charge income is broadly in line with last year and on target with the budget to date. Additional income from official Council Land searches, which are now increasing, has offset the loss of income from personal searches, where the Council can no longer make a charge due to a Government direction. Legal proceedings are ongoing where the Local Government Association is acting on behalf of most local authorities in defending claims from private search companies for the refund of fees previously charged by councils.
	730	548	568	606			

	12/13 Full Year Budget £'000	Third 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	1,348	1,344	1,353	911	9	1	Rents from the Industrial units at Brooker Road, Oakwood Hill, Oakwood Hill Workshop units and Langston Road, are above target with the third quarter including income billed in advance for the fourth quarter. The 2012/13 probable outturn and actual includes additional rental income mainly relating to Brooker Road where vacant units have now been let, and a significant rent review has been agreed for one tenant. This is now included in the budget with relevant arrears.
Business Premises - Shops	1,780	1,780	1,785	1,783	5	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 in line with last year and on target for this year. Rents are billed in advance for the fourth quarter.
Land & Property	169	65	67	60	2	3	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. Other income relates to unappropriated land and wayleaves.
	3,297	3,189	3,205	2,754			

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

	12/13 Full Year Budget £'000	Third 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	598	448	220	27	-228	-51	After a significant period of uncertainty and lack of government direction, work commenced on the Local Plan. Consultation on the issues and options has recently been completed. The current revised expenditure in 2012/13 is £598,000, and it is expected that publication of the emerging Local Plan for consultation will occur in early Autumn 2013, with adoption in early 2014.
	598	448	220	27			
<u>Major income items</u>							
Development Control	528	381	387	403	6	2	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. The Government's proposed change to planning charges has now been abandoned and an inflationary increase of 15% from November 2012 has introduced.
Building Control Fee Earning	378	284	288	396	4	1	Building Control fees, which are profiled on the average of the previous three years, are on target with the revised budget for 2012/13, but significantly lower than the third quarter of 2011/12 due to the reduced level of building activity and applications. The probable outcome is £150,000 less than the original estimate 2012/13. Urgent cost cutting measures have been initiated and additional income is being sought from possible new areas.
	907	665	675	799			

## 2012/13 DIRECTORATE FINANCIAL MONITORING - FINANCE &amp; ICT

	12/13 Full Year Budget £'000	Third 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	756	703	654	659	-49	-7	Expenditure is currently inline with both the prior year actual and prior year budget spending profile.
Telephones	176	132	125	122	-7	-5	Expenditure on telephones in the third quarter is in line with the previous year, and marginally below budget. Expenditure on equipment is slightly underspent.
Bank & Audit Charges	203	126	126	115	0	0	The expenditure to date in the third quarter includes invoices for two quarters of the PKF Audit fee, with the third quarter due and payable in the fourth quarter and the final quarter being accrued at the year end.
	1,135	961	905	896			
<u>Major income items:</u>							
Investment Income	513	385	385	497	0	0	Investment income in 2012/13 is lower than budgetted for in the previous year, but up in line with the third quarter estimate. 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.
	513	385	385	497			



	12/13 Full Year Budget £'000	Third 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	93	54	55	60	1	2	There has been a saving on Non Domestic Rates in the current financial year

	12/13 Full Year Budget	Third Quarter			12/13 Variance Budget v Actual		<u>Comments</u>
		12/13 Budget	12/13 Actual	11/12 Actual	£'000	%	
	£'000	£'000	£'000	£'000			
<u>Major expenditure items</u>							
Bed & Breakfast Accommodation	113	86	84	31	-2	-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	107	80	82	33	2	3	

	12/13 Full Year Budget £'000	Third 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	1,415	841	820	799	-21	-2	In both 2012/13 and 2011/12 seven months contract costs are included, the variance relates to the annual inflationary increase on the contract. The variance in 2012/13 relates to publicity costs and the annual uplift for 2012/13 which was not finalised until February.
Street Cleansing	1,412	850	841	805	-9	-1	
Recycling	3,167	2,012	1,956	2,433	-56	-3	The variances for the year relates in part to the annual uplift and an underspend on garden sacks. The variance between years is as a result of the reduction in gate fees.
Highways General Fund	368	123	85	72	-38	-31	The variance relates to underspend on tree maintenance.
Off Street Parking	475	378	357	350	-21	-6	As last year car park maintenance is underspent. There tends to be more work required in the last quarter particularly after winter weather damage.
On Street Parking	219	219	217	291	-2	-1	The contract with the North Essex Parking Partnership (NEPP) was effective from 1 October 2012. No further expenditure will be occurring
North Weald Centre	349	167	149	121	-18	-11	The variance relates to lower maintenance and utility costs.
Land Drainage & Contaminated Land	166	95	70	61	-25	-26	The variance here relates to an underspend on Contaminated Land investigations. Some of this is DDF and may now require carry forward.
	7,571	4,685	4,495	4,932			

	12/13 Full Year Budget £'000	Third 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	-89	-54	-54	-40	0	0	} No major variances
Epping Sports Centre	326	199	197	178	-2	-1	}
Waltham Abbey Pool	510	320	320	268	0	0	} No major variances
Ongar Sports Centre	299	184	184	169	0	0	}
	1,046	649	647	575			
<u>Major income items:</u>							
Refuse Collection	80	50	53	50	3	6	No Major Variances
Recycling	2,462	1,666	1,667	1,396	1	0	No major variance comparing 2012/13 actual to 2012/13 budget. The difference between years relates to 2011/12 only including two quarters of waste service enhancements and seven months of recycling credits, whilst 2012/13 includes three quarters and eight months respectively.
Off Street Parking	1,018	694	646	709	-48	-7	} The off street variance relates to Penalty Charge Notices (PCNs) income being below expectations. The on street variance between the two years is due to the service being returned to ECC control under the guidance of NEPP from 1 October 2012.
On Street Parking	286	286	284	426	-2	-1	}
North Weald Centre	1,275	1,111	1,080	1,116	-31	-3	Rental income is down due to tenants awaiting new leases before clearing arrears.
	5,121	3,807	3,730	3,697			

	12/13 Full Year Budget £'000	Third 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	340	188	173	134	-15	-8	Expenditure is quite low on the publicity budget as the annual report to tenants will be printed towards the end of the financial year.
Housing Repairs	4,836	3,478	3,293	3,527	-185	-5	The underspend mainly relates to the responsive repairs and decorating allowances. The budget is profiled evenly across the year, as it is unknown when these items will arise.
Special Services	475	343	252	338	-91	-27	The main areas showing an underspend are: heating; lighting; and 2-Way Speech System. The variance between years, is from the reduction in gas and electricity budgets where Ninefield residents now have their own meters. The underspend on the two way speech system is mainly due to not having to purchase telecare equipment and the fact that there have been no significant issues with our warden call equipment.
Interest on Loans	5,547	2,773	2,773	0	0	0	The budget is in line with the interest payments and therefore there are no variances at the end of quarter 3.
	11,198	6,782	6,491	3,999			
<u>Major income items:</u>							
Non-Dwelling Rents	881	654	636	648	-18	-3	There are no major variances within the year.
Gross Dwelling Rent	29,168	21,315	21,319	20,126	4	0	The variance is due to a lower than expected number of void's.
	30,049	21,969	21,955	20,774			

2012/13 DIRECTORATE CAPITAL MONITORING -  
CORPORATE SUPPORT SERVICE

ANNEX 10

	12/13 Full Year Budget £'000	Third 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	288	203	164	-39	-19	This section covers all projects being undertaken at the Council offices within the Five Year 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 ground and first floor condor corridors, new barriers in the car parks, the provision of fall arresting equipment in the Council chamber roof void and externally on the main roof. 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, except for the automatic doors, in the programme and these are all expected to be substantially finished by the end of the financial year. Approval to carry forward the budget for the automatic doors was granted at Cabinet on 4th February 2013. Further details on individual projects were given in the Five Year Planned Maintenance Review presented to Cabinet on 22 October 2012.
Planned Maintenance Programme - Other Works	59	37	30	-7	-19	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. Work on all these schemes are expected to be finished by the end of the financial year. Slippage on the environmental improvement works at the shops in Upshire Road, Waltham Abbey was addressed by Cabinet on the 4 February 2013 when approval was given to carry the budget forward into 2013/14.
Other Capital Investments	114	106	104	-2	-2	The £24,000 allocation for the new vehicle lift, which increases the capacity for MOT testing, has been installed. Much of the expenditure relating to the Langston Road Development has gone through but works are yet to commence on the Waltham Abbey Swimming Pool which is awaiting a structural survey. All other budgets which were previously included in this section have been carried forward to 2013/14, as approved by Cabinet.
<b>Total</b>	<b>461</b>	<b>346</b>	<b>298</b>			



2012/13 DIRECTORATE CAPITAL MONITORING -  
FINANCE & ICT

ANNEX 11

	12/13 Full Year Budget £'000	Third Quarter		12/13 Variance Budget v Actual		<u>Comments</u>
		12/13 Budget £'000	12/13 Actual £'000	£'000	%	
	ICT Projects	122	102	97	-5	
Waltham Abbey Payment Kiosk	25	0	0			The budget for this has been approved and the payment kiosk is expected to be installed before the end of the current financial year.
<b>Total</b>	<b>147</b>	<b>102</b>	<b>97</b>			

	12/13 Full Year Budget £'000	Third Quarter		12/13 Variance Budget v Actual		Comments
		12/13 Budget £'000	12/13 Actual £'000	£'000	%	
Waste Management Equipment & Vehicles	803	40	32	-8	0	This originally included a budget of £1,070,000 to replace 7 vehicles consisting of 5 freighters and 2 mechanical sweepers. The 5 freighters have now been purchased in January 2013 at a cost of £743,000 and have joined the Council's fleet. Tenders have also been invited for the 2 mechanical sweepers and these are expected to be delivered in 2013/14; a carry forward of £327,000 has been approved. In addition to the vehicles budget, there is an allocation of £60,000 in this year for the provision of new waste and recycling containers, £32,000 of this has been spent so far.
Parking Reviews	43	0	-2	-2	0	Epping parking review is now finished although some works are being carried out to remedy minor snagging issues. Savings are anticipated; any such underspend will be addressed once all outstanding payments are made. A budget allocation of £22,000 has been made for the Buckhurst Hill parking scheme in 2012/13. This is to allow Essex Highways to carry out enabling works on the scheme. Loughton Broadway Parking Review scheme will commence once Buckhurst Hill is completed.
North Weald Airfield	75	60	56	-4	-7	A schedule of capital improvement works to be carried out at North Weald Airfield were jointly agreed with the market operators at the beginning of the year; this work being fully funded from contributions made by the market operator. However, the rates were re-negotiated during the year and a freeze was placed on capital contributions from Hughmark. As a result, only essential capital works will be carried out for the foreseeable future, the costs of which will be financed from balances. No funding issues are anticipated at this time.
Other Environmental works	262	20	16	-4	N/A	The majority of this budget relates to works at the Loughton Leisure Centre Changing Village. This work has now been completed, although there are some minor snagging works which are being addressed. One payment of £90,000 is being processed and the Council is receiving the benefit of revenue reduction in management fee to the leisure contractor from January 2013. The other £22,000 budget is for the installation and upgrade of CCTV cameras, most of which has been spent.
Grounds Maintenance Vehicles	174	174	174	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 £50,000, which was increased from £30,000, represents the on-going vehicle and equipment replacement programme which has been in place for many years. The budget for both the mowers and the replacement programme has now been fully spent for this financial year.
<b>Total</b>	<b>1,357</b>	<b>294</b>	<b>276</b>			

	12/13	Third Quarter		12/13		Comments
	Full Year	12/13	12/13	Variance		
	Budget	Budget	Actual	Budget v Actual		
	£'000	£'000	£'000	£'000	%	
Limes Farm Hall Development	40	2	1	-1	-37	See comments on the major schemes schedule.
Waltham Abbey All Weather Pitch	495	350	309	-41	-12	Construction of the pitch at Waltham Abbey is well underway and the majority of expenditure has gone through. There is a slight delay as further works are dependent on having the correct weather conditions however it is fully expected to be completed in the current financial year.
Waltham Abbey Regeneration	65	45	30	-15	-33	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. Further developments have revealed that some elements of the regeneration scheme represent revenue expenditure and thus the capital budget has been reduced to £65,000. This budget includes the completed works on Quaker Lane and further schemes to be completed such as Market Square Gates, Meridian Line, Mosaics and Highbridge Shield.
<b>Total</b>	<b>600</b>	<b>397</b>	<b>340</b>			

	12/13 Full Year Budget £'000	Third Quarter		12/13 Variance Budget v Actual		<u>Comments</u>
		12/13 Budget £'000	12/13 Actual £'000	£'000	%	
Loughton Broadway CCTV	82	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.
<b>Total</b>	<b>82</b>	<b>82</b>	<b>83</b>			

	12/13 Full Year Budget	Third Quarter		12/13 Variance Budget v Actual		<u>Comments</u>
		12/13 Budget	12/13 Actual	£'000	%	
	£'000	£'000	£'000			
Home Ownership Schemes	374	187	161	-26	-14	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 2 phases. Phase 1 is almost complete and, due to its success, the implementation of phase 2 has been agreed by the housing portfolio holder and will commence in 2013/14. If this proves to be successful as well, an option of a third phase will be considered in a separate report at a future date.
Disabled Facilities Grants	210	158	121	-37	-23	Expenditure on Disabled Facilities Grants has been low in 2012/13 due to the reduced number of Occupational Therapist (OT) referrals received at the end of 2011/12 and the start of the current financial year. Although ECC has taken some action to address this by prioritising referrals from the District, expenditure will not reach the original levels expected. It was recommended that £100,000 was carried forward into 2013/14 and a more accurate assessment of likely expenditure in 2013/14 has been made. Although action has been taken by ECC to improve the OT situation, the effects of this are not likely to be seen in the short-term and nor is the solution likely to be sustainable long-term. As a result of this, it is not currently anticipated that expenditure will exceed £210,000 in 2012/13. ECC are aware of the Council's concerns and discussions are ongoing about how they will be addressed.
Other Private Sector Grants	220	170	157	-13	-8	Take up of the new discretionary grants has been slower than anticipated since the new Housing Assistance Policy was introduced earlier this year and, as a result expenditure has been lower than expected. The budget has been reduced to £220,000 to take this into account. It is hoped that demand will increase in 2013/14 as a result of further promotional activities.
Housing Estate Off Street Parking	118	100	73	-27	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 and the budget has been reduced within both funds (General Fund and HRA) to reflect the slippage.
<b>Total</b>	<b>922</b>	<b>615</b>	<b>512</b>			

	12/13 Full Year Budget £'000	Third Quarter		12/13 Variance Budget v Actual		Comments
		12/13 Budget £'000	12/13 Actual £'000	£'000	%	
Windows/Roofing / Asbestos / Water Tanks	2,127	1,486	1,388	-98	-7	Overall, expenditure in this category is slightly lower than expected mainly because expenditure on asbestos removal and roofing work is low. Expenditure on asbestos removal is unpredictable as work is demand led, which is why it is currently £45,000 under budget. Also expenditure on Roofing works is £58,000 lower than expected due to the consistent bad weather recently and the fact much of the construction industry was shut down over the Christmas period. Expenditure is expected to increase in the final quarter, coming in line with budget expectations. On the other hand expenditure on water-tank replacements is higher than expected due to an increase in ad-hoc replacements.
Heating/Rewiring	2,618	1,975	1,962	-13	-1	Overall expenditure on heating and rewiring is slightly lower than anticipated. The rewiring expenditure is £204,000 lower than expected, due to the unpredictable costs of the rewire element of works carried out during gas heating installations. On the other hand expenditure on gas heating is £148,000 over budget, which is due to an increase in gas heating installations carried out in properties with vertical flue arrangements following the changes in gas safety regulations. Expenditure on heating ventilation systems is under budget although demand for installations is expected to increase in quarter 4.
Housing Developments	38	19	15	-4	-19	Expenditure to date on the house building scheme is limited to the procurement fees associated with the tender process to appoint a development agent. The development agent is in place and will assist in formulating a house building strategy, feasibility study and submitting a Homes & Communities Agency partnership status application on behalf of the Council.
Service Enhancements	424	185	180	-5	-3	This budget consists of the capital allocation of service enhancements. The van for the handyperson scheme has been purchased and the smoke detector rewires are progressing well. The Locata system is likely to incur slippage into the next financial year, however the remaining schemes are expected to be completed within the current financial year.
Other Planned Maintenance	308	200	174	-25	-13	This category includes communal TV upgrades, energy efficiency measures, door entry systems, Norway House Improvements and works unit vehicle replacements. Overall, expenditure in this category is slightly lower than expected. Drainage expenditure is £18,000 lower than expected due to a transfer of responsibility to the water authorities, and door entry expenditure is also lower than expected. These budgets were reduced when the Council's budgets were presented to the Cabinet on 4th of February 2013. Conversely expenditure on energy efficiency measures has been higher than expected following completion of the external wall insulation pilot scheme and ad-hoc demand for energy efficiency measures and as a consequence this budget was increased when the Council's budgets were presented to the Cabinet on the 4th of February 2013.
<b>Total Planned Maintenance c/f</b>	<b>5,515</b>	<b>3,865</b>	<b>3,719</b>			

	12/13 Full Year Budget £'000	Third Quarter		12/13 Variance Budget v Actual		Comments
		12/13 Budget £'000	12/13 Actual £'000	£'000	%	
Total Planned Maintenance b/f	5,515	3,865	3,719			
Kitchen Replacements	1,215	1,200	1,111	-89	-7	Properties requiring kitchen replacements are identified from ongoing stock condition surveys following the Decent Homes Initiative in 2010. The need for planned work has reduced this financial year because there has been an increase in kitchen installations undertaken through the voids process. Furthermore, some replacements have been delayed due to tenant refusals and some kitchens are on-hold following management requests. To compensate, kitchens due for replacement in future years have been brought forward for completion in this financial year. Overall, however, expenditure will be lower than originally expected and £400,000 has been approved for carried forward to 2013/14 to allow for this. The current contract for kitchen replacements is due for renewal in early April 2013 with around 250 kitchen installations planned for 2013/14.
Bathroom Replacements	100	50	41	-9	-17	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, remains 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 are problematic and a programme of upgrades and replacement is planned. Despite this, a significant under-spend was identified and the budget has been reduced, with £300,000 transferred to Small Capital Repairs and a further £100,000 carried forward to 2013/14 which was detailed when the Council's budgets were presented to the Cabinet on the 4th of February 2013.
Council Estate Parking & Other Environmental Works	287	515	159	-356	-69	The largest project in this category is the off street parking schemes on Council-owned land. Work has been completed on the second phase of three parking schemes. A report on the outcome of the completed off street parking schemes and future off street parking schemes was presented to Cabinet in December 2012, with recommendations to proceed to the construction phase on two sites and outline design and resident consultation on a further five sites. The work on the second phase of schemes has been completed under-budget and £150,000 was approved for carried forward into 2013/14 by Cabinet on the 4 February 2013.
Void Refurbishments & Other Small Works	1,187	713	888	175	25	Void workload is demand-led and predicting the quality and condition of void properties is notoriously difficult. However, following the predicted rise in the volume of void Council properties, a £300,000 budget transfer from bathroom replacements was approved by Cabinet.
Structural & Other Works	718	515	496	-18	-4	The Council is monitoring a number of properties that are suffering with significant structural movement. As the Council does not insure against subsidence the costs of structural repairs can be high and difficult to predict. Despite this, expenditure is only slightly below budget and it is anticipated that costs will increase in the final quarter and the budget fully spent.
Disabled Adaptations	489	350	308	-42	-12	Due to the Christmas and New Year construction industry shut down, expenditure on disabled adaptations in Council dwellings reduced during quarter 3. However expenditure is expected to increase when works commence on large disabled adaptations property extensions. The additional allocation for disabled adaptations within the service enhancement budget is expected to be fully spent in the current financial year.
Garages	7	4	1	-2	-70	The budget for garages is expected to be fully utilised within the current financial year.
<b>Total HRA</b>	<b>9,518</b>	<b>7,212</b>	<b>6,723</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	40	1,102	1,061	1,102	4%	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 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 overspend on the original project budget. The anticipated outturn figure given in the table above has been updated since the last monitoring report to include a contingency sum of £40,000 approved by Cabinet in October. This sum represents the maximum additional funding anticipated as the Council is hoping that the final account settled will be lower than the final account submitted. Payment arrangements are still under negotiation and 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 in April 2013.

With regard to financing the project, a competitive application to the Essex County Council Extended Schools fund was successful which secured a 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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