

Scrutiny Standing Panel Agenda



Finance and Performance Management Scrutiny Panel Tuesday, 17th September, 2013

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

**Council Chamber, Civic Offices, High Street, Epping
on Tuesday, 17th September, 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), Mrs R Gadsby (Vice-Chairman), K Angold-Stephens, T Church, C Finn, D Jacobs, J Knapman, G Mohindra, Ms S Watson and J Wyatt

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

To consider and agree the notes of the meeting held on 17 June 2013.

4. 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.

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

(Chairman/Lead Officer) The Overview and Scrutiny Committee has agreed the Terms of Reference of this Panel and associated Work Programme. This is attached. The Panel are asked at each meeting to review both documents.

6. ICT STRATEGY AND WEBSITE FEEDBACK (Pages 15 - 26)

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

7. KEY PERFORMANCE INDICATORS 2013/14 - QUARTER 1 PERFORMANCE MONITORING (Pages 27 - 66)

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

8. QUARTERLY FINANCIAL MONITORING REPORT - QUARTER 1 (Pages 67 - 90)

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

9. EQUALITY AND DIVERSITY - PROGRESS REPORT (Pages 91 - 100)

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

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

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

11. FUTURE MEETINGS

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

Next meetings:

12 November 2013;
20 January 2014 (joint meeting with Finance Cabinet meeting); and
11 March 2014.

Agenda Item 3

**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF FINANCE AND PERFORMANCE MANAGEMENT SCRUTINY
PANEL
HELD ON MONDAY, 17 JUNE 2013
IN COUNCIL CHAMBER, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.30 - 8.50 PM**

Members Present:	A Lion (Chairman), C Finn, D Jacobs, G Mohindra, Ms S Watson, D Wixley and J Wyatt
Other members present:	Ms S Stavrou
Apologies for Absence:	K Angold-Stephens, Mrs R Gadsby and J Knapman
Officers Present	D Macnab (Deputy Chief Executive), J Gilbert (Director of Environment and Street Scene), P Maddock (Assistant Director (Accountancy)), P Pledger (Assistant Director (Property and Resources)), N Richardson (Assistant Director (Development Control)), S Tautz (Performance Improvement Manager), J Twinn (Assistant Director (Benefits)), V Loftis (Market Research Consultation Officer) and A Hendry (Democratic Services Officer)

1. APPOINTMENT OF A VICE CHAIRMAN

In the absence of the appointed Vice-chairman, Councillor Gadsby, the Panel agreed that Councillor Watson be appointed the Vice-chairman for the duration of the meeting.

2. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

The Panel noted that Councillor D Wixley was substituting for Councillor Angold-Stephens.

3. DECLARATION OF INTERESTS

No declarations of interest were made.

4. MINUTES OF THE LAST MEETING

The minutes of the previous meeting held on 12 March 2013 were agreed.

5. TERMS OF REFERENCE / WORK PROGRAMME

The Panel noted their Terms of Reference and Work Programme.

6. CONSULTATION PLAN 2012/13 AND REGISTER 2011/12

The Consultation Officer, Valerie Loftis introduced the annual report on the public consultations carried out during 2012/13 and the register of those planned for the future. It showed the wide range of consultation that the Council carried out over the year. The Panel noted that usually the planned and registered consultation was kept separate, but this year they had been amalgamated. They also noted that the

information changed very little from start to finish and the results and outcomes were the only areas that were added at the completion of the survey.

The Consultation Register was a list of the most recent exercises, which have been carried out on behalf of the Council or by the Council in the last financial year. More work had been done this last year to include the opinions of young people. The Youth Council on behalf of young people in the District were gathering information regarding satisfaction with the Bus Services, also the Youth Conference will be about the main issues facing young people.

A lot more work had been done on the Local Plan with large surveys carried out as part of the stages of the Plan such as the Community Involvement Survey, the Sustainable Appraisal Survey and the Core Issues and Options Survey. The next stage would be consultation on 'preferred options' that was not yet registered. These surveys would involve the highest costs mentioned in the report.

Councillor Mohindra commented that the report was useful and asked if there was a budget in place for each consultation. He was told that the budget was determined at the start of each year. Councillor Mohindra added that he hoped that this Panel would be informed during the year if any sizeable monetary bids for large consultations came up during the year. Councillor Lion noted that this was the only time that the Panel saw this report. Mrs Loftis said she could put this type of information in the Council Bulletin for information. Councillor Mohindra was content with this. The Deputy Chief Executive, Derek Macnab noted that other council bodies such as the Cabinet Committee also saw reports on consultations that were in the planning stage or being carried out.

Councillor Lion asked how the consultations were closed, how did they close the loop and sign them off. Mrs Loftis said that they were signed off by the people who had requested the consultation. The majority of consultations were designed at service level and the results reviewed at that level.

Councillor Watson commented that the Neighbourhood Plans seemed to be going ahead; what would be the cost of this over the next year? Mr Macnab noted that it was not a one size fits all, there were 24 parishes and the cost would depend on the size of the parish. For example, a Neighbourhood Plan could cost up to £10,000.

Councillor Wixley noted that there was a STAR Tenant Satisfaction Survey, what did STAR stand for and how random was the sample? Mr Pledger, Assistant Director Housing – Property said he would find out what the acronym stood for after the meeting and report back. He added that the survey was carried out by 'Housemark' who randomly generated a sample by computer.

*Subsequent to the meeting it was reported that STAR stood for 'Survey of Tenants and Residents'

RESOLVED:

That the Consultation Plan for 2013/14 setting out those issues on which public consultation was to be undertaken during the municipal year and those consultation exercises completed during 2012/13, be noted.

7. PROVISIONAL REVENUE OUTTURN 2012/13

The Assistant Director of Finance, Peter Maddock, introduced the report on the Provisional Revenue Outturn for 2012/13. The report provided an overall summary of the revenue outturn for the financial year 2012/13. He apologised for having to circulate an updated report at the last minute, but the figures had only recently been updated. They noted that the underspend was lower than in previous years. Salaries had a saving of 2.2%, which was less than in previous years. The largest figure to be carried forward on the District Development Fund related to the Local Plan. Mr Maddock made some amendments to the table on page six, paragraph 13 on the Housing Revenue Account. The figure on the Total Expenditure row and under the Revised Estimate column should have been 25,384 and not 32,384. On the Net Cost of Service row under the Revised Estimate column the figure should be -6696 and not 304.

The Panel noted that a fuller review of the HRA budget would be going to the Cabinet Committee and to this Panel for evaluation.

Councillor Jacobs noted that the value of dry recyclable goods may diminish over the coming years. Mr Gilbert, the Director of Environment and Street Scene, commented that the value went up and down. It had stabilised recently but he honestly did not know what would happen. It also depended on what risk we would want to expose ourselves to. Our current contract would not be affected by these peaks and troughs, but they would have to be taken into consideration when a new contract was being tendered.

Councillor Mohindra asked about the removal of the Personal Search Charges and was told that there was a claim against local authorities pending and the Council were required to retain a budget in case it had to pay out.

Councillor Watson asked why the planned Building Maintenance Programme of £76k was in the DDF and not the Continuing Services Budget. She was told it had two aspects, preventative maintenance and a planned maintenance programme, which fitted into the two budget headings.

Councillor Lion queried if the Council should be carrying over such large sums and should it be reviewed? He was told that officers were only allowed to carry over sums twice in a row. They would have a discussion with the cost centre managers, where they would review the figures and look at them more critically.

RESOLVED:

- (1) That the overall 2012/13 revenue out-turn for the General Fund and Housing Revenue Account (HRA) be noted;
- (2) That as detailed in Appendix D of the report, the carry forward of £836,000 District Development Fund expenditure be noted ; and
- (3) That the carry forward of £170,000 HRA Service Enhancement Fund expenditure be noted.

8. PROVISIONAL CAPITAL OUTTURN 2012/13

The Assistant Director of Finance, Peter Maddock, introduced the report on the Council's capital programme for 2012/13, in terms of expenditure and financing and compared the provisional outturn figures with the revised estimates. The revised estimates represent those adopted by the Council in February 2013.

Appendix 1 of the report summarised the Council's overall capital expenditure in 2012/13, analysed by directorate, while appendix 2 and 3 identified the expenditure on individual items. The generation and use of capital receipts and Major Repairs Fund resources in 2012/13 were detailed in appendix 4.

Councillor Mohindra asked why there was £10,000 allocated to the Waltham Abbey Swimming Pool and was told it was for a feasibility study on the pool. This was required as the building was getting old and officers needed to understand what problems there were. Councillor Mohindra noted that this had been carried forward for a few years now. Did the Council have a plan for this? He was assured that there was a plan and that the Portfolio Holder Advisory Group would be looking into the new leisure contract, part of which would be to look at the structures of the current buildings. They would report regularly to the Cabinet.

Councillor Watson queried the market improvements at North Weald Airfield and the overspend incurred. She was told that this would be self funding to an extent; the market operators would pay a certain amount for this as part of their current arrangements. They still had money in this account from previous years.

RESOLVED:

- (1) That the Panel noted the provisional outturn report for 2012/13;
- (2) That retrospective approval for the over and underspends in 2012/13 on certain capital schemes as identified in the report be recommended to the Cabinet;
- (3) That the Panel recommended to the Cabinet approval for the carry forward of unspent capital estimates into 2013/14 relating to schemes on which slippage has occurred; and
- (4) That retrospective approval for changes to the funding of the capital programme in 2012/13 also be recommended to Cabinet.

9. KEY PERFORMANCE INDICATORS 2012/13 - OUTTURN

The Performance Improvement Manager, Mr S Tautz, introduced the report on the outturn position for the Key Performance Indicators 2012/13. The KPIs provided an opportunity for the Council to focus attention on how specific areas for improvement would be addressed, how opportunities would be exploited and better services and outcomes delivered. A number of KPIs were used as performance measures for the authority's key objectives.

In March 2012, a range of thirty-two Key Performance Indicators (KPI) had been adopted for 2012/13 by the Finance and Performance Management Cabinet Committee. An overall target was set for at least 70% of the indicators to achieve target performance by the end of the year.

It was noted that KPIs were important to the improvement of the Council's services and the achievement of its key objectives, and comprised a combination of former statutory indicators and locally determined performance measures.

The outturn position with regard to the achievement of target performance for the KPIs for 2012/13 was:

- (a) 18 (56.2%) indicators achieved the cumulative performance target for the year; and
- (b) 12 (37.5%) indicators did not achieve the cumulative performance target for the year.

From the first quarter of 2013/14, performance against all of the KPIs would be reviewed and monitored by Management Board and the Scrutiny Panel on a quarterly basis and no indicators would in future, be subject to scrutiny at year-end only. The Panel noted that targets for each KPI for 2013/14, based on third-quarter performance and the estimated outturn for 2012/13, were considered by the Scrutiny Panel in March 2013, and agreed by the Finance and Performance Management Cabinet Committee at its last meeting.

KPI 4 – what % of visitors to the Council website were satisfied with their experience – the Panel wondered about the downward trend over quarters 3 and 4. They were informed that it was due to the launch of the new website which affected the figures. New software to monitor the visitor hit rate and to make more sense of the figures collected was being purchased. The Chairman noted that there was also to be a user group set up to monitor website use.

KPI 11 – what % of rent for commercial premises was not paid – the Panel asked for more detail on the performance of this KPI. Officers agreed to provide this.

KPI 21 – what % of all household waste was sent to be recycled, reused or composted – the actual figure for quarter 3 of 63.87% was questioned, was that the right figure? Officers said that this was an erroneous number, as they had to publish these before Essex County Council issued the correct figures.

KPI 24 – how well have we done in reducing flytipping and taking action against those responsible – the Panel wanted to know what sort of measures were taken to reduce flytipping. They were told that it was not easy to do. This year they had changed how they measured this to make it more meaningful to residents. It was being replaced by two new ones to better measure the Council's performance in actually dealing with fly tips reported. One was for tipping on public land which the Council had immediate access to and where they had a 5 working days target and the other one was for tipping on private land where the enforcement was not for the Council to do.

KPI 30 – what % of the invoices received were paid within 30 days – the Panel wanted to know where the Council was with paying local suppliers. They were told that they were up to 86% at present for 2012/13. Officers would continue to monitor this to ensure improving rates.

KPI 41 – on average, how many days did it take us to re-let a council property – the Panel asked if this exclude long term vacant properties? They were told that it excluded difficult to let properties.

KPI 46 – how many affordable homes were built in the District – the Panel asked what the definition of an affordable home was. They were told that it would be for anything that was going for less than the market rent rate. Officers were dependant on developers coming forward with suitable schemes. This indicator had been dropped for 2013/14.

RESOLVED:

That the Scrutiny Panel noted the review outturn performance in relation to the Key Performance Indicators for 2012/13.

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

The Chairman would report back to the Overview and Scrutiny Committee that they had set up a sub-committee looking at cross charging (recharging) in the Council.

11. ANY OTHER BUSINESS

Recent Flood at the Civic Offices

The Panel wanted to congratulate officers over their handling of the recent flood that hit the Civic Offices and the fact that this had resulted in no break to our services to the residents. They noted that a report on this would be going to Management Board highlighting what had happened and the remedial action taken. This would then go on to members for their information.

Areas of work to look at in future meetings

It was noted that the Chairman had emailed each member asking them to consider the Panel's Scrutiny role in a different way and to consider areas within the scope of their remit that could be considered by the Panel for more in depth scrutiny. The Chairman asked that members consider this for the next meeting.

Councillor Watson commented that one area that should be looked at was Economic Development. KPIs are readily measurable, but could we find a way to look at patterns in what we do and how we could improve. Councillor Lion added that they should look at how all the blocks fitted together such as the KPIs and the Budget etc. and where we could add value.

12. FUTURE MEETINGS

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

Agenda Item 5

TERMS OF REFERENCE - STANDING PANEL

Title: Finance and Performance Management
Status: Standing Panel
Terms of Reference:
Performance Management
<ol style="list-style-type: none">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:<ol style="list-style-type: none">(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
<ol style="list-style-type: none">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
<ol style="list-style-type: none">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
<ol style="list-style-type: none">8. To monitor and review progress on the implementation of all major ICT systems;
Value For Money
<ol style="list-style-type: none">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 Lion)

2013/14

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Key Performance Indicators – Performance Outturn 2012/13	Outturn KPI performance report to be considered at the first meeting of the Scrutiny Panel in each municipal year.	Completed - KPI outturn report for 2012/13 to be considered at the meeting in June 2013.	11 June 2013; 17 September; 12 November;
(2) Key Performance Indicators – Performance Monitoring 2013/14	KPI performance report to be considered on a quarterly basis. .	Quarterly KPI performance report for 2013/14 to be considered at the meetings to be held in September 2013 (quarter 1), November 2013 (quarter 2) and March 2014 (quarter 3).	20 January 2013 – jointly with Fin. Cab. Cttee; and 11 March 2014
(3) Key Performance Indicators – Development of indicator set for 2014/15	Draft indicator set to be considered on the basis of third quarter KPI performance for 2013/14.	KPI proposals to be considered at the meeting to be held in March 2014.	
(4) Quarterly Financial Monitoring	Reports to be considered on a quarterly basis.	First quarter Information to be considered September 13, 2 nd quarter in November 13 and 3 rd quarter figures at the March '14 meeting.	

(5) Annual Consultation Plan	Report considered on an annual basis. Report went to the June '13 meeting.	Completed - Consultation Plan considered at first meeting of each municipal year. Report last went to the June 2012 meeting.	
(6) Detailed Portfolio Budgets	To the January 2014 meeting of the Cabinet Finance Committee.	Jointly Considered at the January '13 of the Cabinet Finance Committee - Annual review of the Portfolio Holders Budgets.	
(7) Equality Objectives 2012-2016 - Monitoring and Progress	Progress to be considered on a quarterly basis	Quarterly progress to be considered at the meetings to be held on Sept. 2013 (Qtr 1), Nov. 2013 (Qtr 2) and March 2014 (Qtr 3)	
(8) Capital Outturn 2012/13 and use of transitional relief in 2009/12/13	To the June '13 meeting	Completed - Last considered at the June 2013 meeting	
(9) Provisional revenue Outturn 2012/13	For the June '13 meeting	Completed - Last considered at the June 2013 meeting	
(10) Fees and Charges	For the November 13 meeting.	Last considered at the November 2012 meeting	
(11) Sickness Absences	Six monthly reports: for September '13 meeting	Half yearly figures of the Council's sickness absence figures – last considered at March 2013 meeting.	

Report to the Finance and Performance Management Scrutiny Panel

Date of meeting: 17 September 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:

- (1) To receive a presentation of the proposed ICT Strategy and note the contents.
- (2) To consider potential options for improved Member connectivity following feedback from the recent website & mobile working workshop.
- (3) To recommend preferred solutions to Cabinet for consideration as part of the capital funding program.

Executive Summary:

The ICT Strategy 2013/2018 has been approved internally by the Leadership Team and Management Board. This is an opportunity for Members to have time to consider this critical document prior to it being taken to Cabinet on 21st October for formal adoption.

A number of issues were highlighted during the website and mobile working workshop held for Members on 21st May. ICT have identified a number of solutions for Member consideration and recommendation to Cabinet.

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’.

The Mobile/Remote Working and Corporate Website document produced following the workshop has been distributed via the Members Bulletin following Officer discussion at the Website Development Board. A number of issues have been identified which require the consideration of this panel.

Other Options for Action:

Members' could accept the current level of connectivity and reject some or all of the options for improvement.

Report:

1. ICT Strategy.

Development of the ICT Strategy began in early 2013. Work started by identifying the drivers influencing change both internally and externally. Based on these drivers, a list of projects and initiatives were identified and their benefits assessed. All the information was then analysed and grouped into 10 high level key themes.

This draft proposal was taken to Leadership Team for comment. All feedback was incorporated into the draft which was subsequently approved by Management Board with further minor amendments.

The detailed strategy has now been produced and consists of three documents. These have been distributed to FPMSP Members and Document 1 has been distributed to all Members.

- Document 1: ICT Strategy –core document; this is an over-arching 5 year strategy. Preparatory work on its replacement will commence in summer 2017.
- Document 2: ICT Projects; this gives a listing of all projects, and will be updated annually
- Document 3: ICT Update; this gives an annual update of the progress made, the internal ICT position and also issues around the role of ICT in the broader work of the Council.

It is intended to take the strategy to Cabinet on 21st October for formal approval.

Not all items included within the strategy have been budgeted for. These will be taken to Cabinet for consideration on a rolling program.

2. Member Connectivity.

Following the presentations to Members on mobile working and the new website on 21 May 2013 Members were given initial feedback to their comments from the website team via the Members Bulletin.

The Website Development Board (**WDB**) met subsequently and discussed a number of key issues referred to them, and the views of the board were again published via the Members' bulletin. **(See Appendix 1).**

A number of issues were identified as requiring further action and the major points and ICT recommendations are detailed below. These are all subject to the cost implications detailed in section 3 of this report.

2.1 VPN Access was considered unwieldy by Members. As a first step to address this, it is proposed to migrate Members from physical VPN tokens to a 'soft token' system, which sends access codes direct to a smart or normal mobile phone. It is proposed to start the migration of Members in October/November.

2.2 VPN user training is being reviewed as part of our overall training review, ICT are also happy to assist in set up as required on Member's laptops or visiting Member's homes to assist with desktop. This service will be available from October, and will be facilitated through

a bookings system.

2.3 Remote access to Member's machines to assist with VPN issues is still under consideration.

2.4 Email provision via VPN for Members is possible. This will enable all Members to have an official Epping Forest DC email address (e.g. jsmith@eppingforestdc.gov.uk)

2.5 Email provision via Mobile Devices (i.e. iPads, iPhones etc.) is also possible, using the GOOD application currently being used by officers.

2.6 An update to the current modern.gov app could be applied to allow access to restricted documents, thus allowing Members to access these documents securely from their mobile devices.

2.7 The majority of Members who attended agreed that the Member specific page demonstrated addressed the majority of their issues. Subsequently, this was applied to the website and adopted by the WDB.

3. Funding requirements.

The cost implications to the ICT recommendations in section 2 are detailed below.

Report Item No.	One-off costs -		On-going annual costs -	
	Capital	Revenue		
2.1 VPN access	£1,160		£0	
2.2 VPN training	£0		£0	
2.3 Remote access	£0		£0	
2.4 Email via VPN	£11,600		£3,480	
2.5 Email via mobile	£14,000		£2,000	
2.6 Access to restricted documents	£0		£7,400	
2.7 Members website page	£0		£0	
Total	£26,760		£12,880	

Resource Implications:

Any One-off Capital costs will need to be agreed by Cabinet whilst on-going Revenue costs would need to be added to the ICT maintenance budget as growth items.

Legal and Governance Implications:

None

Safer, Cleaner and Greener Implications:

The adoption of email and access to restricted documents via mobile devices has the potential to reduce paper and printing costs for the Authority.

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

Appendix 1.**Mobile/Remote Working and Corporate Website****Presentations to Members 21 May 2013 – Report back from Website Development Board 26 June 2013**

At the request of the Finance & Performance Management Scrutiny Panel ICT gave presentations to Members on the above topics, the comments and feedback was published in the Members' Bulletin, and was also referred to the Website Development Board for consideration. In addition Members were invited to make further comments, or get involved in a Website/VPN user group – no further comments or expressions of interest in the user group were received.

The table below repeats the information previously published, with the addition of the response of the Website Development Board.

	Category	Issue Raised	Website Team response to Member comments	Website Development Board View on Member comments
1.1	Remote access	VPN unwieldy and cumbersome to use	ICT are investigating alternatives, including 1.3 and 3.4 below. ICT will report back to the Scrutiny Panel in due course.	Agreed, alternatives to be investigated
1.2	Remote access	VPN tokens a nuisance and easily lost/damaged	A system that sends the code to a mobile phone or smart phone is currently being investigated. Members who wish to retain VPN will be advised when this is available.	Agreed, plans to be put in place for migration
1.3	Remote access	Access to restricted papers/material	It is possible to extend the modern gov application to allow access to restricted papers via the app on tablets, or via an extranet. Democratic Services are investigating the costs. Referred to WDB for consideration.	Agreed, Democratic Services to obtain quote
1.4	Remote access	VPN on Apple Macs	ICT were already investigating making VPN available for Macs following an earlier staff request, this work is in progress. Members who wish to retain VPN will be advised when this is available.	Noted

	Category	Issue Raised	Website Team response to Member comments	Website Development Board View on Member comments
1.5	Remote access	VPN on Android tablets and Apple iPads	Testing is complete of VPN on iPads, and will shortly begin on Android tablets. Members will be advised when this is ready to be rolled out.	Noted
1.6	Remote access	VPN user Training	Training needs to be more bespoke to meet individual needs, possibly including help with initial set up at Members homes. ICT will report back to the Scrutiny Panel in due course.	Agreed, ICT to present report
1.7	Remote access	Remote support	ICT will investigate provision of remote support to Members during office hours, this will also link to possible provision of remote support to ad-hoc home workers. ICT will report back to the Scrutiny Panel in due course.	Agreed, ICT to present report
1.8	Remote access	Download links for modern.gov	Members were advised these links are on the new Members page (see 4.12)	Noted
2.1	Email	Members request email accounts	ICT to investigate cost implications and technical limitations, ICT will report back to the Scrutiny Panel in due course.	Agreed, ICT to present report
3.1	Mobile working	Choice of device	ICT will be pleased to advise Members on possible alternatives to traditional PCs/laptops	Noted
3.2	Mobile working	Connectivity/Broadband issues	ICT are currently aware of two alternatives to traditional broadband: 4G mobile Wi-Fi, and Fibre Wi-Fi	Noted

	Category	Issue Raised	Website Team response to Member comments	Website Development Board View on Member comments
3.3	Mobile working	Civic Offices Wi-Fi	ICT confirmed that the project to replace the Member/public wifi in the Civic offices is on track, and the extent of coverage is being discussed. At a minimum this will cover the Leaders office, Members room and committee rooms as well as the chamber. Members will be advised when the new network is live.	Noted
3.4	E Mobile working	Members request email access on mobile devices	Possible using Good for enterprise once email is given, cost is £140 per Member account (accounts can be reallocated when Members change), and annual maintenance of £19 per account. ICT will report back to the Scrutiny Panel in due course.	Agreed, ICT to present report
4.1	Main Council website	Overall design good, and improvements over old site commented on	Noted, it is good that Members have understood the work involved, and the overall strategy that led to the current design	Noted
4.2	Main Council website	Broken twitter link on modern gov pages	Noted, Democratic services to resolve	Noted
4.3	Main Council website	Site map not alphabetical	Site map is created automatically and reflects the website structure, as such it cannot be alphabetical. As an alternative there is a comprehensive A-Z listing. We will investigate whether we can add instructions to the site map page on how to use 'Ctrl+F' to search the page. Referred to WDB for consideration.	Rejected - Site map is a representation of the structure of the website, not an A-Z, as such it will not be changed
4.4	Main Council website	Links on home menu not really relevant to that menu option	Website development team are looking to implement a 'Help' menu option in the right most menu position which will hold the accessibility, cookie and privacy pages, Referred to WDB for consideration.	Agreed for implementation

	Category	Issue Raised	Website Team response to Member comments	Website Development Board View on Member comments
4.5	Main Council website	Some pages overly wordy and lack focus	Work is currently in progress to streamline page content, and as a result all pages will have been reviewed by website development team by the autumn. A revised style guide is being prepared for the website user group. Referred to WDB for consideration.	Agreed that work should resume on content clean up in July/August
4.6	Main Council website	Links require clearer text in some cases	Agreed, Website User group to be tasked with resolving	Agreed that work should resume on content clean up in July/August
4.7	Main Council website	Text size small	Text size can be changed by users using the browser text size setting, and also by using the scaling tool on the accessibility page. The recent accessibility audit did not raise any concerns about text size, Referred to WDB for consideration.	Rejected - Text size is same as other websites, and can be changed using either tools available on the site, or browser settings.
4.8	Main Council website	Banner links can be distracting/confusing	Agreed, Banners have already been moved to the footer of the page to resolve this issue	Agreed that change is correct
4.9	Main Council website	Search results can bring back older material as the first result	The nature of the Google search means that old material will always come through. However, we can potentially create a filter to exclude the results from the committee system upon user request. We can also force Google to return a search result of our choice as the first option, the web user group has been asked to provide a list of suitable page, the web development team will chase this up so this can be implemented. Referred to WDB for consideration.	Rejected – search must be comprehensive Agreed – Website Development team will create custom links as Users are not progressing this

	Category	Issue Raised	Website Team response to Member comments	Website Development Board View on Member comments
4.10	Main Council website	Website does not function well on mobile devices/mobile website slow	ICT have just implemented a new template for the news site which is 'responsive' in that it rearranges the page content to suit the screen size of the device. This template also changes the menu type to suit the page size. ICT are currently testing a similar template for the main website, and hope to implement it over the next 2-3 months after being referred to WDB for consideration. Once this is complete the current mobile site will be obsolete.	Agreed – ICT have been tasked with implementing the responsive solution on the main website, and decommissioning mobile site
4.11	Main Council website	Slideshow too big	The current slideshow is similar in size to other Council website (and in fact slightly smaller than the one on Harlow's new site). The slideshow scales well on mobile devices. The slideshow is not being changed at present, but will be reconsidered by WDB after we have moved to a responsive template (4.10).	Rejected – slideshow is no larger than other public sector sites (eg Harlow, Data.gov.uk). Alternative slideshow types do not work as well on range of devices. New template may make changes to slideshow size, or to width of page making slideshow look dominant
4.12	Main Council website	Member specific content spread across a number of pages on the main site	A test Members homepage has been created to resolve these issues, and was well received in its current state by the large majority of Members attending. See 5.1-5.12 for details of the comments	Noted
4.13	Main Council website	Main menu too comprehensive and closes too fast	Agreed, work in progress to replace this already, WDB to consider.	Agreed, menu to be reduced to Levels 1 + 2 only, and limited on number of items, this is also essential for mobile users on the new responsive template

	Category	Issue Raised	Website Team response to Member comments	Website Development Board View on Member comments
4.14	Main Council website	Future development plan commented on positively	Noted, and it is clear that Members and the website development team are both looking for similar refinements.	Noted ICT have been tasked with beginning the implementation of the ‘closed’ style lists following the website migration to the new responsive page structure.
5.1	Members site	Link required to list of Members	Agreed, this will be added to the quick links list	Agreed to be added
5.2	Members site	Your Council link on link list not required	Agreed, will be removed	Agreed for removal
5.3	Members site	Local plan link required	Already present, but titled “Planning our future”, this will be made clearer	Agreed for amendment
5.4	Members site	Council News and Twitter duplicates homepage	Members homepage was designed as ‘one stop’ page for Members, and as a result the news and twitter was included to ensure Members are aware of what is new. This can easily be removed, the general view from Members was this was useful, but referred to WDB for consideration.	Rejected – majority of Member of opinion was that this was useful being on this page
5.5	Members site	What’s new duplicates Meetings list	Meetings will appear on the What’s new listing; however it also provides a list of issues and decision. This list can easily be removed, the general view from Members was this was useful, but referred to WDB for consideration. Investigation will be done to see if it is possible to remove meetings from this feed	Rejected – majority of Member of opinion was that this was useful being on this page, investigation to be continued on possible streamlining of list
5.6	Members site	Use of word ‘issue’ on What’s new list	This list is a feed from the committee management system and as such reflects that system.	Rejected – training issue

	Category	Issue Raised	Website Team response to Member comments	Website Development Board View on Member comments
5.7	Members site	Slideshow not required on this page	Agreed that this is not really needed for this particular page. Can be removed if required, general view was that this wasn't a particular issue but referred to WDB for consideration.	Agreed for removal
5.8	Members site	Why does page say that public are welcome to use the page	Page is in our public website, and as such is freely available. The open nature of the page means that no restricted material can be published on it, wording will be reviewed based on overall feedback, then referred to WDB for consideration.	Agreed that there is no real need for the text on this page
5.9	Members site	Log-in function	We would not be looking to implement a log-in on the Members homepage as it currently stands, however we are investigating the secure extranet extension to modern gov (1.3) which would give a secure log-in to allow access to restricted material.	Rejected – the main website is not intended to act as an extranet Agreed – investigation of extranet extension to committee system
5.10	Members site	Access to phone directory	This is not possible on the public website in full. The A-Z listing gives contact numbers for each section of the council as a short term solution, and it is also available via VPN. If the modern gov extranet (1.3) is implemented we will be able to provide a phone/staff directory via that secure portal, alternatively if Good is implemented (3.4) that will give full access to the same data.	Rejected at present, pending potential implementation of extranet extension to committee management system
5.11	Members site	Why is page called Members homepage if public can view it	Members information was suggested as alternative. This can easily be changed, but the general view from Members was the current name was fine. Referred to WDB for consideration.	Agreed that better page title is required, possible option - Council Update?

	Category	Issue Raised	Website Team response to Member comments	Website Development Board View on Member comments
5.12	Members site	Too much content	Content can easily be removed, but the general view from Members was this layout was fine as it currently stands. Referred to WDB for consideration.	Rejected as majority of Members were content with current layout
6.1	Member involvement	Creation of a user group	Agreed that this could be a useful addition, Assistant Director of ICT to progress issue.	Agreed, but no interest shown by Members following invitation in Members Bulletin.



Portfolio: Finance and Technology (Councillor S. Stavrou)

Subject: Key Performance Indicators 2013/14 - Quarter 1 Performance

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

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

That the Scrutiny Panel review first quarter performance for the Key Performance Indicators adopted for 2013/14, and note the comments in respect of the definitions of KPIs 41 and 49.

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-four Key Performance Indicators (KPI) for 2013/14 was adopted by the Finance and Performance Management Cabinet Committee in March 2013. 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.
7. Progress in respect of each of the KPIs is reviewed by Management Board, the Scrutiny Panel and the relevant Portfolio Holder at the conclusion of each quarter. In order to enhance the value of the on-going review of KPI performance, no indicators are now subject to scrutiny at year-end only.
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 for 2013/14 have been agreed by Management Board, and are subject to ongoing review between the relevant service director and Portfolio Holder over the course of the year. Copies of each of the improvement plans have recently been circulated to all members of the Scrutiny Panel for members' information.

Key Performance Indicators 2013/14 - Quarter 1 Performance

9. As an additional enhancement to the quarterly review of KPI performance, this is the first period for which KPI reporting reflects an additional 'amber' performance status. This performance category identifies indicators that have not achieved the target for the quarter, but where performance is within a tolerance or range. All KPI tolerances have been agreed by Management Board and reflect year-end targets. Where an indicator operates a profiled target throughout the year, a proportionate tolerance is to be applied for each quarter in line with the end of year tolerance and the quarterly profile.
10. The position with regard to the achievement of target performance for the KPIs at the end of the first quarter (1 April to 30 June 2013) of the year, was as follows:
 - (a) 21 (61.8%) indicators achieved the first-quarter target; and
 - (b) 12 (35.3%) indicators did not achieve the first-quarter target, although 3 of these KPI performed within an agreed tolerance for the indicator.
11. The three-month position with regard to one indicator (KPI 11 (Commercial Premises Rent Arrears)) cannot be reported, as performance information was unavailable at the time of the preparation of this report. The Director of Corporate Support Services will report to the Scrutiny Panel with regard to the first-quarter position for this indicator.
12. A specific corporate KPI performance improvement target has not been set for 2013/14, as the Council's adopted key objectives for the year seek the achievement of targets for all relevant objectives and indicators.
13. Detailed performance reports for each KPI for the first three months of the year, are attached as Appendix 1 to this report. The Scrutiny Panel is requested to review KPI performance for the first quarter of the year.

KPI 41 - Void Re-Let Times

14. Members will note that Q1 performance for KPI41 has shown a marked increase in the number of days taken to re-let void properties.
15. Initial investigations have shown that individual properties are capable of distorting overall performance because, despite being by their nature difficult to let, they are not currently included under the definition of 'difficult-to-let properties' which are taken out of the overall calculation. A sheltered property took 463 days to let, in which time it received no applications and therefore no offers were made. It therefore fell outside the 'difficult-to-let' criteria that includes properties that have been offered and refused on two or more occasions. This one property increased the average letting time by 5 days.
16. There also remain concerns that the current definition of 'Major Works' may need clarification as certain types of major works are possibly not being deducted from the calculation of the average letting time.
17. The Assistant Director for Housing is to review both of these issues and the definition and bring a full report on the definition of KPI 41 to the next meeting of the Scrutiny Panel. Members are asked to note this.

KPI 49 - Modern Homes Standard

18. As part of the review of the KPI suite 2013/14 in March 2013, revisions were made to the indicator that measured progress against the Government's 'Decent Homes Standard', which the Council achieved for all of its properties in 2010.
19. A new standard has now been developed and incorporated within the Repairs and Maintenance Business Plan, to be known as the 'Modern Home Standard'. This is defined as a home that is modern, well maintained, in good condition, decent, warm and safe.
20. To achieve the Modern Home Standard, the Council is seeking to replace the key building components within its homes, such as heating, wiring, windows, doors, kitchens, bathrooms and roofs, within industry standard expected life cycles, whilst also taking account of current condition. This will mean that around 2,750 individual key components will need to be replaced each year. However, in order to clear the backlog of repairs, the Director of Housing is planning to replace around 20% more key components than this each year, a target of 3,300 components to be replaced.
21. A new KPI (KPI 49 - Modern Home Standard) has therefore been introduced for 2013/14, to replace the previous Decent Homes Standard indicator (KPI 48). The new indicator reflects the number of key building components renewed during each year.

Resource Implications:

Resource requirements for actions to achieve specific KPI performance for 2013/14, 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 2013/14, 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 2013/14, 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 2013/14 have been considered and agreed by Management Board.

Background Papers:

First-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 2013/14, 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 2013/14, will have been identified by the responsible service director/chief officer.

End of quarter cumulative
KPI performance vs targetYear-end predictions for
quarterly KPI performance

Quarterly Headlines - Reflecting on our performance

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Q1 2013/14 KPI Performance Summary

A total of 21 out of 34 KPIs have achieved their target representing a 61.8% success rate.

A total of 9 brand new indicators were introduced this quarter. Of those, 8 achieved target and 1 was a marginal fail.

Of the 12 indicators which have missed their target, 3 were marginal fails and performed within their agreed 'amber' tolerances.

At the time of compiling this report, performance information was unavailable for one indicator for Q1. Should it achieve target, the overall percentage success rate would rise to 64.7%.



Office of the
Deputy Chief
Executive

Corporate Support
Services

Environment &
Street Scene

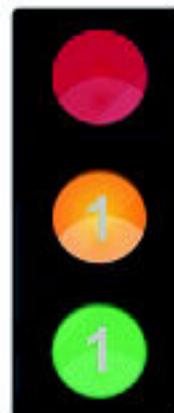
Finance & ICT

Housing

Planning &
Economic
Development



Year
End



Year
End



Year
End



Year
End



Year
End



Year
End

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	
Office of the DCE Quarterly KPIs									
KPI 04 (Website Satisfaction)	77.0%	75.0%	77.0%	77.0%	77.0%	77.0%	77.0%	77.0%	Uncertain
Corporate Support Services Quarterly KPIs									
KPI 10 (Sickness absence) (days)	1.66	1.69	3.51	5.40	7.25				Uncertain
KPI 11 (Commercial rent arrears) (%)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	Uncertain
KPI 12 (Commercial premises let) (%)	98.00%	98.31%	98.00%	98.00%	98.00%	98.00%	98.00%	98.00%	Uncertain
Environment & Street Scene Quarterly KPIs									
KPI 20 (Non-recycled waste) (kg)	94	100	190	249	380				Uncertain
KPI 21 (Household recycling) (%)	59.01%	59.93%	62.90%	64.80%	60.00%				Uncertain
KPI 22 (Litter) (%)	8%	8%	8%	8%	8%				Yes
KPI 23 (Detritus) (%)	12%	5%	12%	12%	12%				Yes
KPI 25 (Neighbourhood issues) (%)	95.00%	96.76%	95.00%	95.00%	95.00%				Yes
KPI 26 (Fly-tip investigations) (%)	90%	92%	90%	90%	90%				Uncertain
KPI 27a (Fly-tip: contract) (%)	90%	85%	90%	90%	90%				Uncertain
KPI 27b (Fly-tip: non-contract) (%)	90%	92%	90%	90%	90%				Uncertain
KPI 28 (Noise investigations) (%)	90%	95%	90%	90%	90%				Uncertain
Finance & ICT Quarterly KPIs									
KPI 30 (Invoice payments) (%)	97%	97%	97%	97%	97%				Uncertain
KPI 31 (Council Tax collection) (%)	27.06%	27.20%	51.87%	76.90%	96.60%				Uncertain
KPI 32 (NNDR Collection) (%)	31.04%	29.80%	56.70%	81.88%	97.50%				Uncertain
KPI 33 (New benefit claims) (days)	30.00	26.42	30.00	30.00	30.00				Yes
KPI 34 (Benefits changes) (days)	10.00	8.53	10.00	10.00	6.00				Yes
KPI 35 (Benefit fraud) (no.)	75	56	150	225	300				Yes
KPI 36 (Proven fraud) (%)	30%	43%	30%	30%	30%				Yes
Housing Quarterly KPIs									
KPI 40 (Housing rent) (%)	96.00%	92.17%	96.00%	96.00%	96.00%				Uncertain
KPI 41 (Void re-lets) (days)	33	50	33	33	33				Uncertain
KPI 45 (Tenant satisfaction) (%)	98.00%	99.00%	98.00%	98.00%	98.00%				Yes
KPI 47 (Temp. accommodation) (no.)	70	57	70	70	70				Yes
KPI 49 (Modern Homes Std) (%)	825	905	825	825	825				Yes
KPI 60 (Emergency repairs) (%)	99%	99%	99%	99%	99%				Yes
KPI 61 (Responsive repairs) (days)	7.0	6.0	7.0	7.0	7.0				Yes
KPI 62 (Emergency repairs) (%)	98%	99%	98%	98%	98%				Yes
Planning & Economic Development Quarterly KPIs									
KPI 50 (Increase in homes) (no.)	42	123	83	121	180				Uncertain
KPI 51 (Major planning) (%)	70.00%	85.71%	70.00%	70.00%	70.00%				Uncertain
KPI 52 (Minor planning) (%)	89.00%	85.51%	89.00%	89.00%	89.00%				Uncertain
KPI 53 (Other planning) (%)	94.00%	91.74%	94.00%	94.00%	94.00%				Uncertain
KPI 54 (Appeals - officers) (%)	19.00%	25.00%	19.00%	19.00%	19.00%				Uncertain
KPI 55 (Appeals - members) (%)	50.00%	66.67%	50.00%	50.00%	50.00%				Uncertain

KPI 04 What percentage of visitors to the council website were satisfied with their experience?

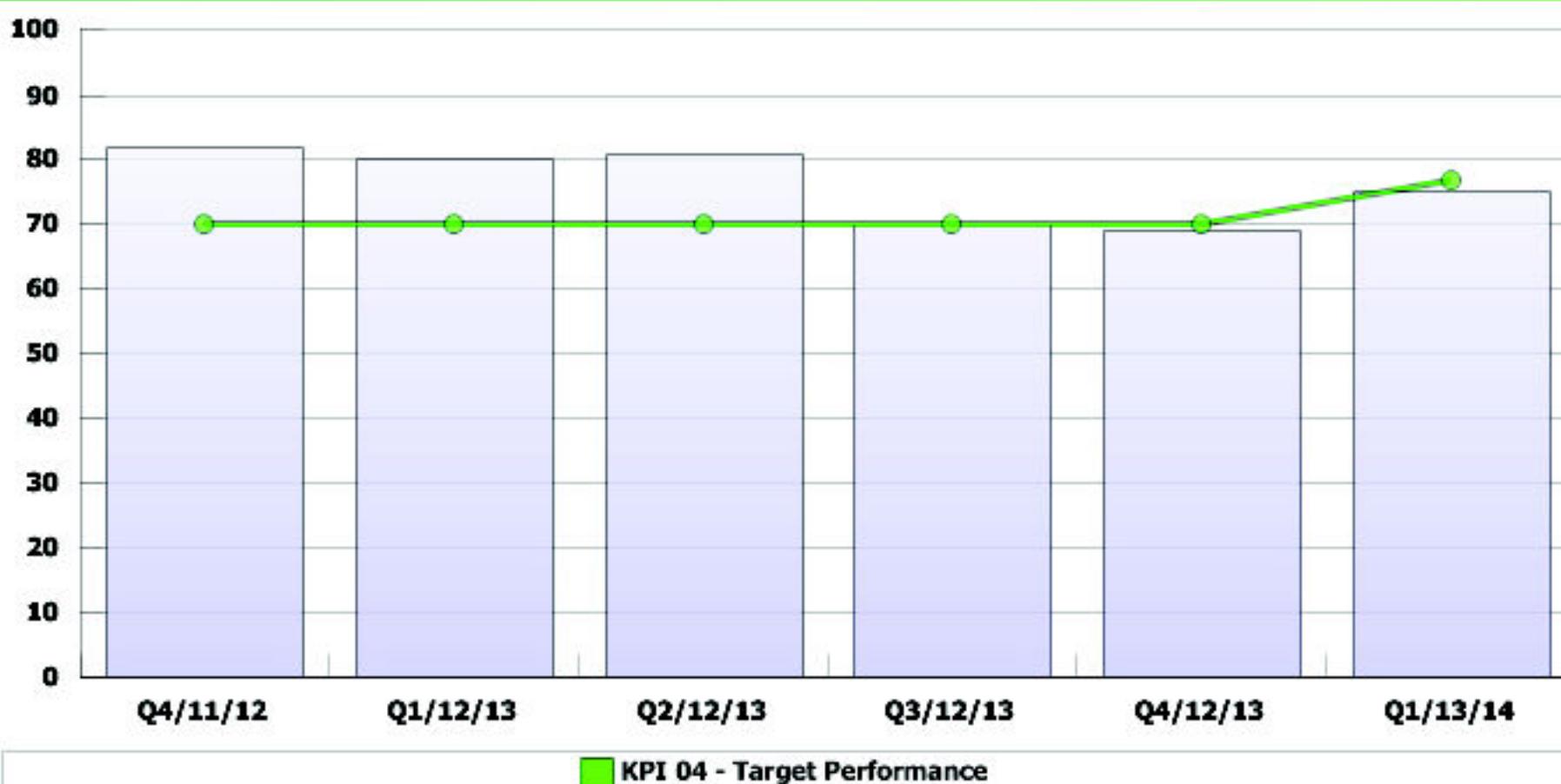


Additional Information:

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

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Current and previous quarters performance



Quarter	Target	Actual
Q1/13/14	77.0%	75.0%
Q4/12/13	70.0%	69.0%
Q3/12/13	70.0%	70.0%
Q2/12/13	70.0%	81.0%
Q1/12/13	70.0%	80.0%

Annual Target: 2013/14 - 77%
2012/13 - 70%

Indicator of good performance:
A higher level 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):

(Q1 2013/14) First quarter performance for this KPI is behind target, but within the tolerance set for the 'amber' performance status.

Corrective action proposed (if required):

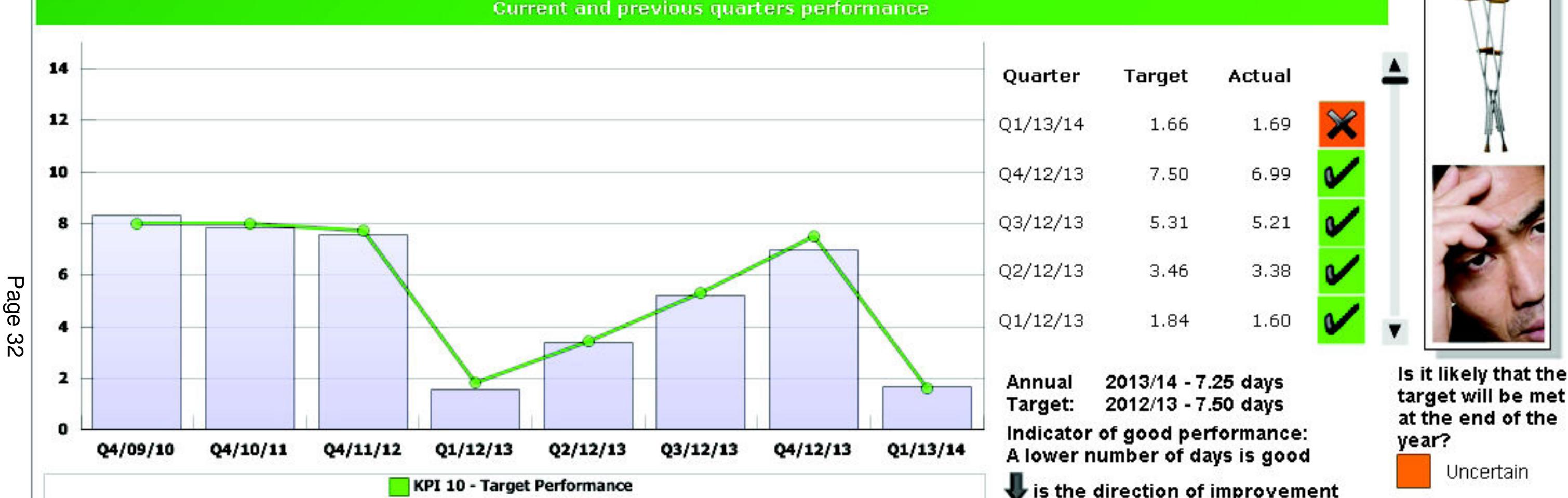
(Q1 2013/14) A number of actions from the KPI improvement plan for 2013/14 are due to be implemented shortly, including the completion of a review of page content, a spelling review (for potential misspellings), and the completion of the A-Z facility. Other improvement actions are scheduled to be completed throughout the year, and work is being undertaken to develop a new version of the KPI for 2014/15, to more robustly reflect user satisfaction with the website.

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



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



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

Uncertain

Comment on current performance (including context):

(Q1 2013/14)

Corrective action proposed (if required):

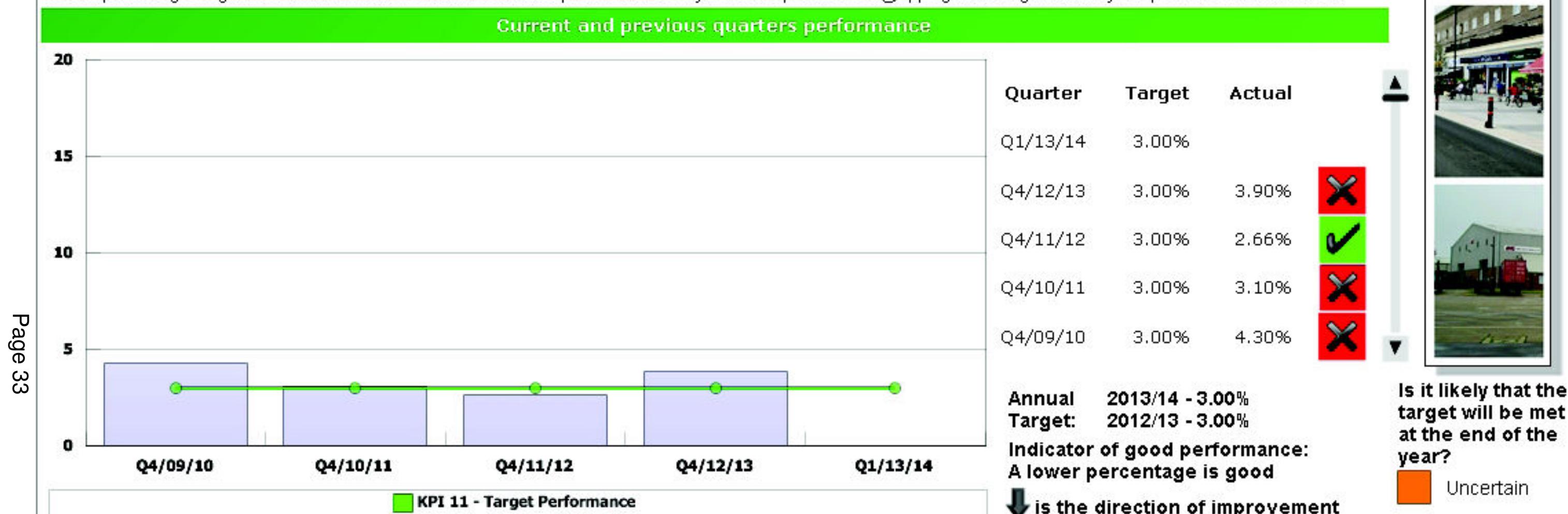
(Q1 2013/14)

KPI 11 What percentage of the rent we were due to be paid for our commercial premises was not paid?



Additional Information: This indicator is a measure of a local authority's rent collection and arrears recovery service for its property portfolio and assists in monitoring the collection of important income to the Council. Performance against this indicator is reported at year-end only.

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



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

Annual 2013/14 - 3.00%
 Target: 2012/13 - 3.00%

Indicator of good performance:
 A lower percentage is good

KPI 12 What percentage of our commercial premises was let to tenants?

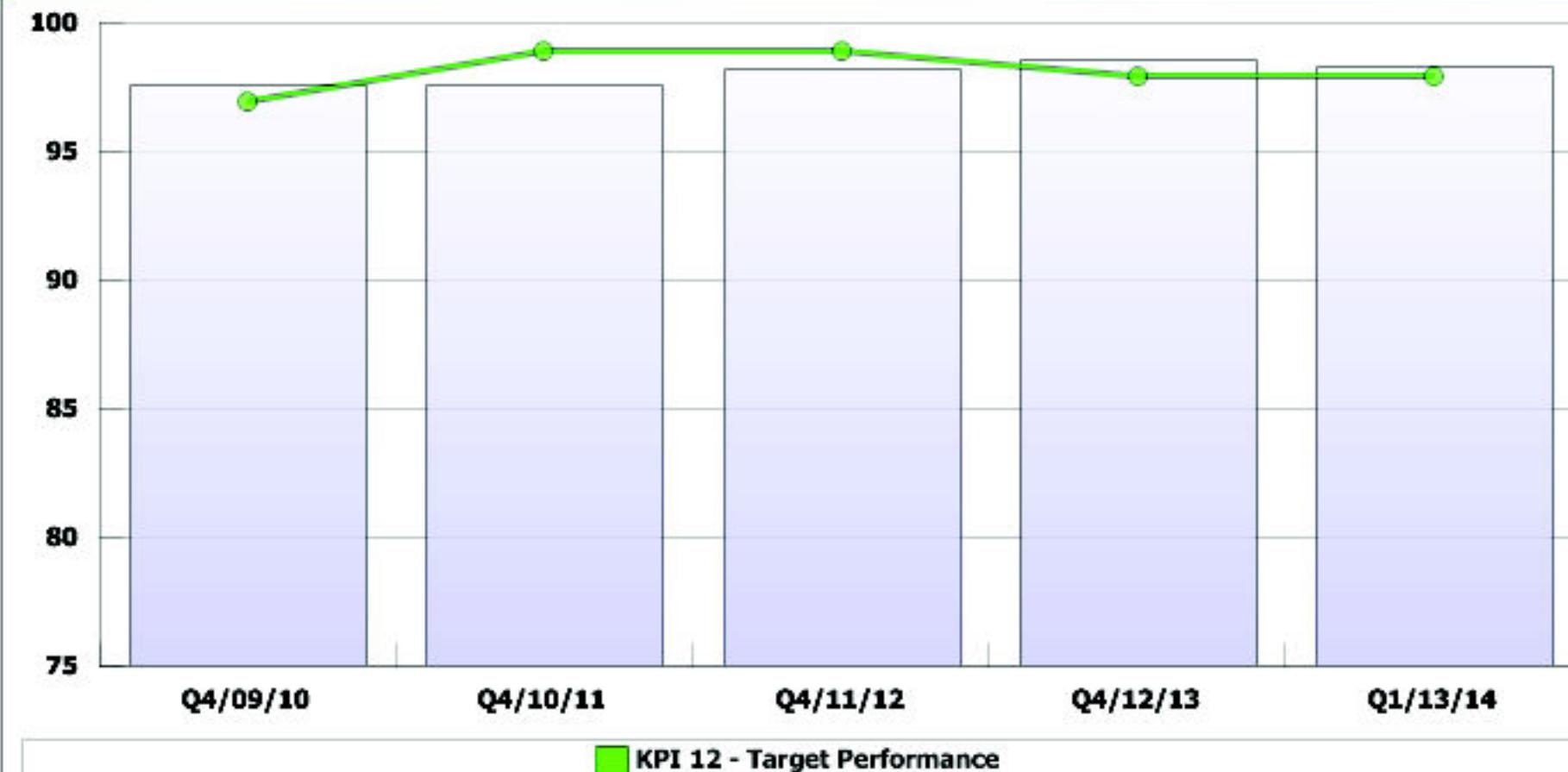


Additional Information: This indicator monitors the effectiveness of the local authority's asset management function and helps to monitor the vitality of the Council's commercial and industrial portfolio. Performance against this indicator is reported at year-end only.

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

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Current and previous quarters performance



Quarter	Target	Actual	Performance Status
Q1/13/14	98.00%	98.31%	Green Checkmark
Q4/12/13	98.00%	98.64%	Green Checkmark
Q4/11/12	99.00%	98.30%	Red X
Q4/10/11	99.00%	97.63%	Red X
Q4/09/10	97.00%	97.63%	Green Checkmark

Annual Target: 2013/14 - 98.00%
2012/13 - 98.00%

Indicator of good performance:
A higher percentage is good

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

Uncertain

↑ is the direction of improvement

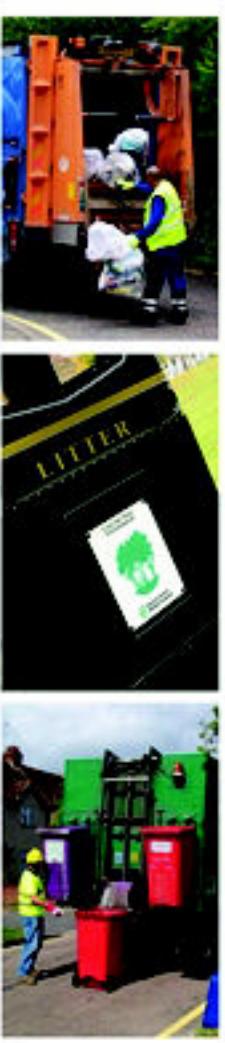
Comment on current performance (including context):

(Q1 2013/14) Director of Corporate Support Services to report

Corrective action proposed (if required):

(Q1 2013/14) Director of Corporate Support Services to report

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

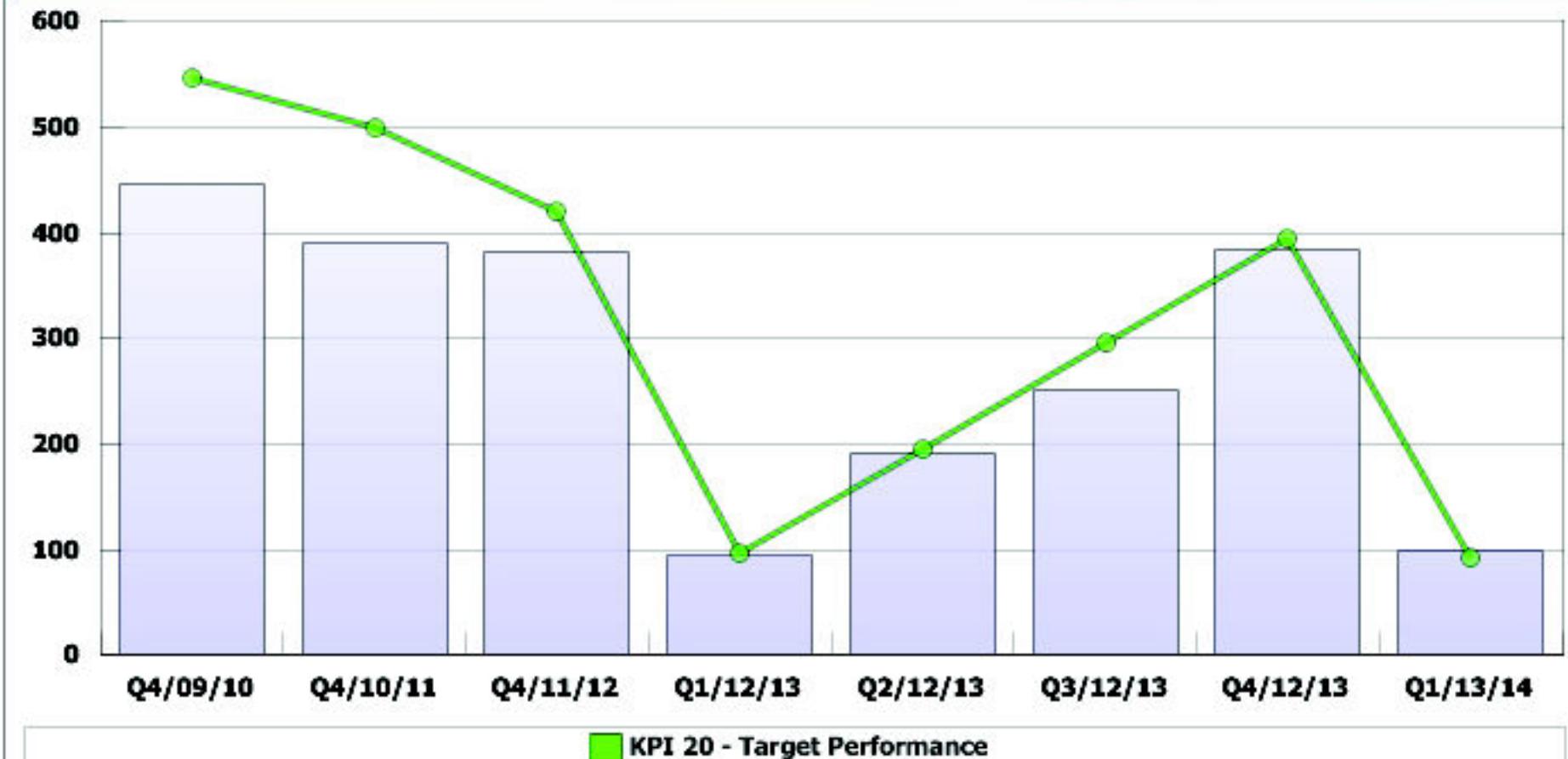


Additional Information: This indicator supports reductions in the amount of residual waste collected, through less overall waste and more reuse, recycling and composting. Quarterly targets and performance details for this indicator are measured in kilograms per household, and represent the cumulative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

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Current and previous quarters performance



Quarter	Target	Actual
Q1/13/14	94	100
Q4/12/13	395	384
Q3/12/13	296	252
Q2/12/13	196	192
Q1/12/13	97	95

Annual Target: 2013/14 - 380 kg
2012/13 - 395 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?

Uncertain

Comment on current performance (including context):

(Q1 2013/14) The outturn of 100kg is only slightly above the Q1 target of 94kg. It is difficult to determine a precise trend this early into the year, but it does reflect the continued need to maintain awareness of the need to recycle. Messages from government in respect of the need to separate out materials and the proliferation of containers may not be helping in reinforcing that need. Similarly, changes in the law reducing the ability of local authorities to require residents to take particular actions are also undermining the ability of councils to maintain and/or drive up recycling levels.

Corrective action proposed (if required):

(Q1 2013/14) No additional actions at this stage other than to review current awareness messages and associated material. Performance to be reviewed as part of the normal quarterly monitoring regime.

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

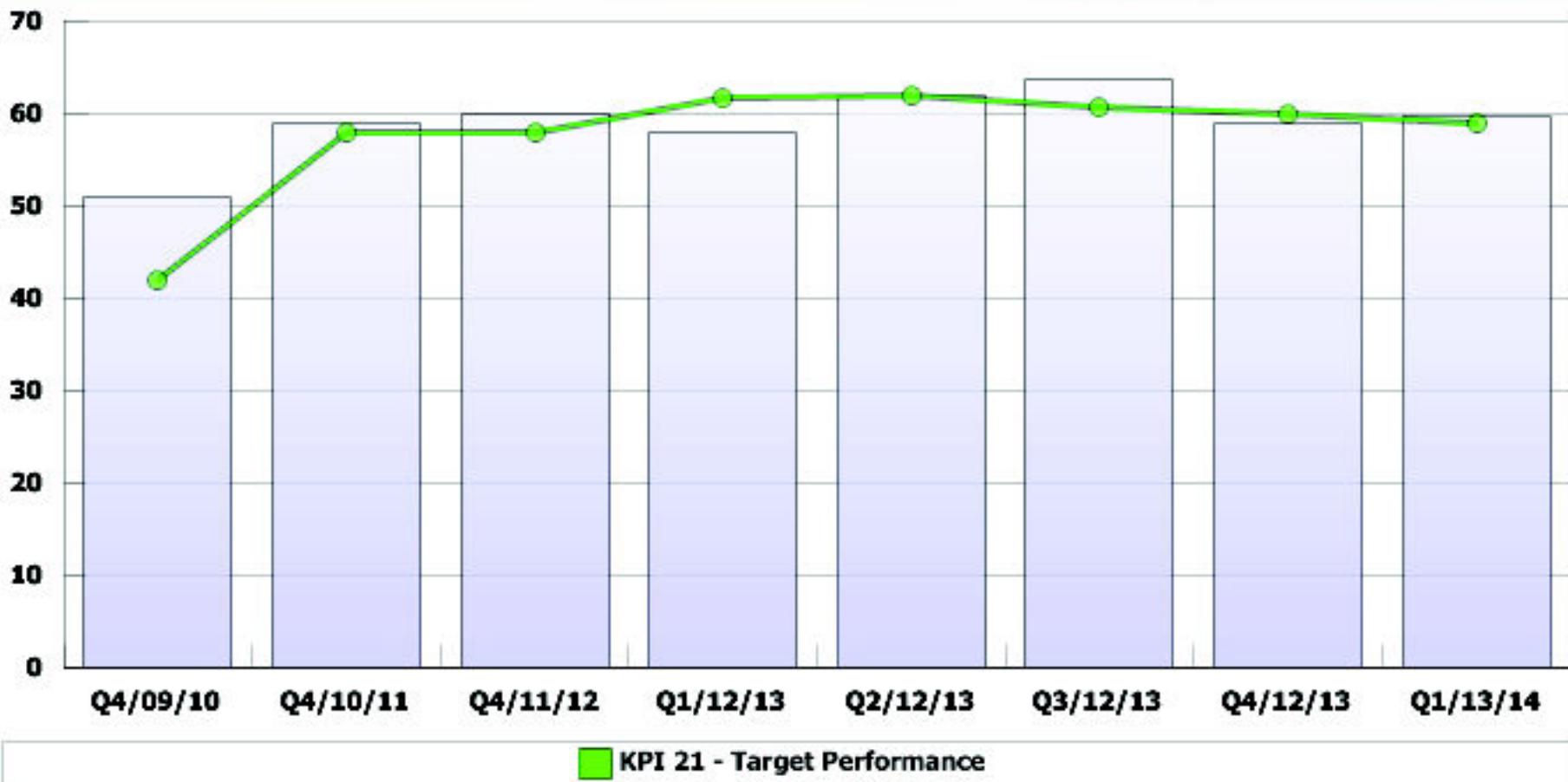


Additional Information: This indicator supports year on year reductions in the amount of residual waste collected, and measures the percentage of household waste arisings sent for reuse, recycling, composting or anaerobic digestion.

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

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Current and previous quarters performance



Quarter	Target	Actual
Q1/13/14	59.01%	59.93%
Q4/12/13	60.00%	59.14%
Q3/12/13	60.76%	63.87%
Q2/12/13	62.13%	62.00%
Q1/12/13	61.91%	58.16%

Annual Target: 2013/14 - 60.00%
2012/13 - 60.00%

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?

Uncertain

Comment on current performance (including context):

(Q1 2013/14) Whilst this target has been met, it is only slightly above and should also be viewed in the context of the failure to meet the target for residual waste (KPI20). These two indicators together perhaps demonstrate that residents are not recycling as avidly as they once were, and, as with KPI20, government messages in respect of the need to separate out materials and the proliferation of containers may not be helping in reinforcing that need. Similarly, changes in the law reducing the ability of local authorities to require residents to take particular actions are also undermining the ability of councils to maintain and/or drive up recycling levels.

Corrective action proposed (if required):

(Q1 2013/14) Need to review and reinforce educational programme to ensure residents remain aware of the importance of continuing to recycle. Performance to be reviewed as part of the normal quarterly monitoring regime.

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

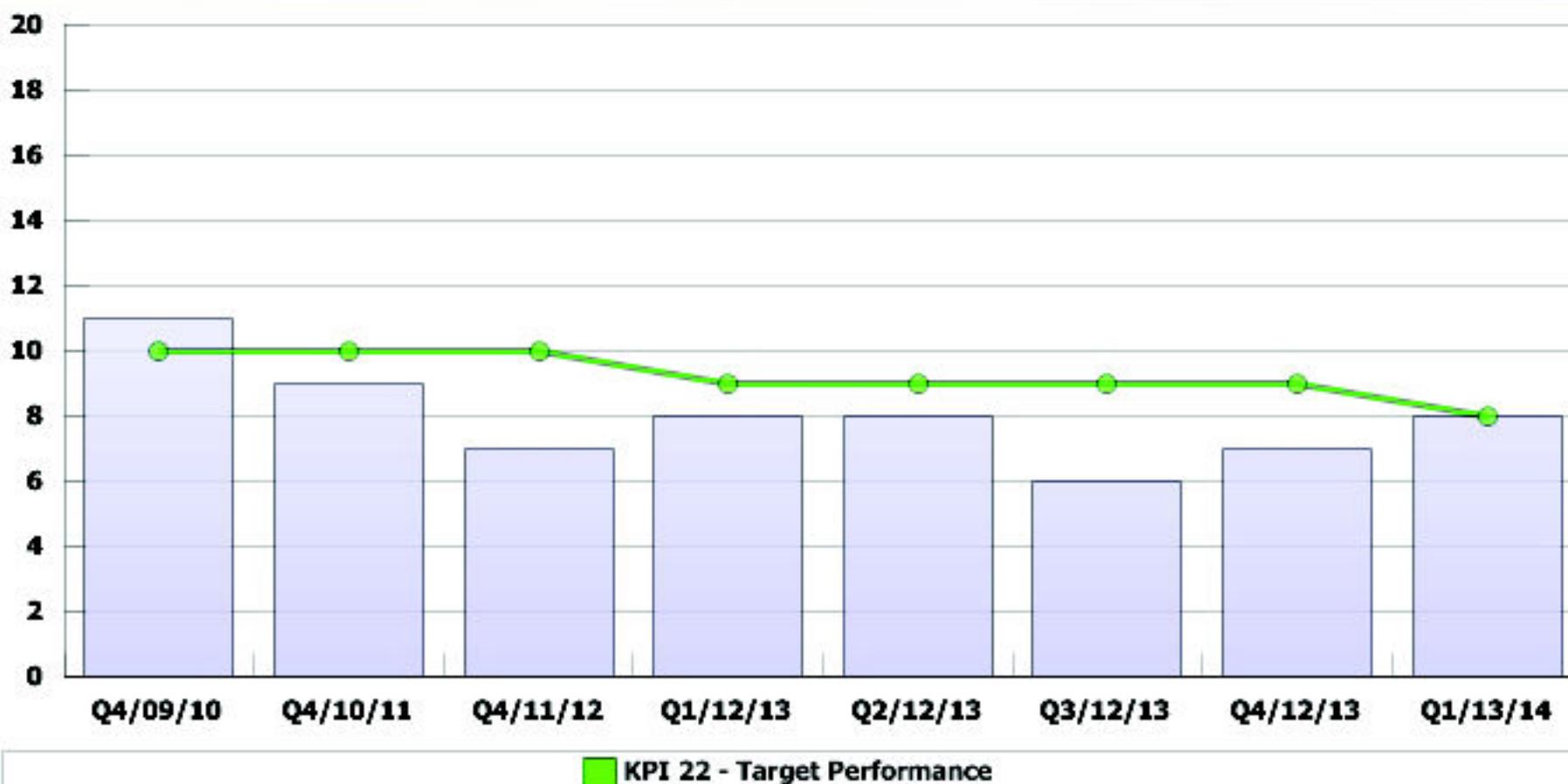


Additional Information: This indicator seeks to reduce unacceptable levels of litter. Performance is based on surveys of prescribed sites carried out over four quarterly periods each year, and represents the percentage of relevant land with deposits of litter which exceed the acceptable level.

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

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Current and previous quarters performance



Quarter	Target	Actual
Q1/13/14	8%	8%
Q4/12/13	9%	7%
Q3/12/13	9%	6%
Q2/12/13	9%	8%
Q1/12/13	9%	8%

Annual Target: 2013/14 - 8%
2012/13 - 9%

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):

(Q1 2013/14) This is an acceptable result for Q1 and much in line with previous quarters' performance. This is unlikely to change in the short term since it is unlikely, with the existing contract drawing to a close, that the current contractor will introduce any significant changes in methodology.

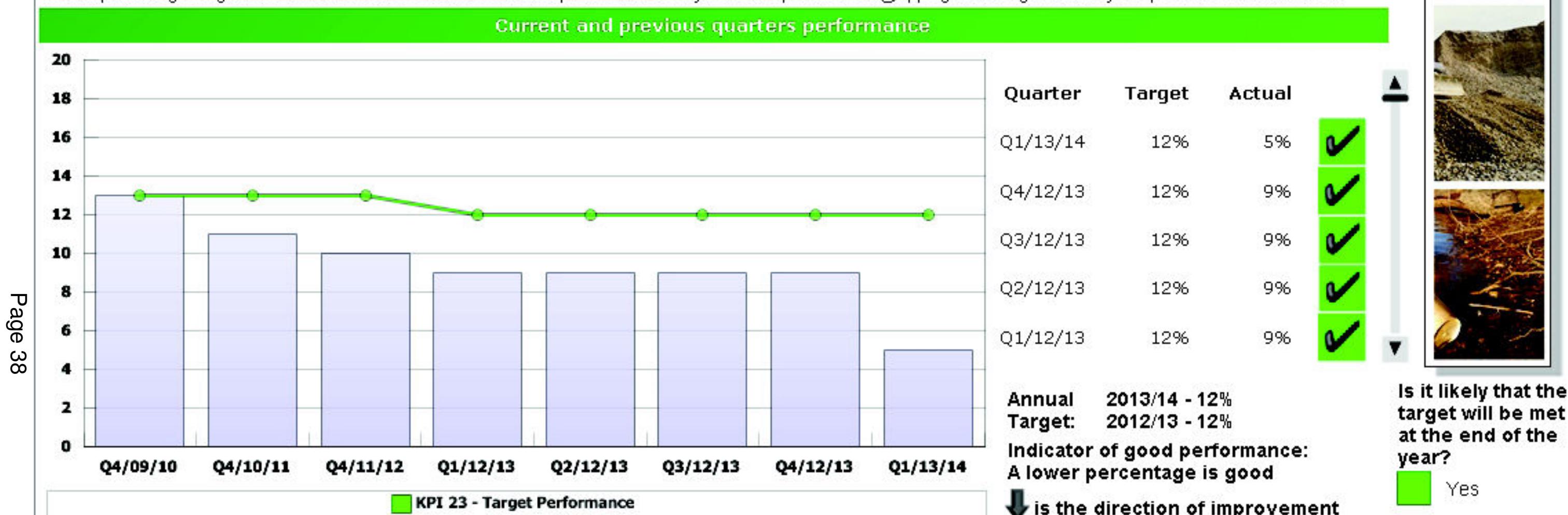
Corrective action proposed (if required):

(Q1 2013/14) No remedial action required at this time.

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

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



Comment on current performance (including context):

(Q1 2013/14) This is an excellent outcome given the difficulties the nature of the district presents. However, we have seen outturns as good as this previously, only to see them drift off over the course of the year.

Corrective action proposed (if required):

(Q1 2013/14) No remedial action at this time, but vigilance required to ensure no significant slippage in performance going forwards through the year.



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

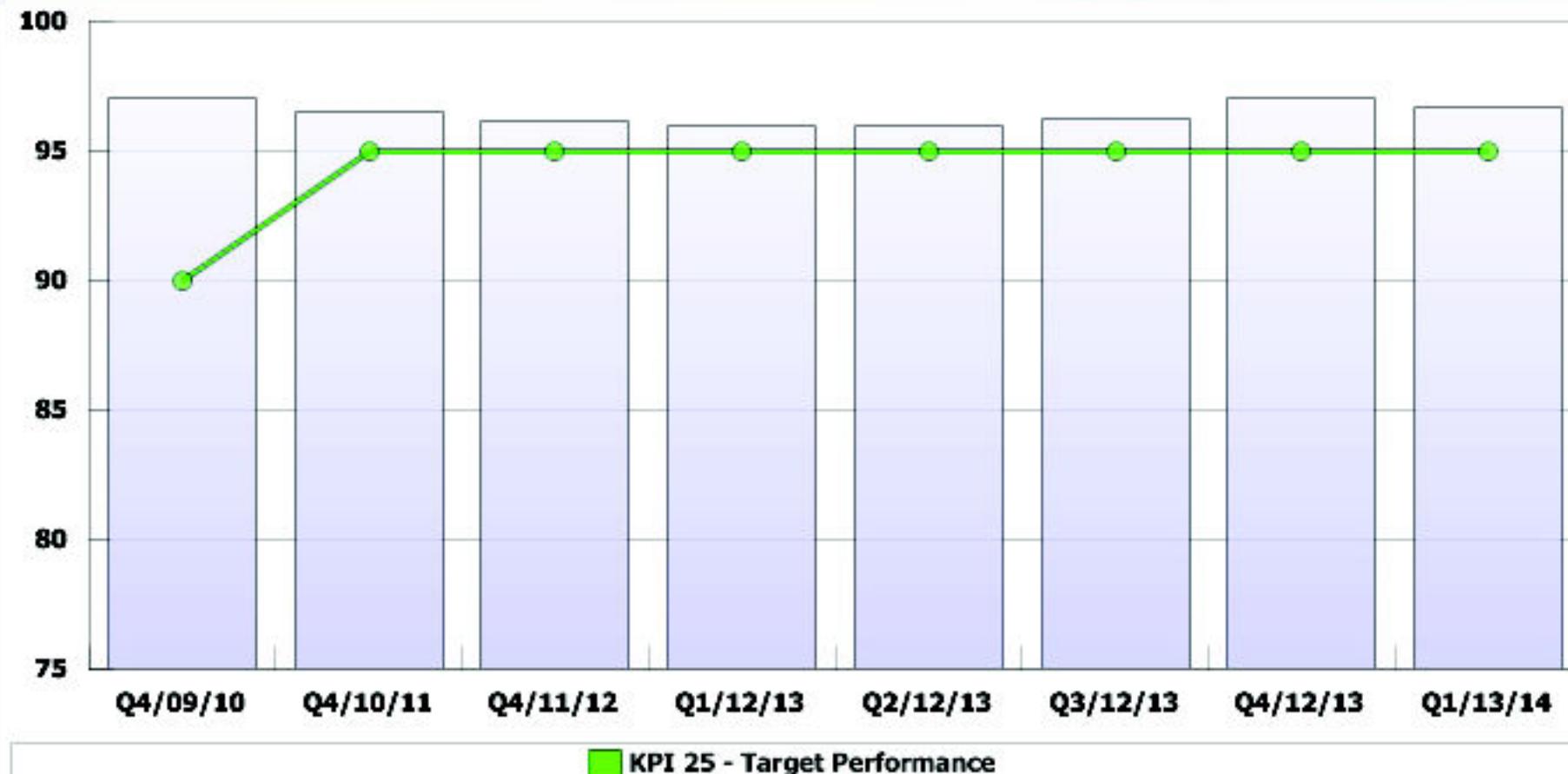


Additional Information: Dealing with 'enviro-crime' is a key element of the 'Safer, Cleaner, Greener' initiative, and this indicator measures the percentage of issues raised and complaints received by the Environment and Neighbourhoods Team that are responded to within three working days

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

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Current and previous quarters performance



Quarter	Target	Actual
Q1/13/14	95.00%	96.76%
Q4/12/13	95.00%	97.10%
Q3/12/13	95.00%	96.30%
Q2/12/13	95.00%	96.00%
Q1/12/13	95.00%	96.00%

Annual Target: 2013/14 - 95.00%
Target: 2012/13 - 95.00%
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):

(Q1 2013/14) Performance continues at a high level with 986 of the 1,019 complaints received in Q1 being responded to within 3 days or better.

Corrective action proposed (if required):

(Q1 2013/14) No remedial action required, but it is worth noting that this is a 'people driven' indicator, and absences of key staff can and do have a significant effect on performance.

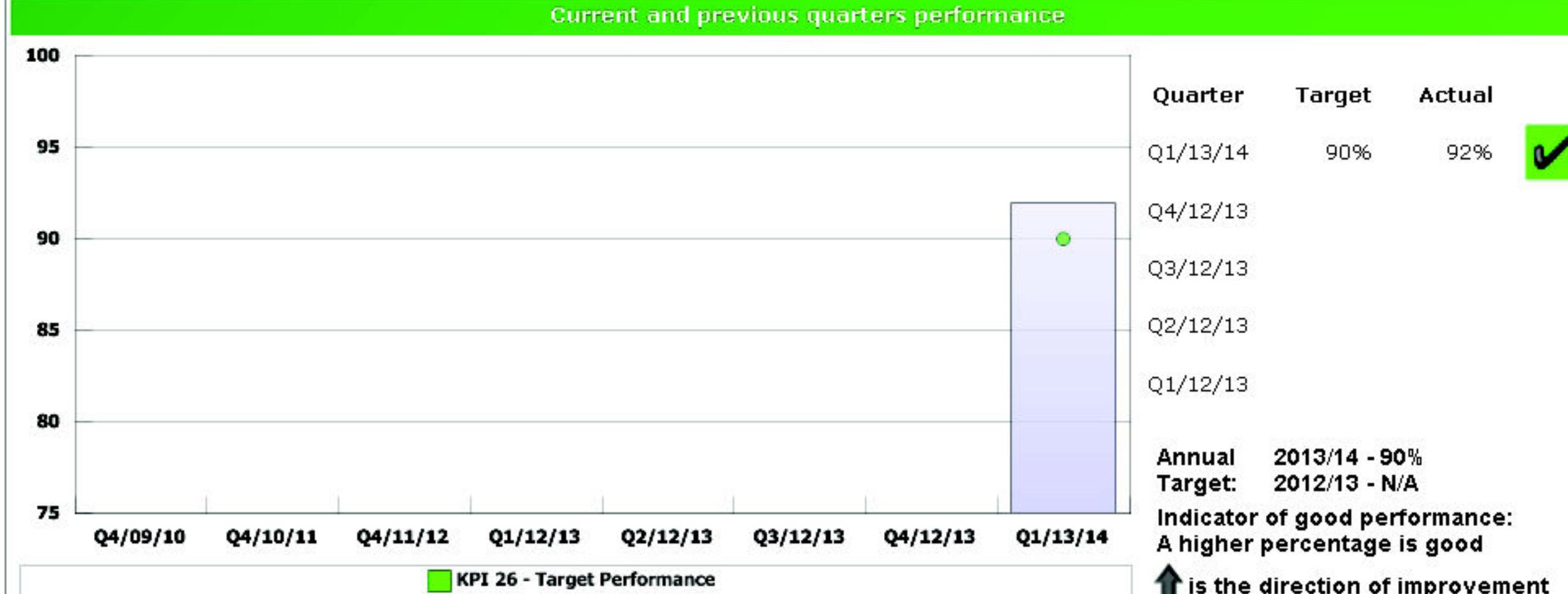
KPI 26 What percentage of the recorded incidences of fly-tipping are investigated within 3 working days of being recorded?



Additional Information:

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

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

Comment on current performance (including context):

(Q1 2013/14) This is a new indicator for 2013/14. The target has been achieved with 227 of the 247 complaints incidences reported being investigated within 3 working days of receipt. Of those that failed to meet the 3 day target, 12 of 20 were investigated within 4 working days, still a good level of response.

Corrective action proposed (if required):

(Q1 2013/14) No remedial action required at this time.

KPI 27a What percentage of the recorded incidences of fly-tipping (contract cleared) are removed within 5 working days of being recorded?

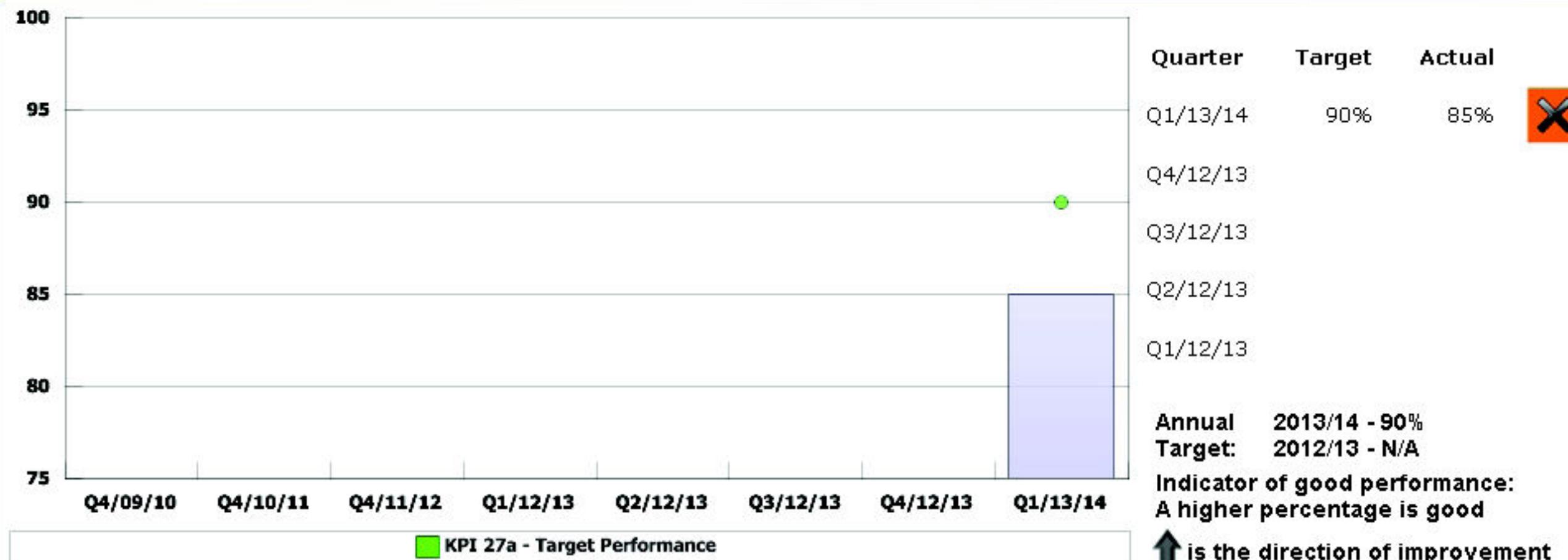


Additional Information: This indicator specifically considers fly-tip incidents which occur on land which the council is responsible for clearing and which can be cleared under the existing waste contract.

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

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Current and previous quarters performance



Comment on current performance (including context):

(Q1 2013/14) A new indicator for 2013/14. 99 of the 116 relevant incidences were dealt within with the target period. The delays in the failed instances were related to matters such as time taken to establish land ownership and determining whether the existing contract was usable in a particular instance.

Corrective action proposed (if required):

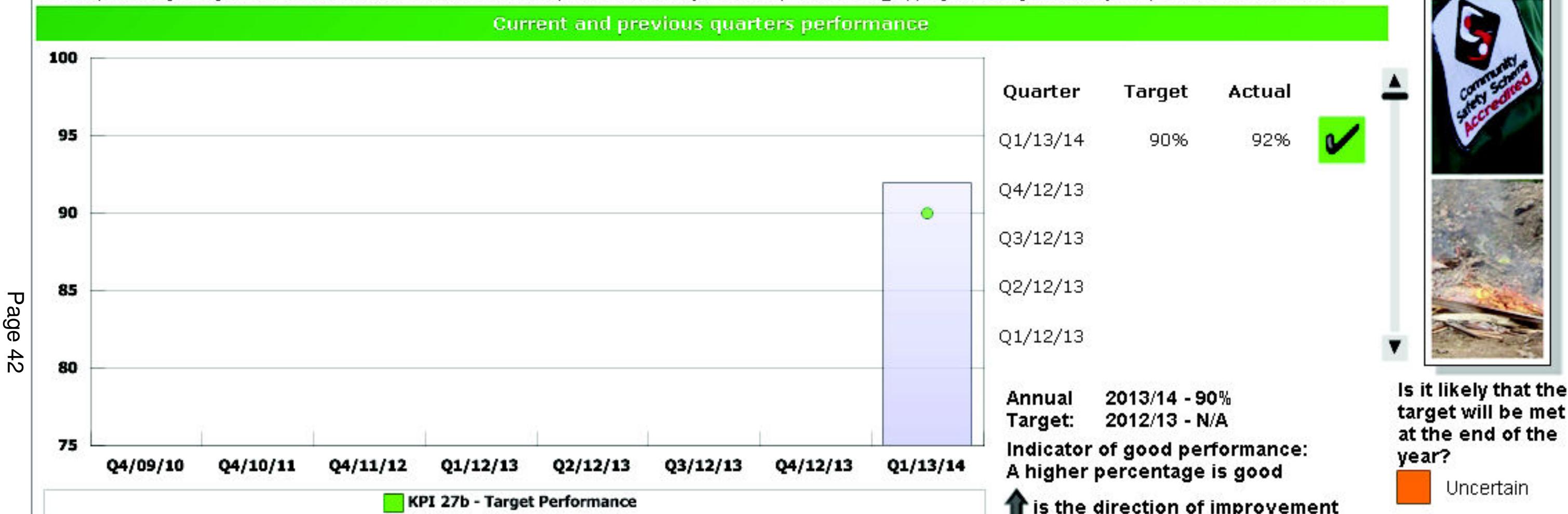
(Q1 2013/14) As a new indicator, the process will be carefully monitored to determine whether additional actions are required or whether the target is reasonable in all the circumstances.

KPI 27b What percentage of the recorded incidences of fly-tipping (variation order / non-contract) are removed within 10 working days of being recorded?



Additional Information: This indicator specifically considers fly-tip incidents which occur on land which the council is responsible for clearing and which require an additional variation order or other non-contract clearance.

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



Comment on current performance (including context):

(Q1 2013/14) This is a new indicator for 2013/14. Target has been achieved with 154 of 168 incidences dealt with within the target time of 10 working days.

Corrective action proposed (if required):

(Q1 2013/14) No remedial action required at this time, but since new, processes for measuring the performance will be kept under review.

KPI 28 What percentage of out of hours (OOH) noise complaints are responded to within 15 minutes?

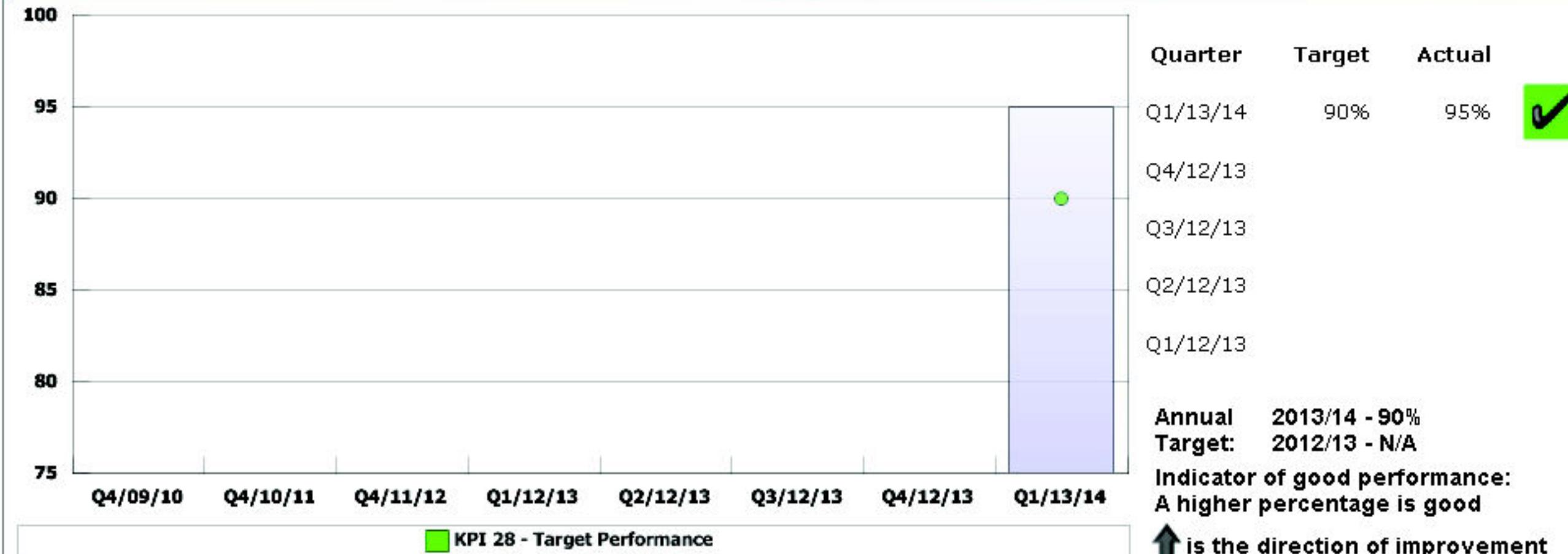


Additional Information:

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

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Current and previous quarters performance



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

Uncertain

Comment on current performance (including context):

(Q1 2013/14) This is a new indicator for 2013/14 and measures only those cases referred to the duty noise enforcement officer. In Q1 107 of the 113 referred on were dealt with within the prescribed 15 minute time period. This is a high level of performance for out of hours activity.

Corrective action proposed (if required):

(Q1 2013/14) No remedial action at this time, but as a new indicator, processes will be kept under review.

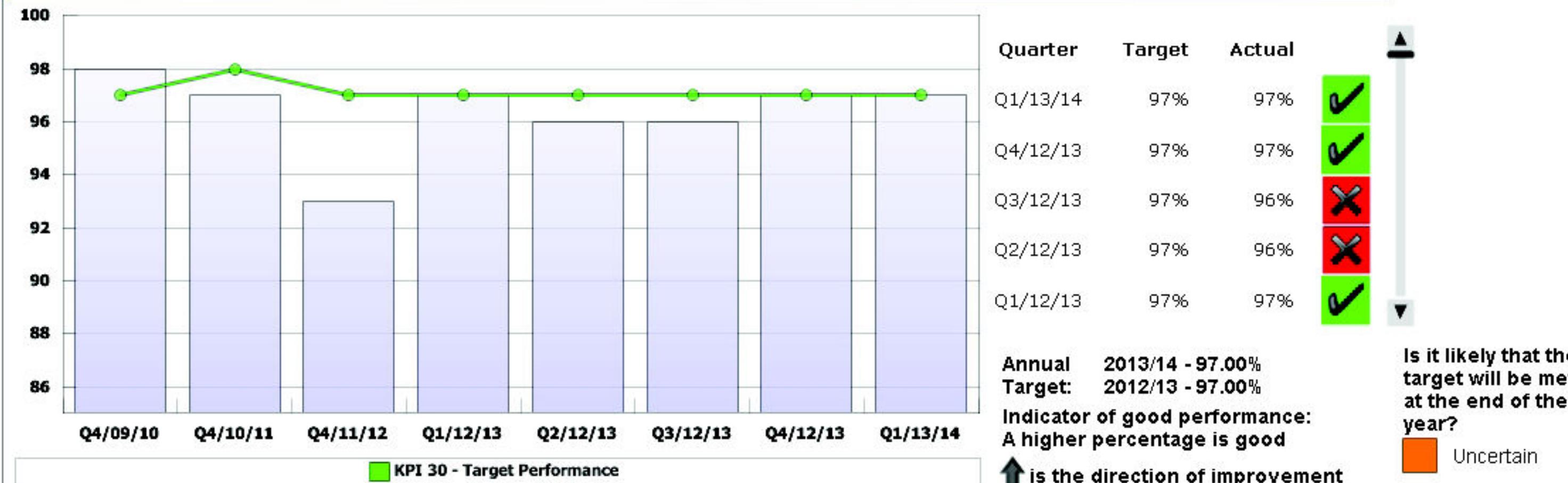
KPI 30 What percentage of the invoices we received were paid within 30 days?

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

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Current and previous quarters performance



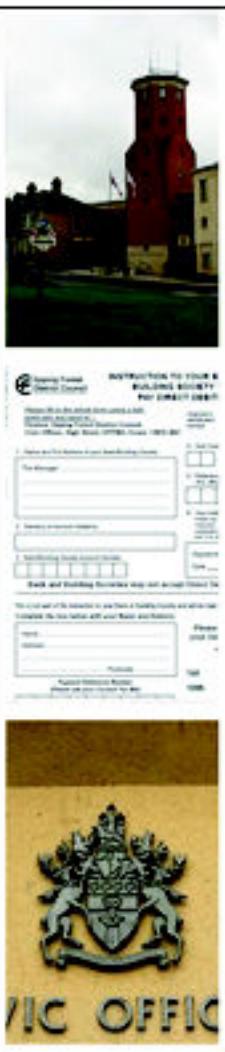
Comment on current performance (including context):

(Q1 2013/14) The performance achieved during the last quarter of 2012/13 continued into the first quarter of 2013/14. Performance in two directorates was 98% which made up 56% of the total invoices processed. 91% of local supplier invoices were paid within 20 days, this is a good improvement on 2012/13 which was 86%.

Corrective action proposed (if required):

(Q1 2013/14)

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

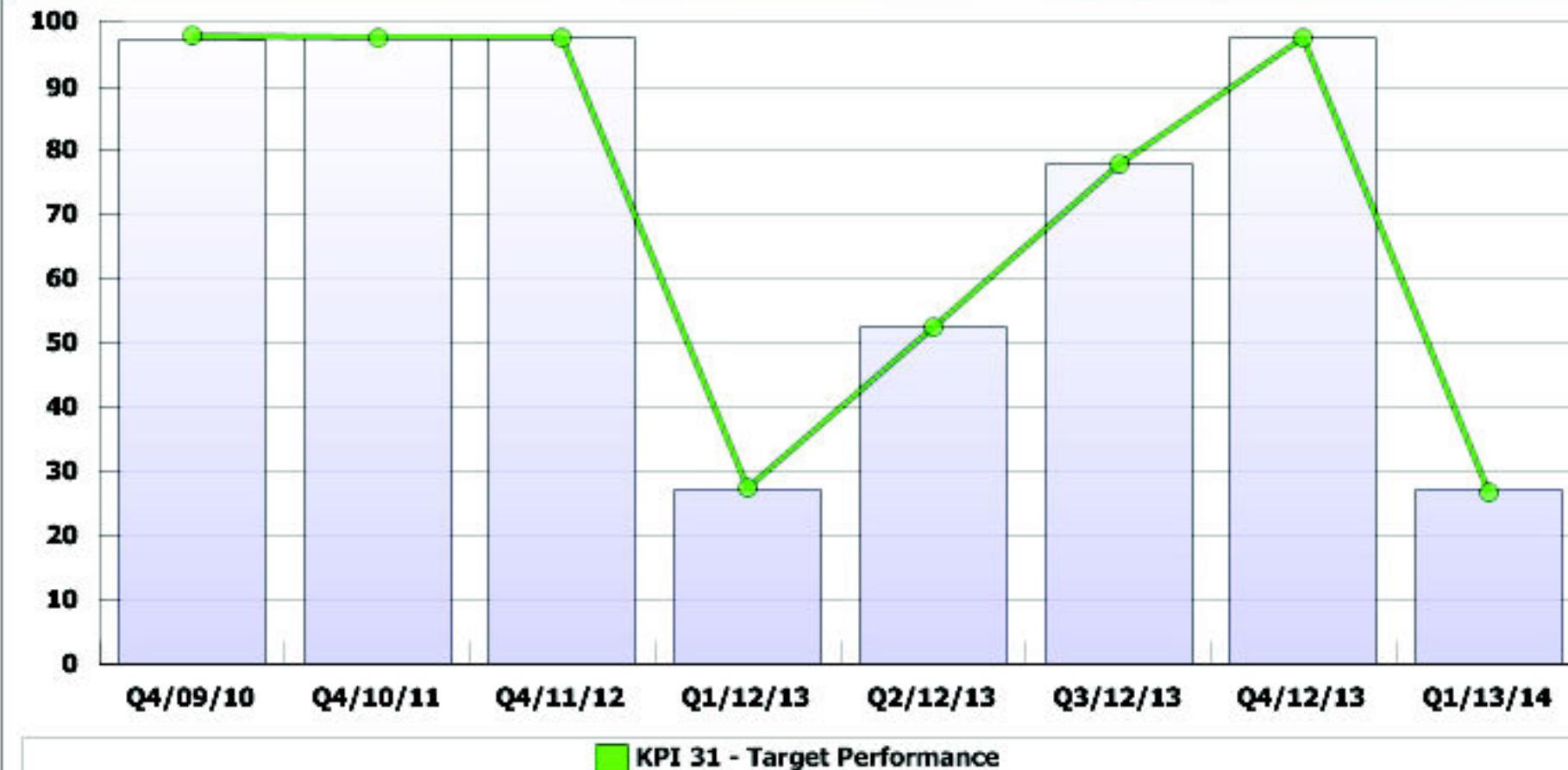


Additional Information: This indicator monitors the rate of collection of Council Tax. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

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

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Current and previous quarters performance



Quarter	Target	Actual
Q1/13/14	27.06%	27.20%
Q4/12/13	97.80%	97.82%
Q3/12/13	78.02%	77.87%
Q2/12/13	52.69%	52.53%
Q1/12/13	27.50%	27.40%

Annual Target: 2013/14 - 96.60%
2012/13 - 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):

(Q1 2013/14) The collection rate is 27.2% which is 0.2% down on the same stage last year. This is mainly due to the impact of the new cases paying Council Tax as a result of the Localisation of Council Tax Support. This collection can be broken down further to provide a comparison with last year. The collection rate for the cases previously on 100% Council Tax Benefit in 2012/13 is 16.77%, if these cases are removed from the calculation for 2013/14 then the rate is 27.35% which means the main body of collection for non-LCTS cases is broadly in line with last year's performance.

Corrective action proposed (if required):

(Q1 2013/14) Collection and recovery procedures are in place for outstanding debts.

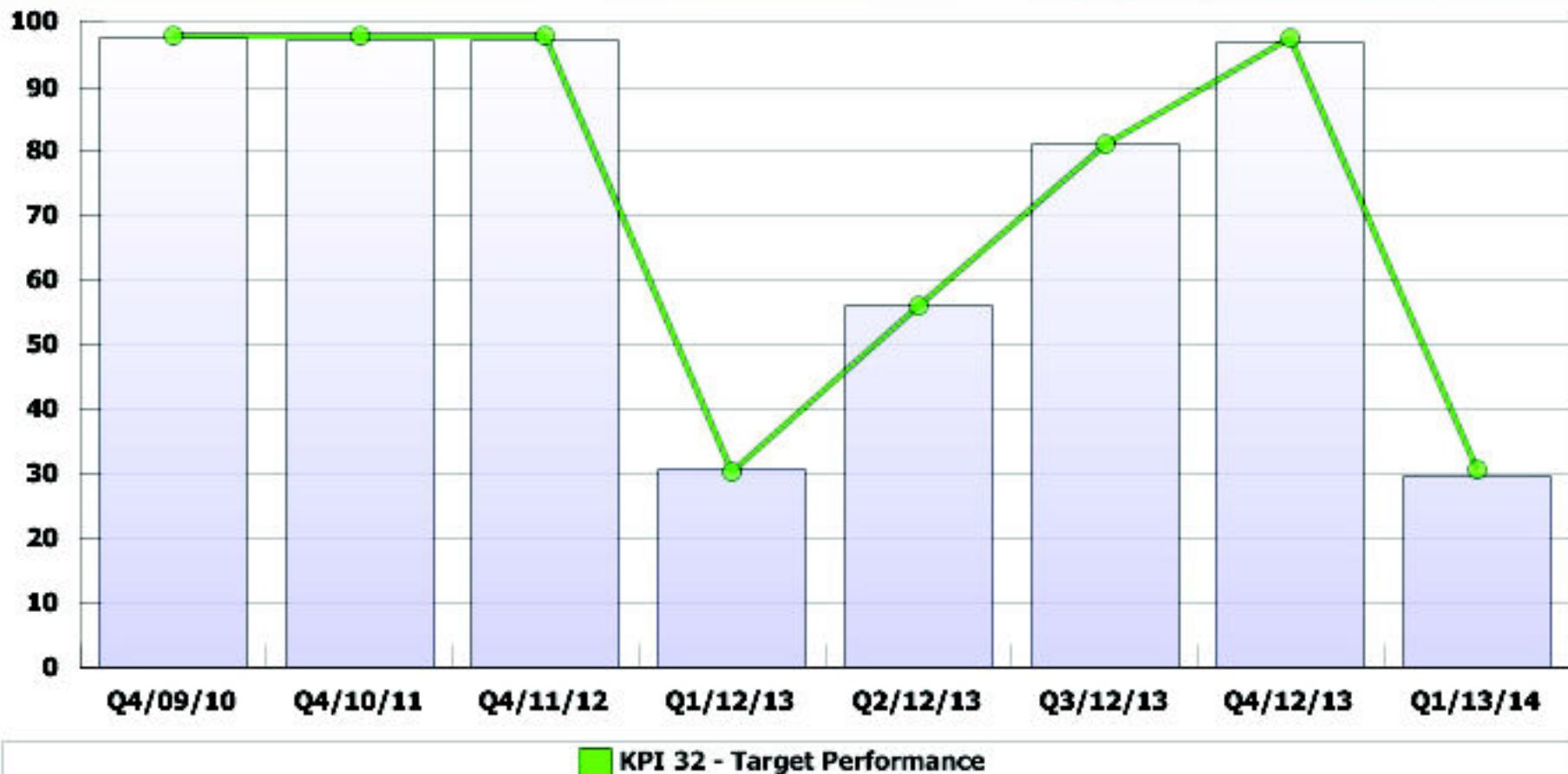
KPI 32 What percentage of the district's annual business rates was collected?

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

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Current and previous quarters performance



Quarter	Target	Actual
Q1/13/14	31.04%	29.80%
Q4/12/13	97.50%	96.85%
Q3/12/13	81.27%	81.33%
Q2/12/13	56.32%	56.32%
Q1/12/13	30.52%	30.83%

Annual Target: 2013/14 - 97.50%
2012/13 - 97.50%

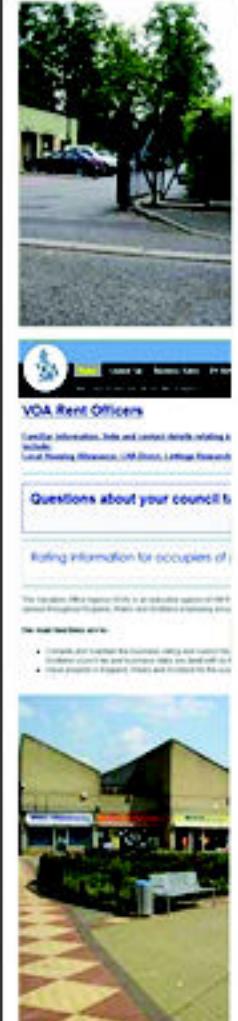
Indicator of good performance:
A higher percentage is good

↑ 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):

(Q1 2013/14) Collection remains difficult at this time due to the lack of a strong economic recovery. The headline performance is approximately 1% lower than at this point last year. However, this indicator only takes into account the in-year collection for 2013/14 bills and there is better news on collections relating to earlier years, which are 85% up on the previous year. In terms of business rates retention and the ability of the Council to meet its payment requirements it does not matter which year the collections relate to. Adjusting the performance indicator to cover all years and not just the current year reduces the deficit against the previous year performance to 0.5%.

Corrective action proposed (if required):

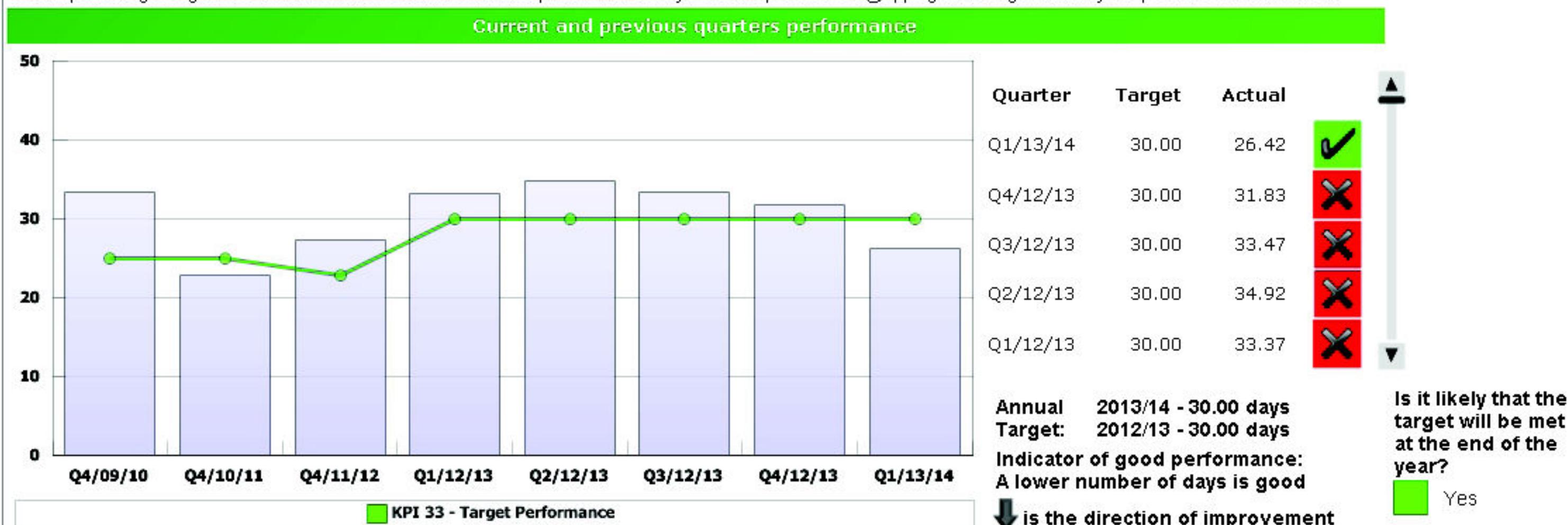
(Q1 2013/14) The Council is taking recovery action to collect the outstanding debts and the position is being closely monitored.

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

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

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Comment on current performance (including context):

(Q1 2013/14) Performance is monitored on a weekly basis and improvements to processes are made when appropriate. The improvements made in quarters 3 and 4 of 2012/13 have continued and performance is on course to achieve the target. However, with major welfare reforms still occurring from April 2013, resources may be required to deal with the outcomes of these changes and this may impact on future performance.

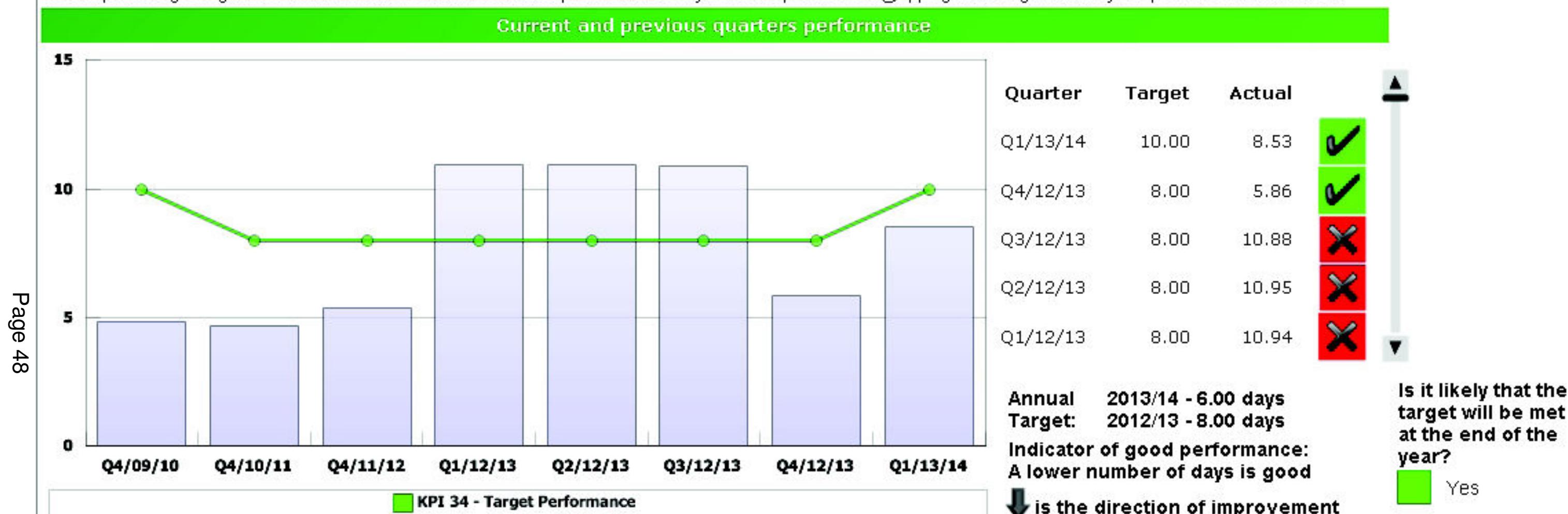
Corrective action proposed (if required):

(Q1 2013/14) Monitoring of performance will continue and any issues that arise affecting performance will be addressed.

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

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



Comment on current performance (including context):

(Q1 2013/14) Performance is monitored on a weekly basis and improvements to processes are made when appropriate. The improvements made in quarters 3 and 4 of 2012/13 have continued and performance is on course to achieve the target. However, with major welfare reforms still occurring from April 2013, resources may be required to deal with the outcomes of these changes and this may impact on future performance.

Corrective action proposed (if required):

(Q1 2013/14) Monitoring of performance will continue and any issues that arise affecting performance will be addressed. The newly profiled target has been achieved for quarter 1 and this is generally the quarter with the most changes in circumstances and therefore the slowest processing times. The lower annual target should be met.

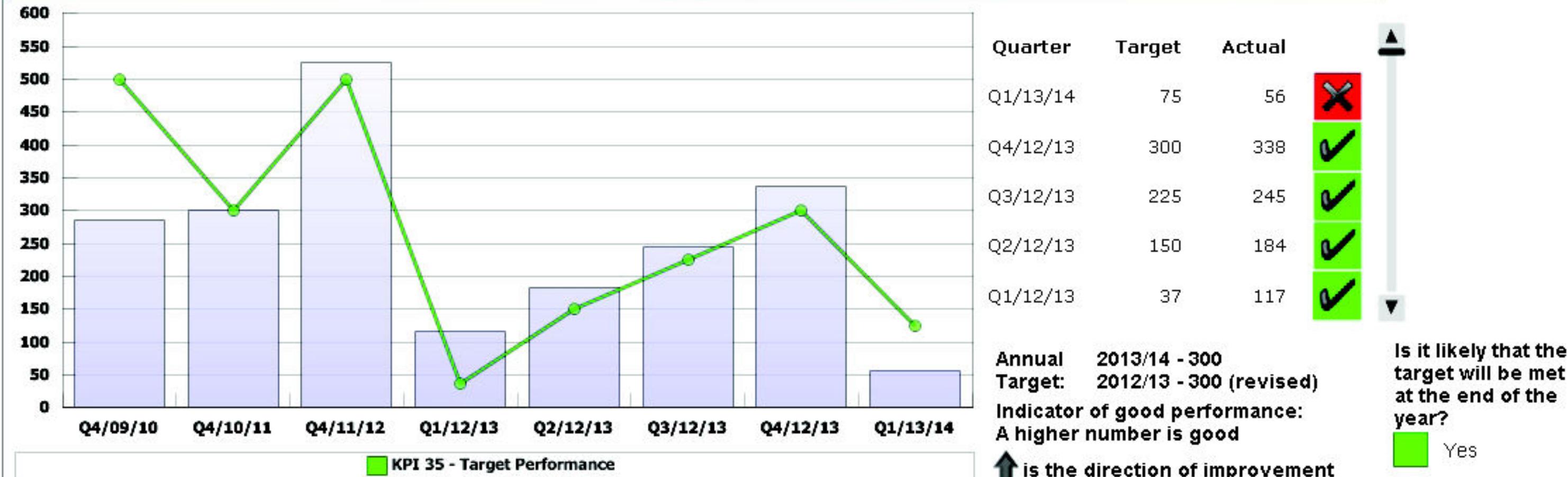
KPI 35 How many benefits fraud investigations were completed by the Council?

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

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Current and previous quarters performance



Comment on current performance (including context):

(Q1 2013/14) The target for quarter 1 of 75 has not been met, primarily due to long term sickness absence of one Investigator. It is hoped that there will not be a recurrence of the absence in quarter 2 and that the overall performance of the team will show an improvement.

Corrective action proposed (if required):

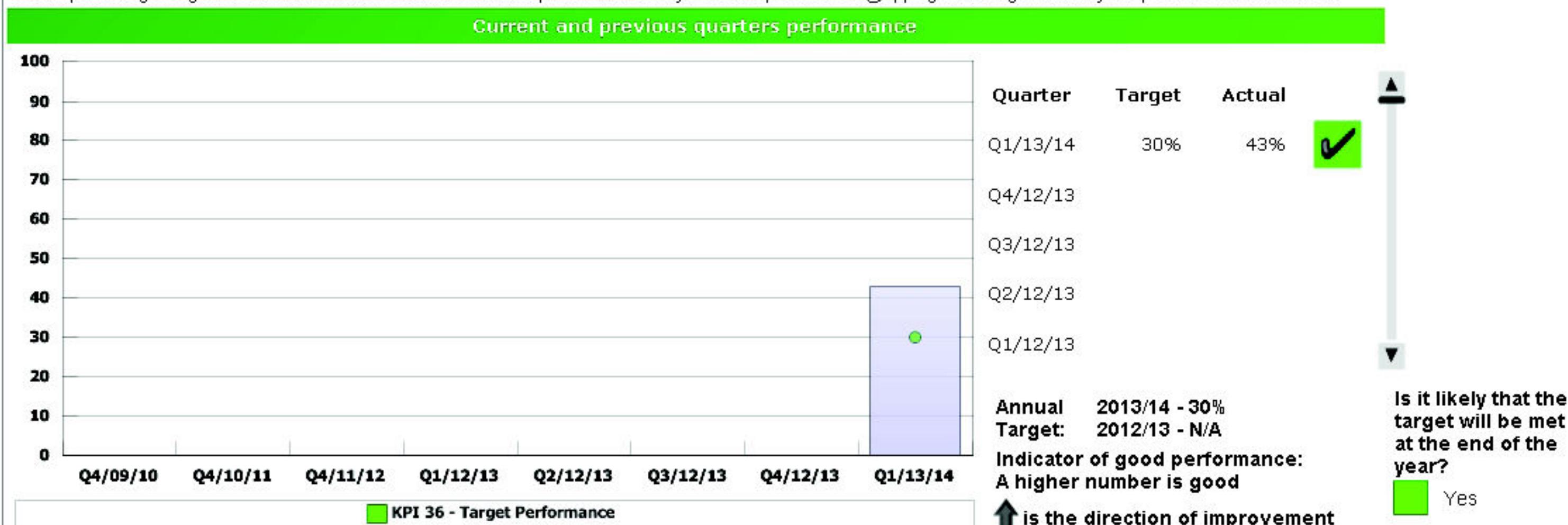
(Q1 2013/14) The team needs to be fully resourced and each Officer achieving their individual targets in order for this target to be met. It is hoped that quarter 2 will show an improvement.

KPI 36 In what percentage of fraud investigations was fraud proven?

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

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Comment on current performance (including context):

(Q1 2013/14) Although the total number of investigations carried out is below target, fraud has been proven in a high percentage of those cases and the performance is above target. This has been achieved by risk assessing fraud referrals in order that only the cases with the highest probability of fraud being proven are actually investigated.

Corrective action proposed (if required):

(Q1 2013/14) Referrals for investigation will continue to be risk assessed

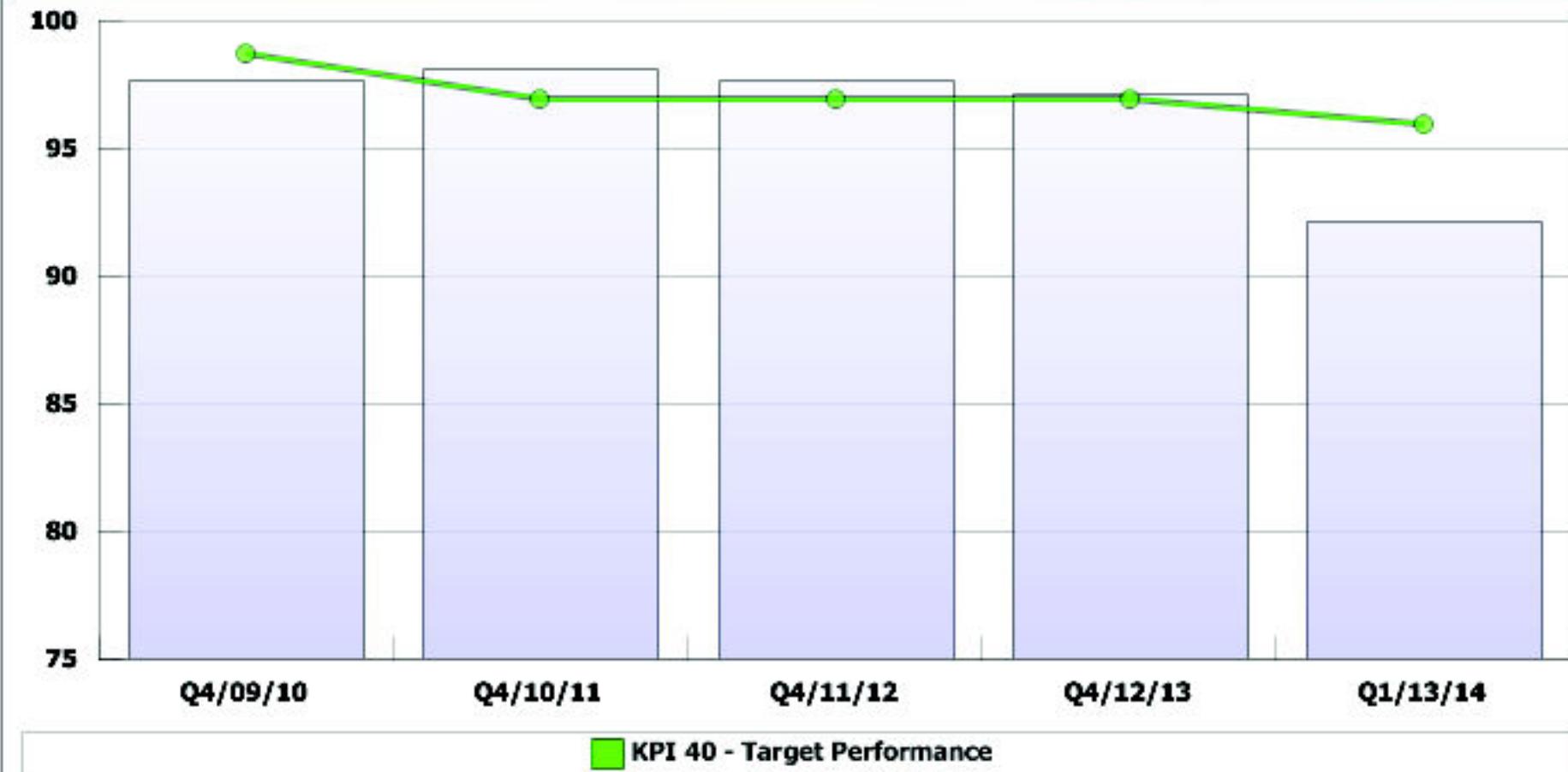
KPI 40 What percentage of the rent due from our council home tenants was paid?

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

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

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Current and previous quarters performance



Quarter	Target	Actual
Q1/13/14	96.00%	92.17%
Q4/12/13	97.00%	97.16%
Q4/11/12	97.00%	97.68%
Q4/10/11	97.00%	98.14%
Q4/09/10	98.80%	97.74%

Annual Target: 2013/14 - 96.00%
2012/13 - 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):

(Q1 2013/14) It is uncertain that the target will be achieved due to the implementation of the Welfare Reforms including the under-occupation charge and the benefits cap.

Corrective action proposed (if required):

(Q1 2013/14) The Council is taking corrective action including visiting all tenants affected by the Welfare Reforms and offering them advice, assistance and support. This includes offering tenants who are under-occupying incentives to downsize and assistance with the process from the newly appointed under-occupation officer. The Council has also increased its funding to the Epping Forest Citizens Advice Bureau to enable them to appoint two additional debt advisors, one of whom will work from the Housing Office at Limes Centre, Chigwell.

It was expected that collection rates in Quarter 1 would be lower than normal, due to almost 400 "under occupation charge" cases, which resulted in tenants having to pay 14% or 25% rent for the first time. Quarter 2 is anticipated to be better, due to tenants coming to terms with meeting these additional costs. The rent accounts of those tenants paying the "under occupation charge" are being closely monitored to identify payment trends.

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

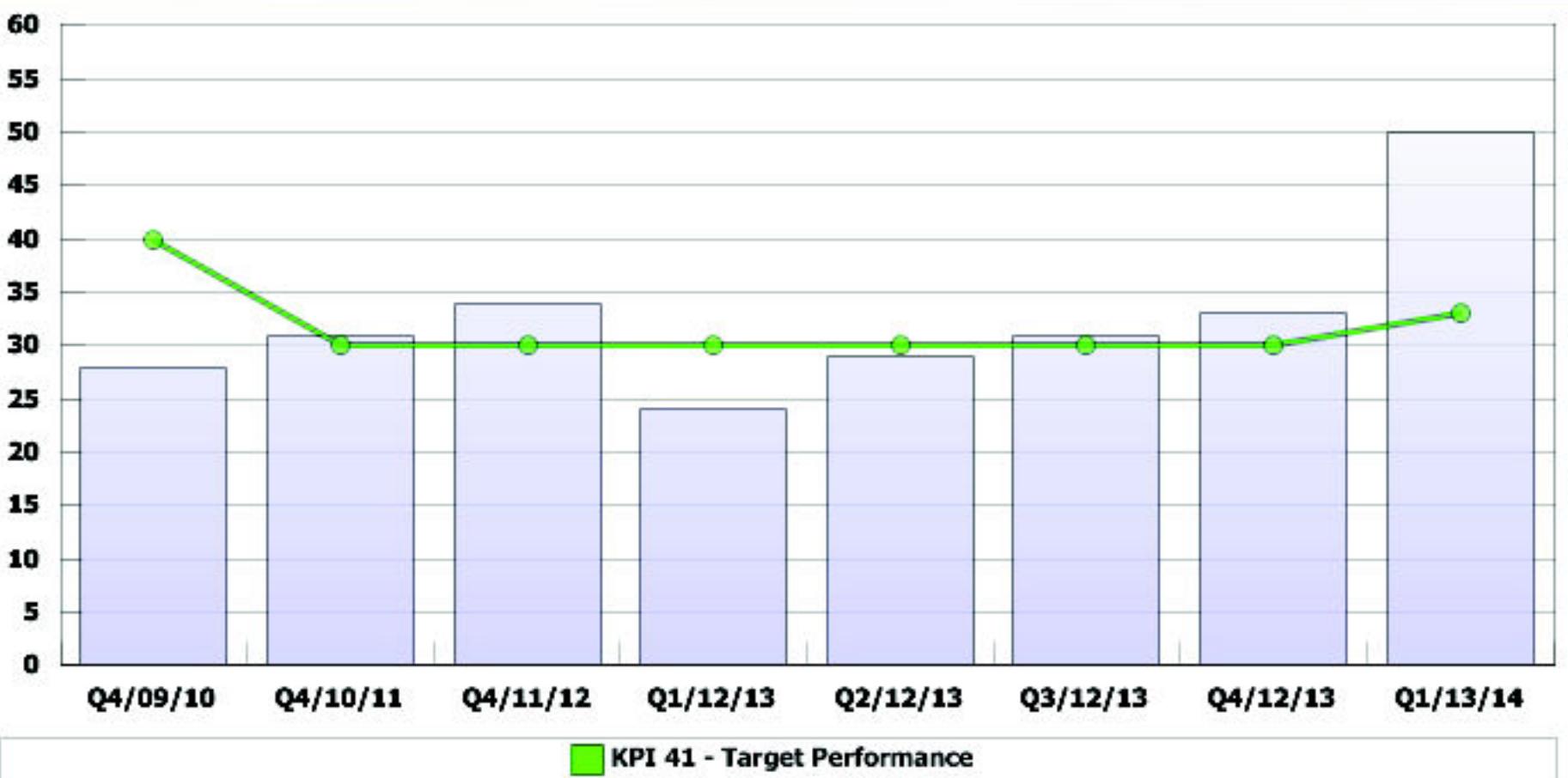


Additional Information: The calculation excludes those properties which are 'difficult to let' (offered to and refused by at least two applicants) or 'major works' (works over 6 weeks AND over £1500 in cost terms). In addition it also excludes 'properties let through mutual exchanges', 'very sheltered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

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Current and previous quarters performance



Quarter	Target	Actual	Is it likely that the target will be met at the end of the year?
Q1/13/14	33	50	✗
Q4/12/13	30	33	✗
Q3/12/13	30	31	✗
Q2/12/13	30	29	✓
Q1/12/13	30	24	✓

Annual Target: 2013/14 - 33 days
2012/13 - 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):

(Q1 2013/14)
No specific problems with Repairs this quarter but target not met for the following reasons: - One full time post responsible for allocations has been vacant for 3 months, due to the need to re-scope the post with a new JD, PS and Grade, together with the normal recruitment timescales - One full time post in the Allocations Team has been vacant for 6 months in total. New member of staff left after 3 weeks. Normal recruitment timescales therefore have been doubled. - One sheltered property letting took 463 days, due to it being difficult-to-let. The property had been regularly advertised through the Choice Based Lettings System, with absolutely no interest. Since it was let in Q1, it shows in (and distorts) the figures. - Staff absences in the Older Persons Team (mainly due to long term sickness) resulted in delays in Special Needs assessments, required for every offer of sheltered or older persons accommodation. - Extensively increased workload for the Allocations Team following the introduction of a fundamentally new Housing Allocations Scheme and new Tenancy Policy (fixed-term tenancies).

Corrective action proposed (if required):

(Q1 2013/14)
Now that the new Senior Allocations Officer has taken up her post (1 August 2013), and once the significant work required to implement the new Allocations Scheme has been completed (around September 2013), quarterly performance should improve - but it remains to be seen if the long average period for Q1 can be recovered by the end of the year.

The Housing Directorate will be commencing a Project later in the year to looking at the future provision of sheltered housing, which are among the most difficult to let vacancies.

Consideration is also being given to introducing weekly (instead of fortnightly) advertising under Choice Based Lettings after implementation of the new Allocations Scheme - which should reduce the empty property period (but at a cost).

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

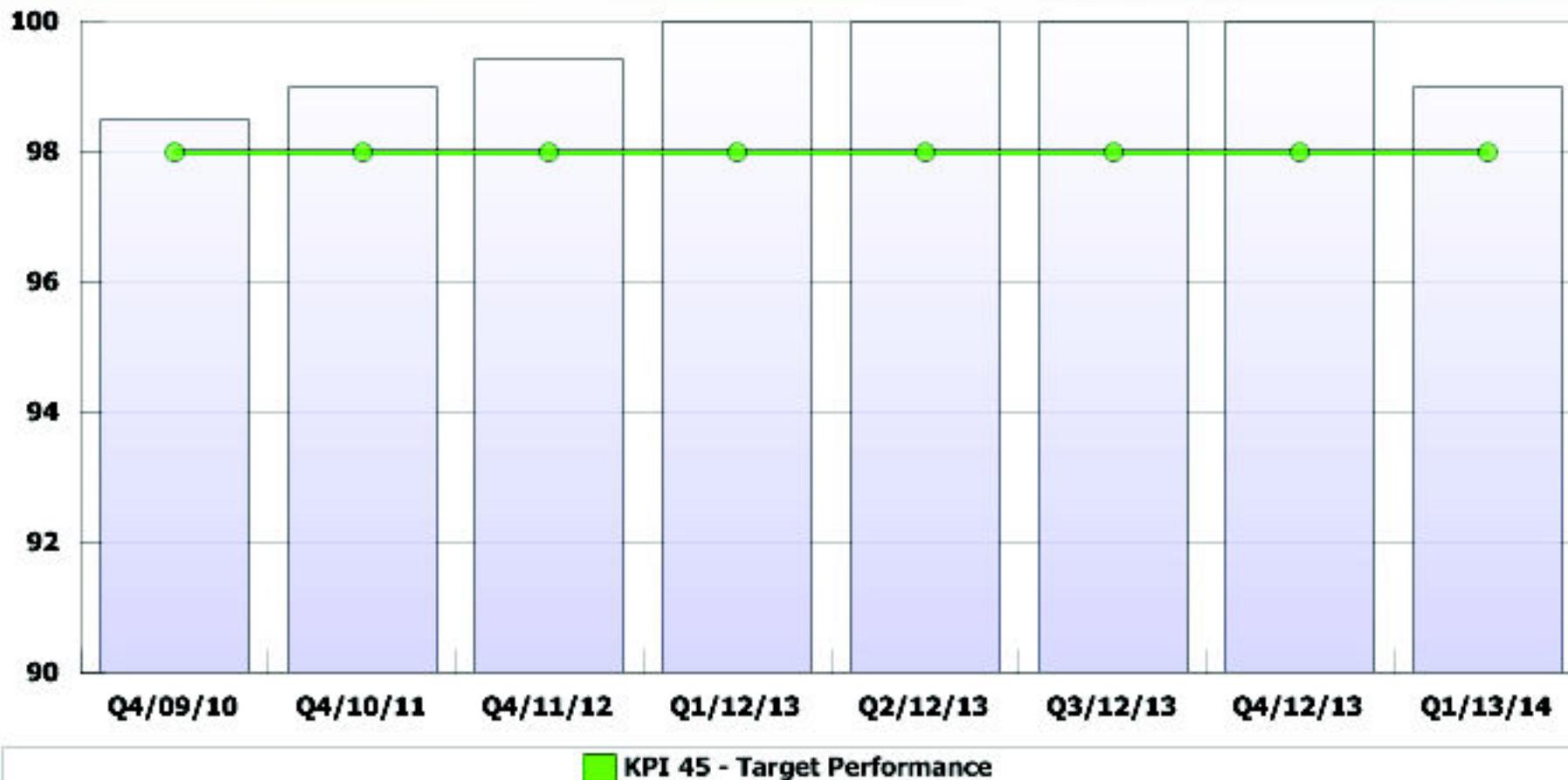
Additional Information: This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time and to the satisfaction of tenants

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

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Current and previous quarters performance



Quarter	Target	Actual
Q1/13/14	98.00%	99.00%
Q4/12/13	98.00%	100.00%
Q3/12/13	98.00%	100.00%
Q2/12/13	98.00%	100.00%
Q1/12/13	98.00%	100.00%

Annual Target: 2013/14 - 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):

(Q1 2013/14)
This performance is in line with the target.

Corrective action proposed (if required):

(Q1 2013/14)
We have implemented additional telephone surveys in this quarter to allow us to increase the sample size of respondents.

The Housing Repairs Service has managed to gain customer satisfaction feedback in quarter one on 20% of completed work orders.

KPI 47 How many households were housed in temporary accommodation?

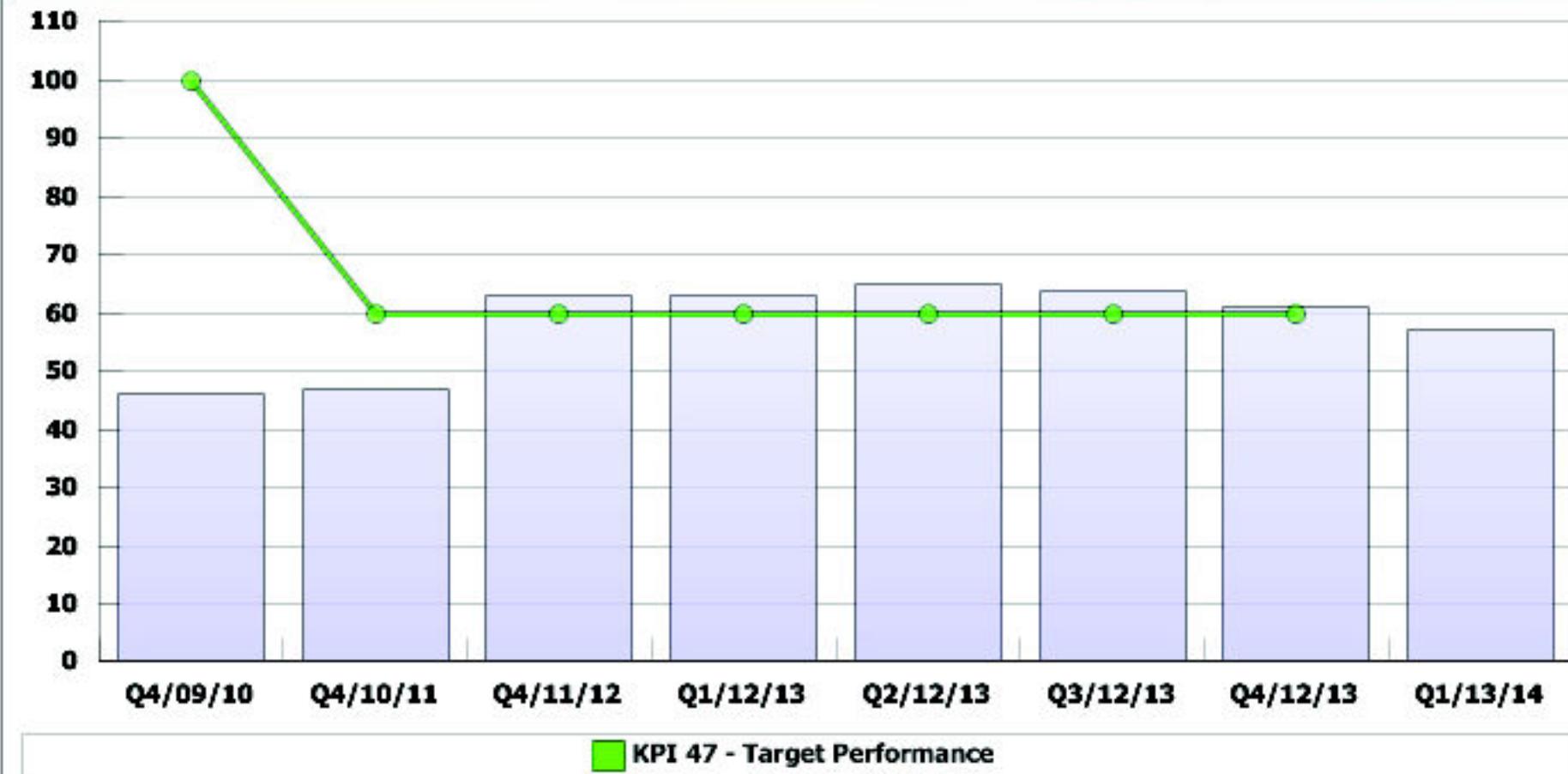
Additional Information: This indicator monitors progress towards reducing the number of households in temporary accommodation provided under homelessness legislation. Annual performance is judged on the average of all four quarters performances.

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

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Quarter	Target	Actual
Q1/13/14	70	57
Q4/12/13	60	61
Q3/12/13	60	64
Q2/12/13	60	65
Q1/12/13	60	63

Annual Target: 2013/14 - 70
2012/13 - 60

Indicator of good performance:
A lower 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):

(Q1 2013/14) Target achieved this Quarter, for the first time for many Quarters, through a reduction in the number of households in temporary accommodation - due to a combination of less households entering temporary accommodation and those already in temporary accommodation being housed more quickly.

Corrective action proposed (if required):

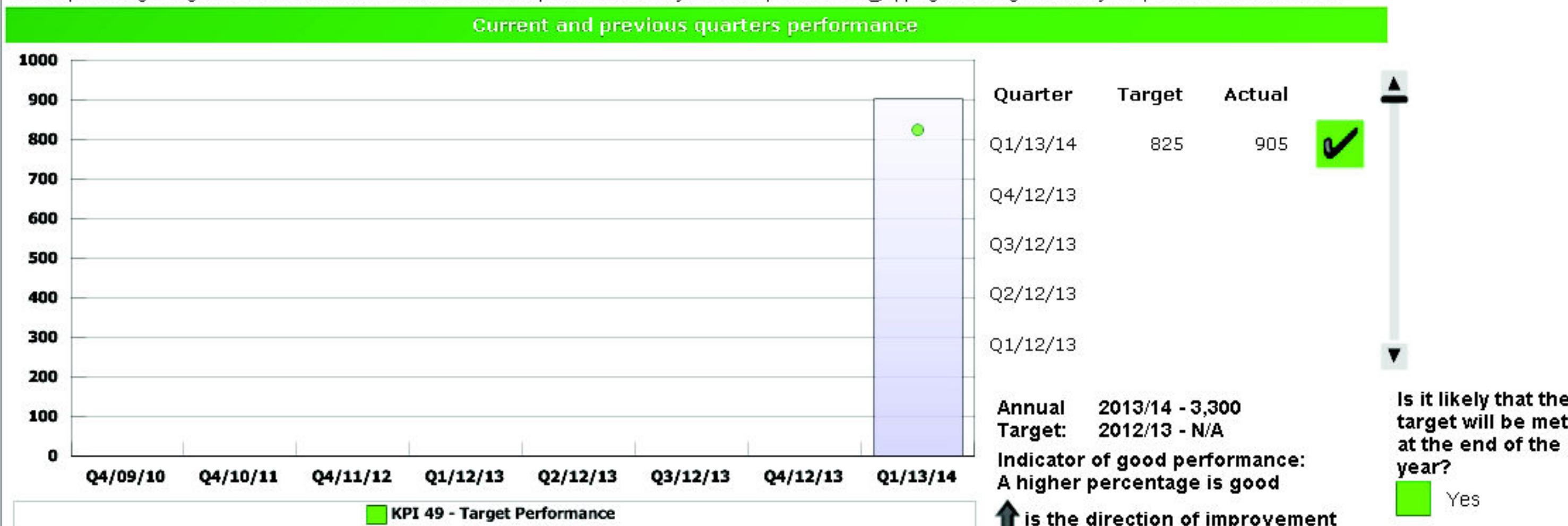
(Q1 2013/14) No specific actions planned as a result of Q1 performance - but the position is expected to improve further from 1st September 2013, with the introduction of the new Housing Allocations Scheme, since homeless households will no longer be able to "bid" for vacant properties "of their choosing", but be allocated properties considered by officers to be suitable for their needs and, if the offer is refused, the Council's homelessness duty will be discharged. In addition, officers will seek to place homeless applicants with less than three years' residency in the District into private rented accommodation

KPI 49 How many of the key building components required to achieve the Modern Homes Standard were renewed?

Additional Information: We are not currently at the Modern Homes Standard. If we were, we would still anticipate having to replace in excess of 2750 components per year to maintain that standard. Therefore, in order to address the backlog over time we will aim to replace in excess of this annual requirement each year, until we reach the Modern Homes Standard across our housing stock.

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

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Comment on current performance (including context):

(Q1 2013/14) This is a new KPI, to monitor progress with meeting the Council's new Modern Home Standard. The target for the no. of key building components to be replaced includes 20% more building components per annum than would normally be required each year if all the Council's homes were already at the Standard in order to start to deal with the backlog of works.

Even with a target that includes provision for backlogs, the target has been exceeded in the first Quarter.

Corrective action proposed (if required):

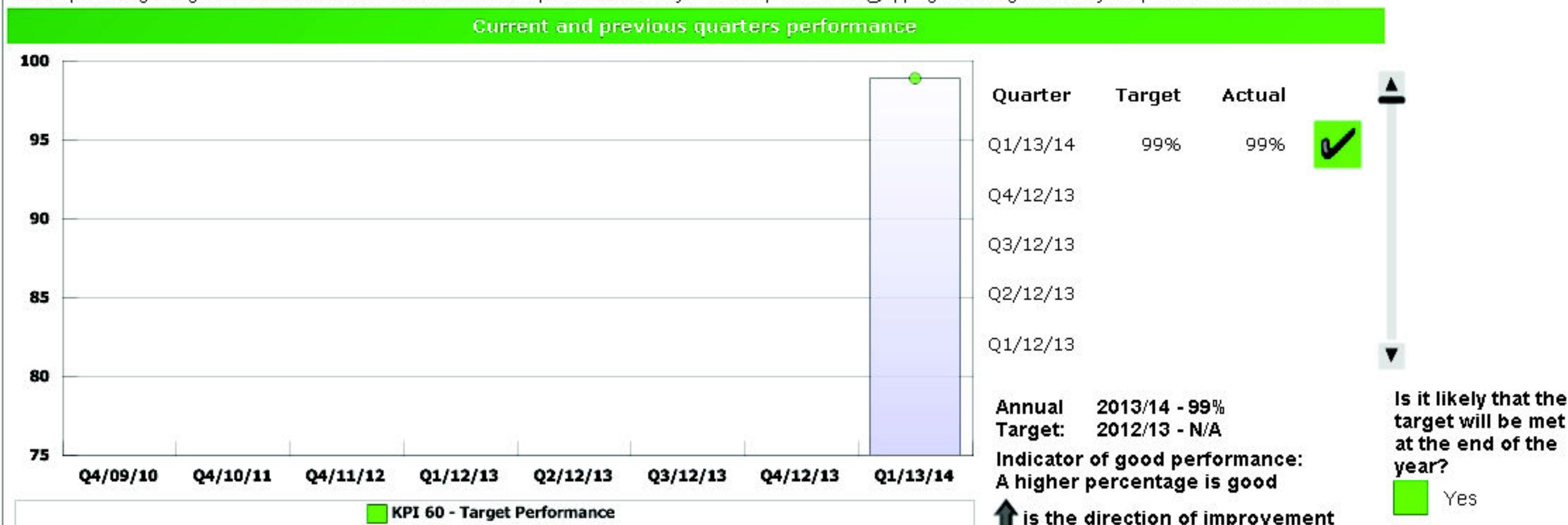
(Q1 2013/14) The Repairs and Maintenance Business Plan (part of the HRA Business Plan) sets out programmes of work, with appropriate levels of funding, to renew sufficient numbers of key building components each year, including provision to deal with the backlog.

KPI 60 What percentage of all emergency repairs are attended to within 4 working hours?

Additional Information:

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

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Comment on current performance (including context):

(Q1 2013/14)
There were 449 Emergency/Out of Hours works orders completed and of those 446 were attended to within the 4 hour timescale. The actual figure to two decimal places is 99.33%.

The 3 emergencies attended to after 4 hours were completed in an average of 4 hours 39 minutes.

Corrective action proposed (if required):

(Q1 2013/14)

KPI 61 What is the average overall time to complete responsive repairs?

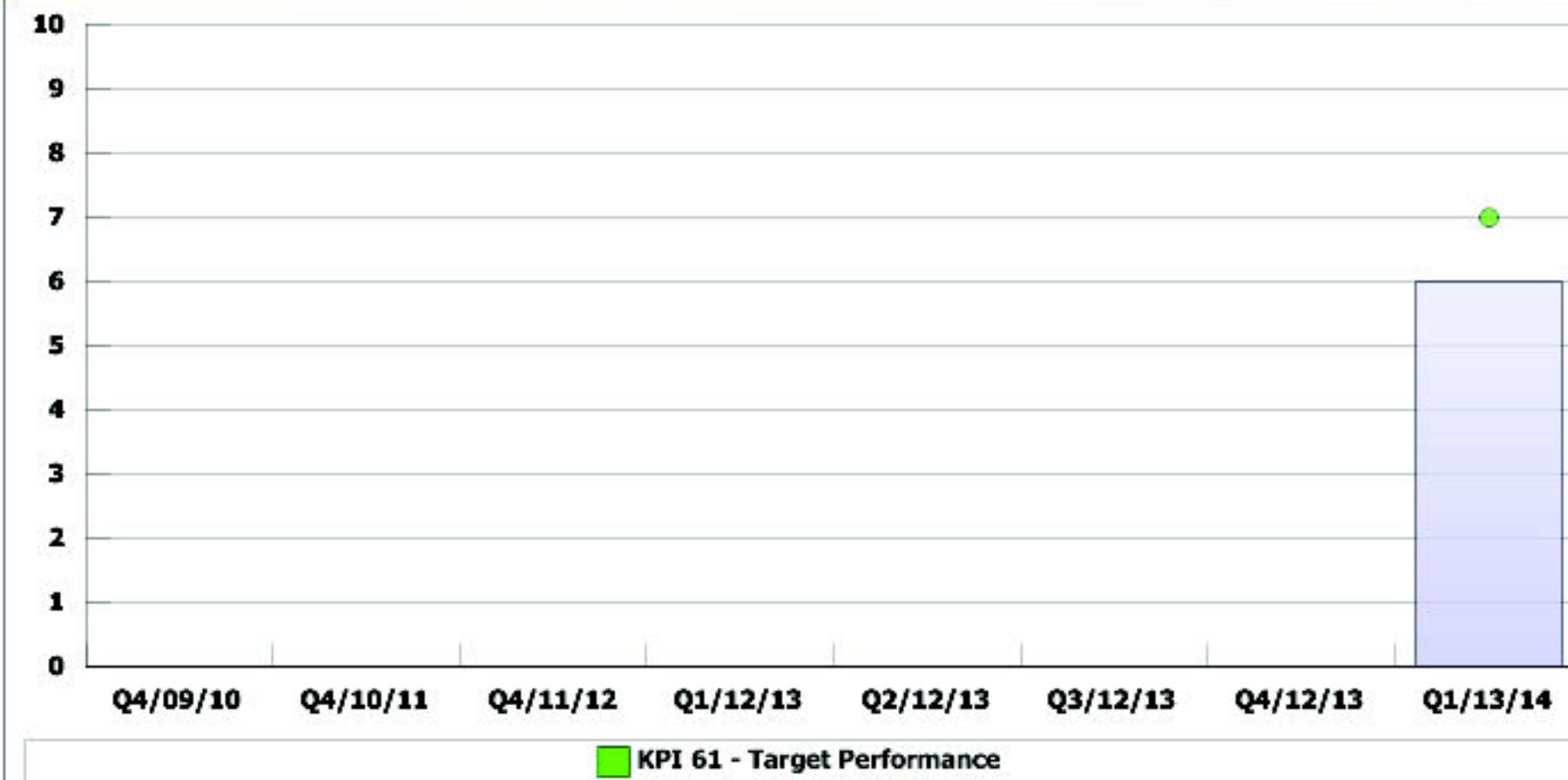


Additional Information:

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

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Current and previous quarters performance



Quarter Target Actual

Q1/13/14 7.0 6.0



Q4/12/13

Q3/12/13

Q2/12/13

Q1/12/13

Annual 2013/14 - 7 working days

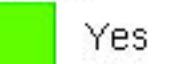
Target: 2012/13 - N/A

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):

(Q1 2013/14)

The total number of works orders completed in quarter 1 was 2474 and the total number of days to complete these repairs was 14740. The actual average days to complete was 5.96 working days.

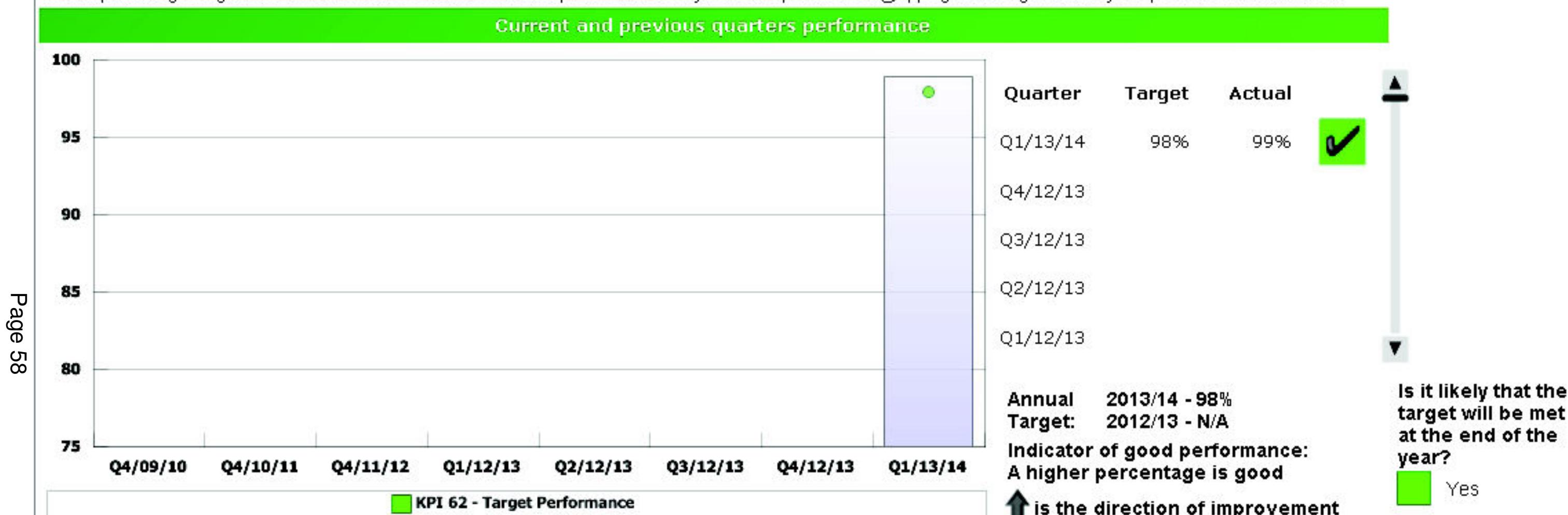
Corrective action proposed (if required):

(Q1 2013/14)

KPI 62 What percentage of appointments for repairs are both made and kept?

Additional Information:

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



Comment on current performance (including context):

(Q1 2013/14)
Performance target was met for Quarter 1, the total number of appointments kept was 2959 of 3004 made, the actual percentage performance was 98.50%

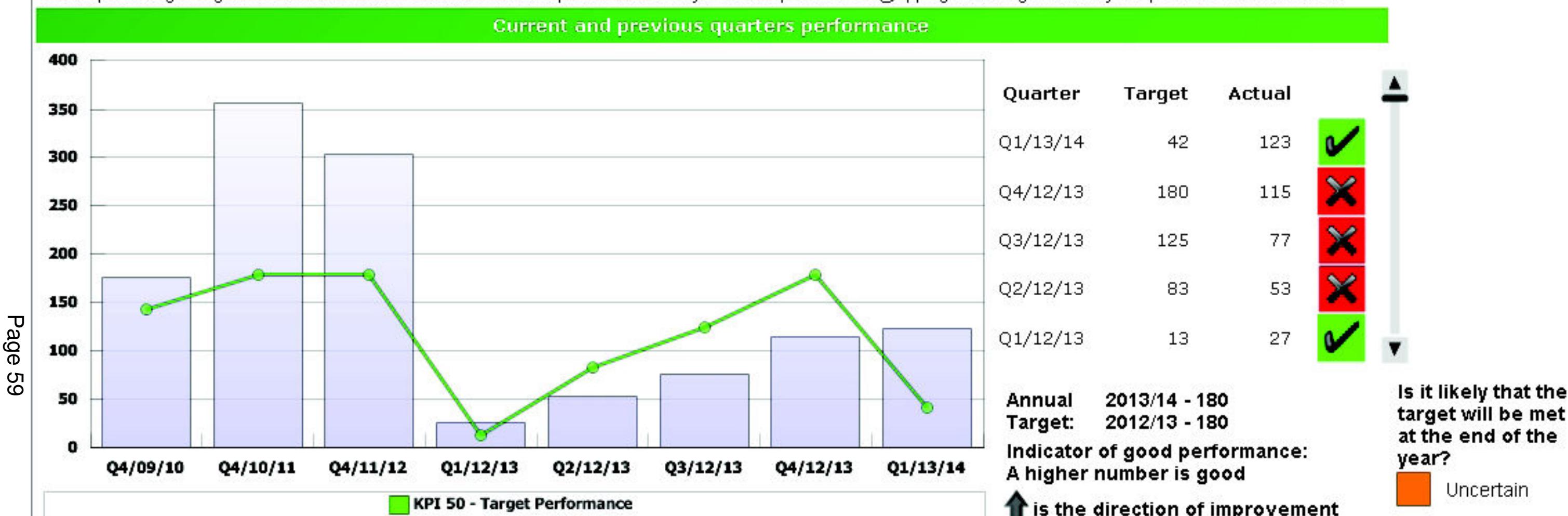
Corrective action proposed (if required):

(Q1 2013/14)

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

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



Comment on current performance (including context):

(Q1 2013/14) This quarter's performance has improved from last year's. This may be due to a number of factors, including the change in government legislation, but also an improvement in the economy as a whole.

A number of larger sites have come forward this quarter which did not in the previous financial year and this has boosted the figure.

Corrective action proposed (if required):

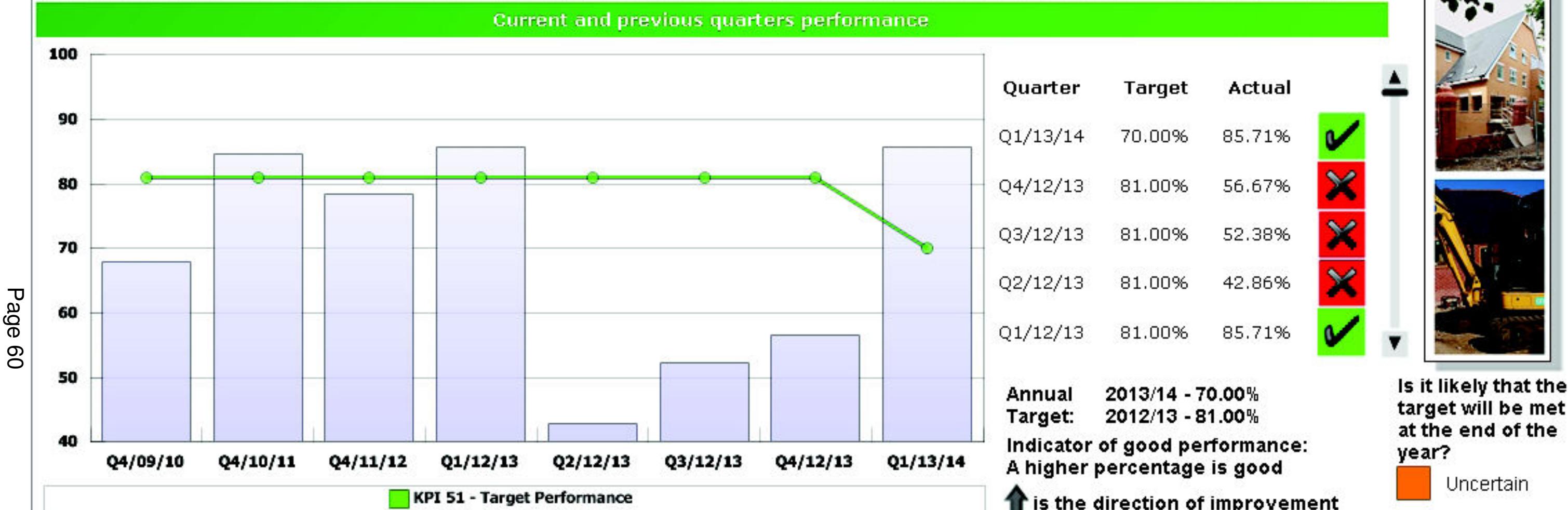
(Q1 2013/14) Obviously the Council has little capacity to change the amount of homes built within the district, however they have met adequate targets under the 5 year land assessment and will continue to monitor progress.

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



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



Comment on current performance (including context):

(Q1 2013/14) Major type applications represent only a small number of the overall number of planning applications received, but they are more complex and generally are reported to planning committees, so deadlines are tight. Because of this, the performance can be volatile, but so far, as at Q1, performance target is on course.

Corrective action proposed (if required):

(Q1 2013/14) Close monitoring of applications timetable so as to enable applications to be reported in time to planning committees and front loading of advice at pre-application stage so as to limit amending plans once the application is submitted.

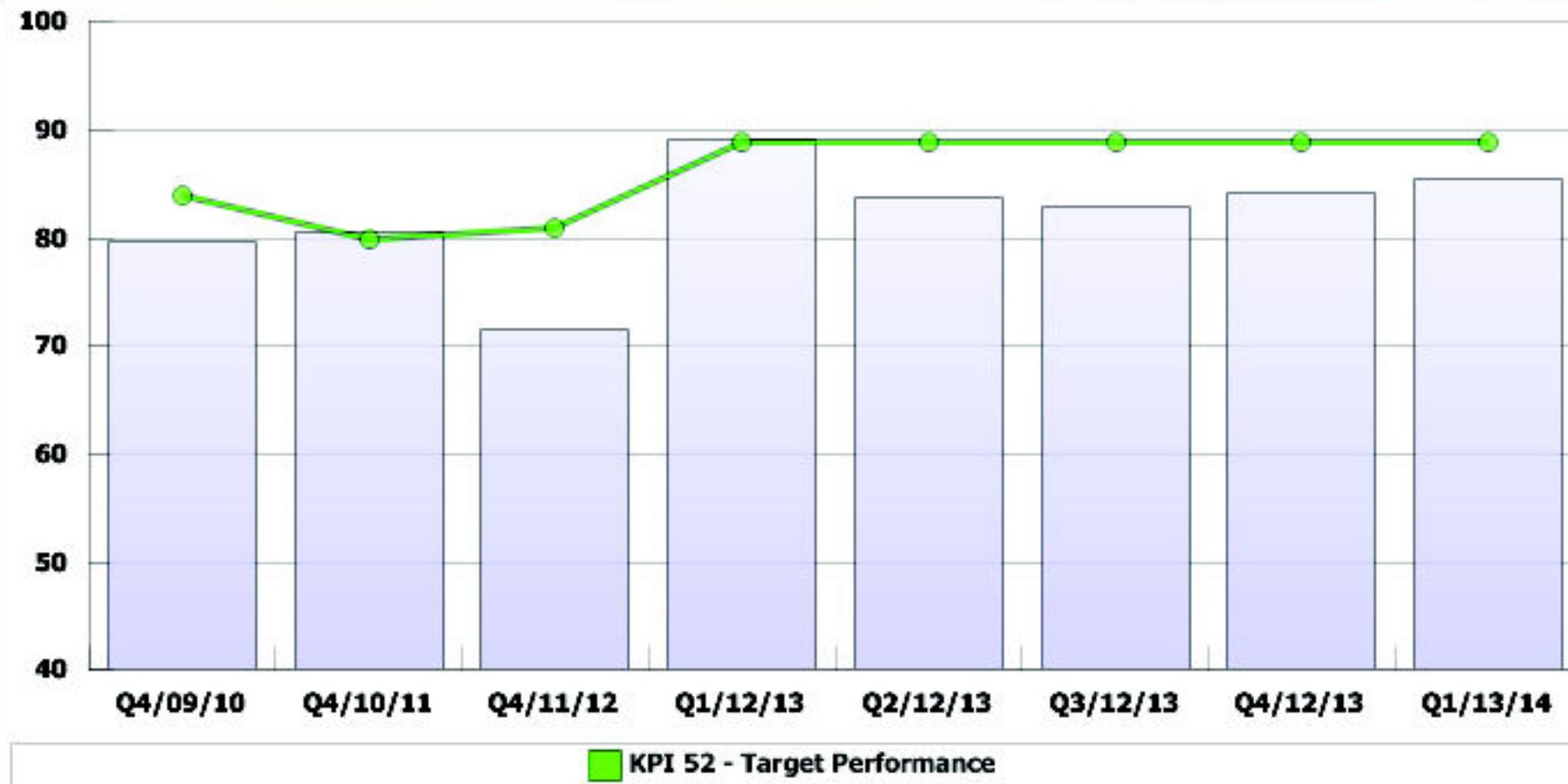
KPI 52 What percentage of minor planning applications were processed within 8 weeks (Delegated decisions only from 2012/13)?

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

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Current and previous quarters performance



Quarter	Target	Actual	Performance Status	Is it likely that the target will be met at the end of the year?
Q1/13/14	89.00%	85.51%		
Q4/12/13	89.00%	84.17%		
Q3/12/13	89.00%	83.05%		
Q2/12/13	89.00%	83.76%		
Q1/12/13	89.00%	89.13%		

Annual Target: 2013/14 - 89.00% (delegated)
Indicator of good performance:
A higher percentage is good

is the direction of improvement



Comment on current performance (including context):

(Q1 2013/14) This covers 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. 10 (mainly for new dwellings) out of 69 applications were outside the target time, due primarily to delay in maternity leave cover in April and May.

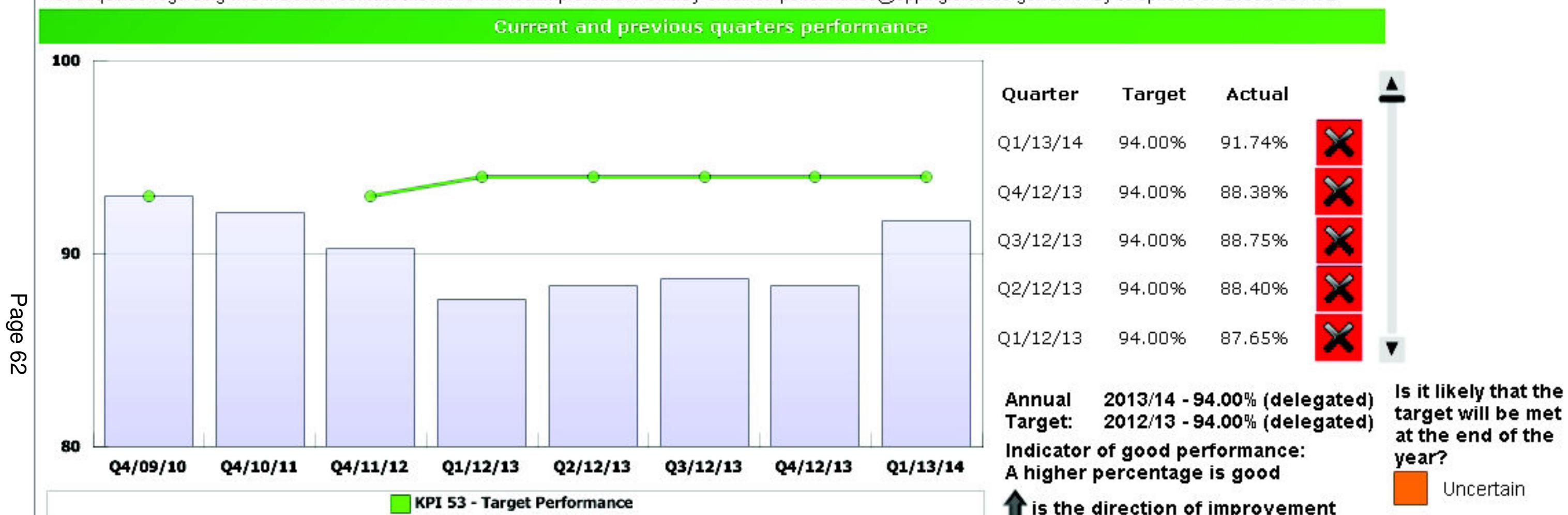
Corrective action proposed (if required):

(Q1 2013/14) The improvement plan for this target recognises that the process of dealing with planning applications in this target relies not only on a full compliment of staff, but regular workload monitoring by the team leaders, which is being carried out. This in turn is being monitored by the Assistant Director(Development) through the sections own management and staff meetings. Therefore corrective action proposed is: - Reports to Assistant Director (Development) one week before 8 week expiry date. AD (Development) to monitor late decisions and act on any potential recurring issues; - Validation checklist to be updated and registration officers to have copy so delays caused by request for further information from applicant is minimised; - Request for revision to planning applications by means of a way forward letter attached to the decision notice of refusal, so that a new submitted revised planning application can achieve a timely 8 week decision; - Officers to write shorter more concise reports where planning permission is recommended for approval and carry out earlier site visits.

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

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



Comment on current performance (including context):

(Q1 2013/14) KPI 53 represents the highest number out of all planning application types decided under delegated powers. 300 out of 327 applications dealt with in time in this category. The recent recruitment of a planning officer (July) to cover maternity leave, together with a more regular managing of workload should see an improvement over the next quarter.

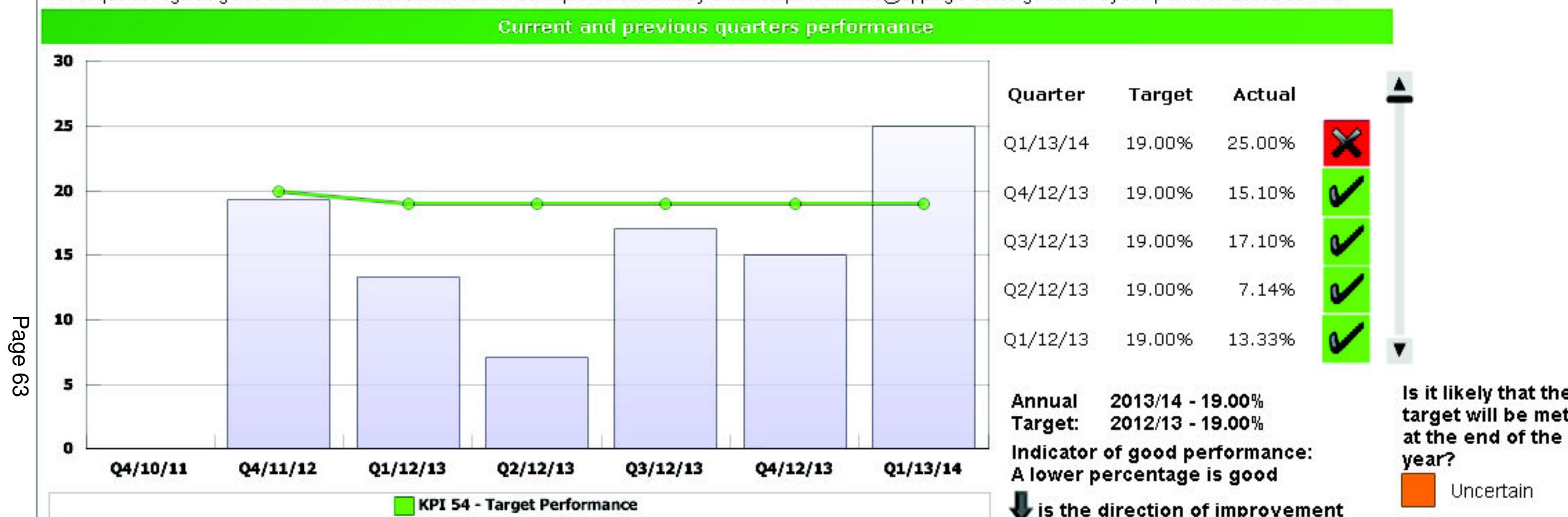
Corrective action proposed (if required):

(Q1 2013/14) The improvement plan for this target recognises that the process of dealing with planning applications in this target relies not only on a full compliment of staff, but regular workload monitoring by the team leaders, which is being carried out. This is turn is being monitored by the Assistant Director(Development) through the sections own management and staff meetings. - Reports to Assistant Director (Development) one week before 8 week expiry date. AD (Development) to monitor late decisions and act on any potential recurring issues; - Validation checklist to be updated and registration officers to have copy so delays caused by request for further information from applicant is minimised; - Request for revision to planning applications by means of a way forward letter attached to the decision notice of refusal, so that a new submitted revised planning application can achieve a timely 8 week decision; - Officers to write shorter more concise reports where planning permission is recommended for approval and carry out earlier site visits.

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

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



Comment on current performance (including context):

(Q1 2013/14) Low number of appeal decisions this quarter (8), of which 2 were allowed, the same number allowed as this time last year. At such low numbers, a wider percentage swing is more likely. The subject of both allowed appeal decisions were for new houses, one of which, an infill site in the Green Belt, was a somewhat surprising decision, but reflective perhaps of the Governments national advice outweighing older local plan policy.

Corrective action proposed (if required):

(Q1 2013/14) Officers continue to carefully assess all planning applications before a decision to refuse planning permission is issued and if there is one, do provide a way forward suggestion on a fresh application submission that can avert an appeal being submitted. However, this may account for why there is a lower number of appeals in this category than previous.

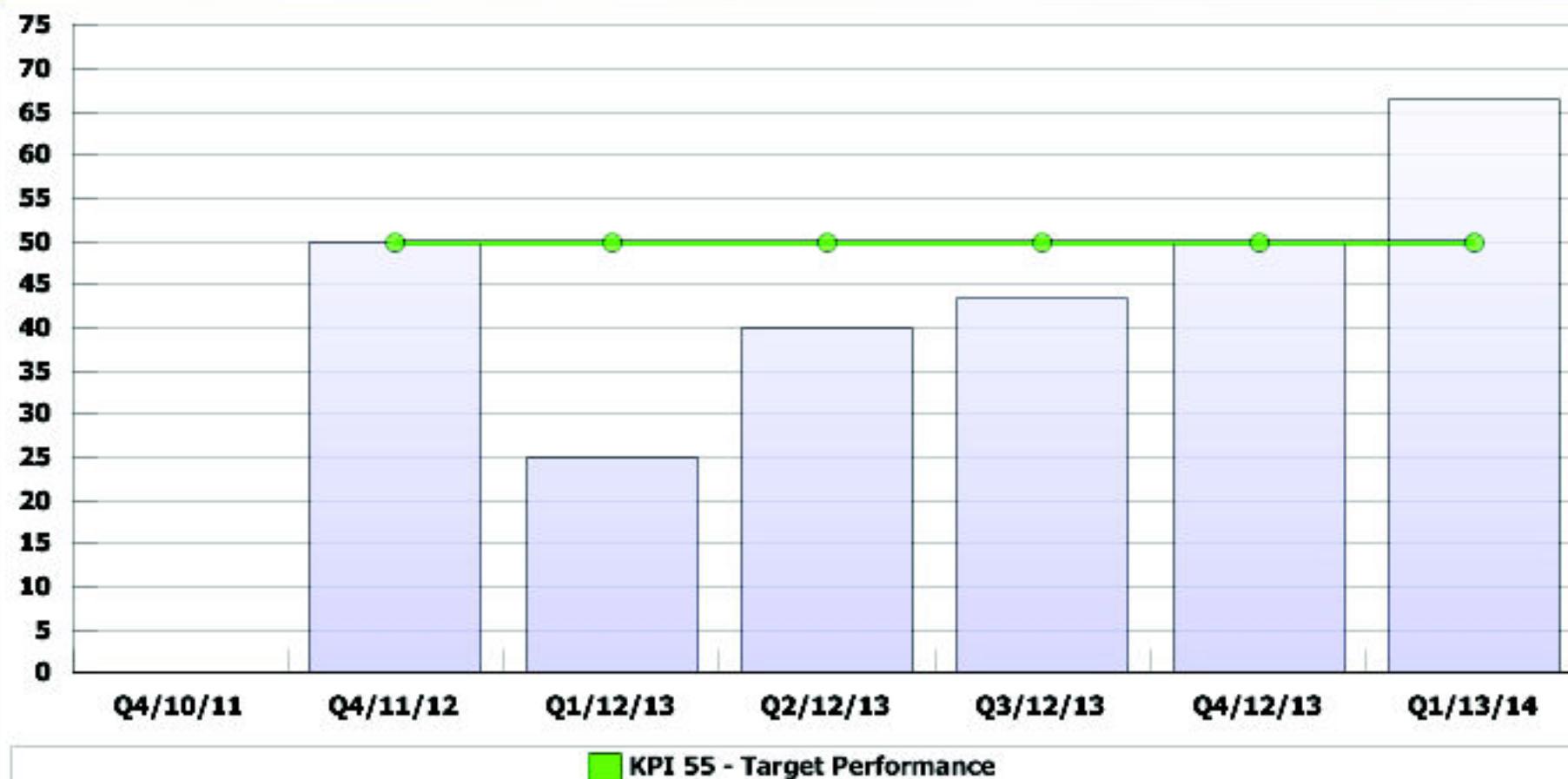
KPI 55 What percentage of planning applications, refused by Council Members against the planning officer's recommendation, were granted permission on appeal?

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

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Current and previous quarters performance



Quarter	Target	Actual
Q1/13/14	50.00%	66.67%
Q4/12/13	50.00%	50.00%
Q3/12/13	50.00%	43.50%
Q2/12/13	50.00%	40.00%
Q1/12/13	50.00%	25.00%

Annual Target: 2013/14 - 50.00%
2012/13 - 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):

(Q1 2013/14) Members decisions to refuse planning permission by reversing officer recommendations on planning applications were supported on appeal in only 3 out of 9 cases, so that 66.67% were allowed. The total number of decisions in this category is low, but this is a higher proportion allowed than in previous quarters. Looking specifically at the 6 allowed, the Members perceived level of demonstrable harm to amenity is perhaps greater than that of the planning inspectors.

Corrective action proposed (if required):

(Q1 2013/14) Member training and 6 monthly appeal report to Members may help to bring forward an improved performance.

Report to the Finance & Performance Management Scrutiny Panel

Date of meeting: 17 September 2013

Portfolio: Finance & Economic Development

Subject: Quarterly Financial Monitoring

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

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



Recommendations/Decisions Required:

That the Panel note the revenue and capital financial monitoring report for the first quarter of 2013/14;

Executive Summary

The report provides a comparison between the original estimate for the period ended 30 June 2013 and the actual expenditure or income as applicable.

Reasons for proposed decision

To note the first quarter financial monitoring report for 2013/14.

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 first quarterly report for 2013/14 and covers the period from 1 April 2013 to 30 June 2013. 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 £99,000 or 2.0%. This compares to 3.4% at this time last year.

4. The Deputy Chief Executive shows a 4.8% overspend, this is because some external funding was secured for a disability awareness officer and the Youth Futures Project after the budget was agreed. Expenditure in Building Control is underspent by 13.8% or £9,000. As in previous years the salaries budget is managed in such a way that resources are employed in a flexible manner to meet peaks and troughs in workload.

5. Investment interest levels in 2013/14 are slightly below expectation at quarter1, and

significantly below the prior year. There is still no 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 £1.940m of the original £2.5m investment placed with Heritable Bank as at 30 June 2013, this now brings the recovery up to 77.28%. A further payment was due in July but was not received until late August, however a sum of £420,161 was received which now exceeds expectations and brings recovery to 94.4%. A further update is expected this month but whether another dividend will be received remains to be seen. An oral update will be given if there is anything further to report.

7. Development Control income at Month 3 is £19,000 below expectations. Generally applications so far this year have been quite small, though pre-application income has exceeded the full year budget already which may indicate that some larger applications are on the way. The income estimate for 2013/14 will be reassessed during the 2014/15 budget process to see whether or not there is a need to adjust the budget.

8. Building Control income is also down, but by £35,000. Activity in the building industry at a low level and fewer applications are coming through. Expenditure is down by around £20,000. The original estimate predicted a deficit on the account of around £14,000 which together with the on-going surplus of £21,000 meant the balance falling to just £7,000. It is looking increasingly likely that the account will fall into overall deficit during the financial year unless some remedial action is taken.

9. Hackney Carriage and other licensing income is below expectations, there have been fewer renewals particularly on other licensing. This appears to be related to the recession.

10. Income from MOT's carried out by Fleet Operations is below expectations and income at month 3 is £8,000 below target. Expenditure on salaries is down but only by about £3,000. The expected surplus for this work this year was predicted at £11,000, unless things improve quite quickly this will not be achieved.

11. Local Land Charge income is broadly in line with the prior year and above the original estimate which suggests, as last year, income will exceed budget for the year. There is though still significant uncertainty surrounding the future for charging for these services which may or may not be resolved during the financial year.

12. The Housing Repairs Fund shows an underspend of £323,000. However a larger than average proportion of the expenditure is seasonal falling in the winter months. The budgets will be revised shortly and there may be a saving here.

13. Payments to the Waste Management contractor have been in line with expectations and variances are minimal. The payments represent one months charges and tend to go through about a month and a half after the end of the month to which they relate.

14. It is too early in the financial year to be certain, but income levels are down on expectations generally although there is time for the shortfall to be made up. The budgets will be revisited over the next few months and where appropriate be revised in line with expectations.

Business Rates

15. From 1 April 2013 the Council is entitled to a share of business rates collected so monitoring the amount collectable is now more important than ever.

16. There are two aspects to the monitoring, firstly changes in the rating list and secondly the collection of cash. Changes in the rating list are important as with local retention the overall funds available to authorities will increase or decrease as the total value of the list increases or decreases. The NNDR1 form set out the non-domestic rate estimates for the

year and started with a gross yield of £40,208,899 which was then reduced by the various reliefs for charities and small businesses and an allowance for appeals to get to a net rate yield of £31,897,379. At the end of June the net rate yield had reduced by £157,824 and as the Council retains 40% of gains and losses this would mean a reduction in funding of £63,130. This position could improve over the rest of the year but it is a concern as this district is losing businesses to the Enterprise Zone in a neighbouring district.

17. Cash collection is important as the Council is required to make payments to the Government and other authorities based on their share of the rating list. These payments are fixed and have to be made even if no money is collected. Therefore, effective collection is important as this can generate a cash flow advantage to the Council. If collection rates are low the Council is left to finance these payments from working capital and so has to reduce investment balances. At the end of June the total collected was £10,846,362 and payments out were £10,435,861, meaning the Council was holding £410,501 of cash and so the Council's overall cash position was benefitting from the effective collection of non-domestic rates.

18. In summary, at the end of June the collection of cash is not a concern but the reduction in the overall value of the rating list is.

Capital Budgets (Annex 10 - 15)

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

20. The full year budget for comparison purposes is the original budget updated for budgets carried forward from 2012/13 as part of the Provisional Outturn Report considered at the June meeting.

Major Capital Schemes

21. The Council is embarking on a House building programme primarily aimed at the development of difficult to let Garage sites. The first phase is due to commence in Waltham Abbey early in the next calendar year subject to detailed planning approval being obtained. This was considered in some detail by the Housebuilding Cabinet Committee on 10 July 2013 however at this stage expenditure has been limited to some initial fees. The current Capital Programme shows an allocation of around £11.7m for the various schemes but this is being revised in line with latest cost estimates and cashflow forecasts provided by the development agent, East Thames. From quarter 2 this programme will be included in the major schemes schedules provided with this report.

Conclusion

22. Generally income is a little down on expectations but expenditure is too. It is a little early to draw any firm conclusions from this other than to note that this is the case.

23. The panel is asked to note the position on both revenue and capital budgets as at Month 3.

Consultations Undertaken

This report will also be presented to the Finance Cabinet Committee and therefore Portfolio-holders will have had sight of the report as part of that agenda. An oral update will be provided to cover any additional comments or information received from Portfolio-holders.

Resource Implications

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

Legal and Governance Implications

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

Safer, Cleaner, Greener Implications

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

Background Papers

Various budget variance working papers held in Accountancy.

Impact Assessments

Risk Management

These reports are a key part in managing the financial risks faced by the Council. In the current climate the level of risk is increasing. Prompt reporting and the subsequent preparation of action plans in Cabinet reports should help mitigate these risks.

Equality and Diversity:

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

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

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

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

N/A

2013/14 DIRECTORATE FINANCIAL MONITORING
JUNE 2013 - SALARIES

ANNEX 1

<u>DIRECTORATE</u>	<u>2013/14</u>			<u>2012/13</u>		
	<u>EXPENDITURE TO 30/06/13</u> <u>£000</u>	<u>BUDGET PROVISION (ORIGINAL)</u> <u>£000</u>	<u>VARIATION FROM BUDGET (ORIGINAL)</u> <u>%</u>	<u>EXPENDITURE TO 30/06/12</u> <u>£000</u>	<u>BUDGET PROVISION (ORIGINAL)</u> <u>£000</u>	<u>VARIATION FROM BUDGET (ORIGINAL)</u> <u>%</u>
OFFICE OF THE CHIEF EXECUTIVE	211	209	1.0	175	211	-17.1
DEPUTY CHIEF EXECUTIVE	371	354	4.8	350	336	4.2
CORPORATE SUPPORT SERVICE DIRECTORATE	645	634	1.7	620	629	-1.4
FINANCE & ICT DIRECTORATE *	978	1,000	-2.2	942	979	-3.8
HOUSING DIRECTORATE *	1,329	1,391	-4.5	1,280	1,350	-5.2
ENVIRONMENT & STREET SCENE DIRECTORATE *	818	847	-3.4	840	855	-1.8
PLANNING & ECONOMIC DEVELOPMENT DIRECTORATE (Less Building Control)	453	460	-1.5	444	449	-1.1
BUILDING CONTROL	56	65	-13.8	55	64	-14.1
TOTAL	4,861	4,960	-2.0	4,706	4,873	-3.4

* Agency costs are included in the salaries expenditure.

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

Major expenditure items:	13/14 Full Year Budget £'000	First Quarter			13/14 Variance Budget v Actual			Comments
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%		
Grants to Voluntary Groups	127	3	3	26	0	-3	Grants are in line with the profiled budget but lower than the previous year as the portfolio holder decision was delayed until the second quarter, despite the Service Level Agreements having previously been committed. Grants are paid out on completion of the project, or in stage payments as work is completed for larger applications which means the timing of payments can vary significantly from one year to the next.	
Voluntary Sector Support	167	77	77	77	0	0	The figures include grants to the CAB and VAEF which are paid twice yearly in 50% instalments in April and October.	
	294	80	80	103				

DIRECTORATE FINANCIAL MONITORING - CORPORATE SUPPORT SERVICES

Major expenditure items:	13/14 Full Year Budget £'000	First Quarter			13/14 Variance Budget v Actual			Comments
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%		
		563	58	26	22	-32		
		563	58	26	22	-32		
Building Maintenance							-55	Expenditure for the first quarter is below the profiled budget, as flood works have taken priority. Building maintenance works are generally undertaken after the first quarter allowing for preparation work to take place initially.

	13/14 Full Year Budget £'000	First Quarter			13/14 Variance Budget v Actual		<u>Comments</u>
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%	
<u>Major income items:</u>							
Hackney Carriages	185	49	47	49	-1	-3	The number of applications and renewals for driver and vehicle licences for quarter 1 has decreased slightly compared to that achieved in quarter 1 in the prior year.
Licensing & Registrations	116	12	9	12	-3	-28	The first quarter of 2013/14 has seen the fee income decrease in comparison to the previous year. There have been fewer renewals and some write offs due in part at least to the current economic climate.
Fleet Operations MOTs	240	64	56	63	-8	-12	MOTs are undertaken by the Fleet Operations Unit at Langston Road depot. A reduction in the number of tests performed at the centre has led to the first quarter of 2013/14 income fall £8,000 below the expected target.
Local Land Charges	180	49	51	51	1	2	Local Land Charge income is broadly in line with last year and higher than that in the budget to date. There has been additional income from searches carried out by the Council that has offset the loss of income from personal searches.
	721	174	163	175			

Page 73	13/14 Full Year Budget £'000	First Quarter			13/14 Variance Budget v Actual			<u>Comments</u>	
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%			
Major income items:									
Industrial Estates	1,117	517	506	379	-10	-2	Rents from the Industrial units at Brooker Road, Oakwood Hill, Oakwood Hill Workshop units and Langston Road are slightly below target with the first quarter including income billed in advance for the second quarter. Income from the Langston Road Seedbed Centre is being affected by an increased number of voids. The variation from last year relates to additional income from 2-9 Cartersfield Road, the subject of a rent review during 2012/13.		
Business Premises - Shops	1,780	890	921	887	31	4	This income relates to non housing assets which include shops, doctors surgeries, a petrol station and public houses. Income is above target, and includes rents billed in advance for the second quarter.		
Land & Property	147	37	23	29	-14	-38	Commission is received from the David Lloyd Centre based on their turnover. Income relating to 2013/14 will be accounted for at the end of the year, but received during the initial part of 2014/15. Income is lower than last year due to the reletting of the health centre at Greenyards Waltham Abbey.		
	3,044	1,444	1,450	1,295					

Major expenditure items	13/14 Full Year Budget £'000	First Quarter			13/14 Variance Budget v Actual			Comments
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%		
		574	22	22	88	0	0	
		574	22	22	88			
Forward Planning	574	22	22	88	0	0	Local Plan expenditure is in line with the profiled budget but lower than the previous year. Expenditure is reliant on decision making at different stages for progression to take place and therefore inappropriate to make comparisons to previous years. The budget for 2013/14 includes a carry forward of £292,000 from the previous financial year. The government's view is still very much that rapid progress must be made on getting Local Plans adopted.	
Major income items	549	147	128	137	-19	-13	Development Control fees, which are profiled on the average of the previous three years, are lower in the first quarter of this year than the previous year due to a fall in number of planning applications received. Pre-application fee income is at £18,000 which is higher the full year expected budget of £7,500 this is due to the extension in the range of development types by which a fee for pre-planning application advice can be charged.	
Building Control Fee Earning	459	129	94	121	-35	-27	Building Control fees are significantly lower in the first quarter of this year than the previous year due to a low level of building activity, and therefore applications. Additional income is being sought from possible new areas.	
	1,008	276	222	258				

2013/14
DIRECTORATE FINANCIAL MONITORING - FINANCE & ICT

	13/14 Full Year Budget	First Quarter			13/14 Variance Budget v Actual			<u>Comments</u>
		13/14 Budget	13/14 Actual	12/13 Actual	Budget	%		
		£'000	£'000	£'000	£'000	%		
<u>Major expenditure items:</u>								
Information Technology	771	550	544	498	-6	-1	The increase in expenditure in the first quarter in comparison to the previous year relates to inflationary increases on annual maintenance contracts, and a change to the timing of the start of new contracts to the beginning of the financial year.	
Telephones	176	52	46	61	-6	4	A reduction in new equipment purchases has resulted in a decrease in expenditure in comparison to the first quarter of 2012/13.	
Bank & Audit Charges	169	0	0	1	0	0	No significant expenditure occurs in either audit or bank charges until quarter 2.	
	1,116	602	589	560				
<u>Major income items:</u>								
Investment Income	446	111	106	136	-5	14	Investment interest is lower than the previous year and down on the first quarter due to the further restriction on counterparties and from reduced interest rates in the market.	
	446	111	106	136				

<u>Major expenditure items:</u>	13/14 Full Year Budget £'000	First Quarter			13/14 Variance Budget v Actual			<u>Comments</u>
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%		
		67	27	28	23	1	4	
Museum								No major variances. The increase in expenditure between years is due to more spending on artefacts and new equipment.

	13/14 Full Year Budget £'000	First Quarter			13/14 Variance Budget v Actual		<u>Comments</u>
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%	
<u>Major expenditure items</u>							
Bed & Breakfast Accommodation	107	22	18	15	-4	-18	The Council is continuing to face a high demand on its Homeless Services. However, despite this, the Homeless Prevention Team will seek to prevent homelessness wherever possible. At the end of quarter 1 the Council had 6 households in Bed & Breakfast accommodation, however, this is likely to increase as the year progresses. The service will continue to use bed & breakfast accommodation as a last resort to homeless households it owes a duty towards under homeless legislation.
<u>Major income items</u>							
Bed & Breakfast Accommodation	107	27	22	35	-5	-19	

<u>Major expenditure items:</u>	13/14 Full Year Budget £'000	First Quarter			13/14 Variance Budget v Actual		<u>Comments</u>
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%	
Refuse Collection	1,463	137	114	125	-23	-17	The main variance relates to expenditure on publicity and some other minor timing differences.
Street Cleansing	1,386	116	116	111	0	0	No major variances.
Recycling	3,268	307	305	287	-2	-1	Although there appears to be little variance shown, purchase of sacks shows an over-spend and contract procurement and inflationary increases show as being under-spent. The latter item is a saving whereas the other two are timing differences.
Highways General Fund	380	20	20	12	0	0	No major in-year variances. The variance between years has arisen on the street nameplates. A new contractor was in place from the start of the year whereas in the prior year there was a gap in provision.
Off Street Parking	444	209	195	200	-14	-7	Maintenance expenditure is currently showing an under-spend but not that significant. The phasing of expenditure is not consistent from year to year as work is carried out as and when required.
On Street Parking	0	0	0	78	0	0	Now part of North Essex Parking Partnership.
North Weald Centre	207	83	75	46	-8	-10	There has been significant expenditure on the runway in the first quarter, in the prior year there was none at this stage. This budget is profiled evenly throughout the year but it is difficult to know in advance when expenditure will be required.
Land Drainage & Contaminated Land	56	11	4	2	-7	-64	The variance arises due to the timing of contract works.
	7,204	883	829	861			

2013/14
DIRECTORATE FINANCIAL MONITORING - ENVIRONMENTAL AND STREET SCENE

	13/14 Full Year Budget £'000	First Quarter			13/14 Variance Budget v Actual		<u>Comments</u>
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%	
<u>Contract cost Monitoring</u>							
Leisure Facilities:-							
Loughton Leisure Centre	-175	-31	-30	-15	1	-3 }	
Epping Sports Centre	315	52	50	48	-2	-4 }	No major variances for the year. The variance between years relates to the increased amount due to the Council in respect of Loughton
Waltham Abbey Pool	514	86	83	80	-3	-3 }	Leisure Centre following this Councils investment on improved facilities.
Ongar Sports Centre	294	49	47	46	-2	-4 }	
	948	156	150	159			
<u>Major income items:</u>							
Refuse Collection	81	10	7	12	-3	-30	"Tipping Away" contributions have not been received for the last quarter of 2012/13 and the first quarter of this year.
Recycling	2,479	155	-2	-155	-157	-101	No invoices for recycling credits have been raised for the current financial year. The County Council have been quite slow in providing the information necessary to enable this to happen this issue has been raised with them previously.
Off Street Parking	1,018	247	188	178	-59	-24	Income for Pay and Display and Penalty Charge notice is now received from the North Essex Parking Partnership. Payments have been coming in a little sporadically and show a £59,000 underachievement at month 3. However by the end of August things had improved somewhat that the shortfall was only around £5,000.
On Street Parking	0	0	0	133	0	0	Now part of North Essex Parking Partnership.
North Weald Centre	1,095	391	340	430	-51	-13	There are 4 rent reviews still to be concluded and related rent arrears to be collected. This process has been somewhat protracted but is expected to be resolved shortly. There is also a reduction related to the market.
	4,673	803	533	598			

	13/14 Full Year Budget £'000	First Quarter			12/13 Actual £'000	13/14 Variance Budget v Actual		<u>Comments</u>
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000		£'000	%	
<u>Major expenditure items:</u>								
Management & General	312	54	49	15		-5	-9	Bank and cash collection estimates were increased as a result of Welfare Reforms this increase has as yet not been as large as expected. There have been some issues with document scanning and this is now being carried out in house meaning the budget for professional fees is underspent. These have been off-set with some minor overspends in other areas which seem to be timing differences. The increase in expenditure between years is due to expenditure occurring earlier this year on Professional Fees; Legal Fees and Subscriptions.
Housing Repairs	5,160	1,056	733	725		-323	-31	The underspend mainly relates to the responsive repairs and void area of the repairs fund. The budget is profiled evenly across the year, as it is unknown when responsive repairs / voids will be required. However expenditure between the years is similar suggesting there is a clear seasonal trend to this expenditure.
Special Services	874	170	109	47		-61	-36	The main areas showing an underspend are: Heating and Lighting and tree works. The position last year was more marked but was broadly the same areas.
	6,346	1,280	891	787				
<u>Major income items:</u>								
Non-Dwelling Rents	898	222	215	223		-7	-3	The variance in year and between years is a higher than expected level of voids garages.
Gross Dwelling Rent	30,992	7,602	7,578	7,282		-24	0	Income is below expectations in the year due to higher than expected sales and an increase in the level of voids. The variance between years is due to the annual rents increase which was 4.4% from April 2013.
	31,890	7,824	7,793	7,505				

2013/14 DIRECTORATE CAPITAL MONITORING -
CORPORATE SUPPORT SERVICE

ANNEX 10

	13/14 Full Year Budget	First Quarter	13/14 Variance			Comments
			13/14 Budget	13/14 Actual	Budget v Actual	
			£'000	£'000	£'000	
					%	
Planned Maintenance Programme	575	44	35	-9	-20	This budget covers all projects being undertaken within the Planned Maintenance Programme. The five largest projects include a large scale upgrade of electrical & lighting works, energy conservation works, fire safety upgrades, DDA compliant works and environmental improvement works to the Upshire Road shopping precinct. Most projects have already commenced and costs associated with these works are expected to follow in the next quarter. Progress on all schemes will be assessed as part of the Five Year Planned Maintenance Review when amendments to profiling between years will be identified. This Review will be presented to Cabinet in October.
Upgrade of Industrial Units	313	0	0	0	0	A survey of the roofs on the industrial units at Oakwood Hill has now been received, which outlines a proposed method statement and a financial appraisal. The cost of the works are well within the total budget available of £313,000 and work will commence once a programme has been agreed to allow for the safe removal of the existing asbestos roof.
Other Capital Investments	176	0	0	0	0	This budget includes £85,000 for the Bakers Lane toilet block refurbishment works, £35,000 for a new property management system, and £56,000 for three areas of feasibility works. The feasibility works cover new developments; solar energy panels; and the Waltham Abbey swimming pool roof. Work is already underway on these projects and costs are expected to show in the figures next quarter.
Total	1,064	44	35			

2013/14 DIRECTORATE CAPITAL MONITORING -
FINANCE & ICT.

ANNEX 11

	13/14 Full Year Budget £'000	First Quarter		13/14 Variance Budget v Actual		<u>Comments</u>	
		13/14 Budget £'000	13/14 Actual £'000	£'000	%		
		72	8	-64	-89		
ICT Projects	519					The main ICT project which is receiving top priority at the moment is the replacement of the Council's telephone system; as the switches are fast approaching the end of their useful lives. Other projects progressing and planned this year include: the combining and integration of the Environment & Street Scene system; the continuation of the disaster recovery server project; the completion of the document management system roll out; and the development of the Council's wireless network and mobile working facilities. Although expenditure was low in the first quarter, several invoices have been processed since then and the second quarter costs are expected to be much higher.	
Total	519	72	8				

2013/14 DIRECTORATE CAPITAL MONITORING -
ENVIRONMENT AND STREET SCENE

ANNEX 12

	13/14 Full Year Budget £'000	First Quarter		13/14 Variance Budget v Actual		<u>Comments</u>
		13/14 Budget £'000	13/14 Actual £'000	£'000	%	
		0	0	0	0	
Waste Management Equipment & Vehicles	417					This includes a budget of £327,000 for the purchase of two mechanical sweepers; these have been ordered and are expected to be delivered shortly. The prices have come in under budget and any potential savings will be reported when the capital programme is updated. The remaining budget of £90,000 is for the purchase of waste and recycling containers. Ordering this equipment is currently on hold pending members decision on the future of the 20 green bank sites which the Council is currently responsible for. Responsibility for these may be included in the new waste contract predicted to be finalised by November 2014.
Parking Reviews	387	0	0	0	0	There has been no spending on this budget in the first Quarter. The contract for the Buckhurst Hill parking scheme is in the process of being finalised and works are due to commence in August / September. The parking scheme in Loughton will follow once the Buckhurst Hill scheme is completed. Minor additional works have been identified for the Epping parking scheme and they are due to be carried out at the same time as snagging works.
North Weald Airfield	74	18	1	-17	-95	This budget is funded from contributions from the airfield's market operator Hughmark. It is currently underspent as the Council has agreed to carry out essential work only following a negotiated reduction in Hughmark's capital contributions this year.
Other Environmental works	204	0	0	0	0	This category includes the Council's grounds maintenance vehicle replacement scheme, the flood alleviation improvement work and the provision of new and upgraded CCTV systems. Orders to replace grounds maintenance vehicles have been placed and the budget of £27,000 is expected to be fully spent by the end of Quarter 2. The flood alleviation schemes budget of £97,000 has been set aside for new equipment and plans are currently being drawn to assess the nature and scope of the equipment required. The programme of CCTV upgrades is progressing well; work on the Coopersale system has started and will be completed during Quarter 2; planning applications and street works licences for the Loughton CCTV upgrade will be submitted shortly and a contractor will be appointed following a tendering process with a view to commencing work in early spring; and further CCTV work is planned at Queens Road Buckhurst Hill.
Total	1,082	18	1			

2013/14 DIRECTORATE CAPITAL MONITORING -
DEPUTY CHIEF EXECUTIVE

ANNEX 13

	13/14 Full Year Budget £'000	First Quarter		13/14 Variance Budget v Actual		<u>Comments</u>
		13/14 Budget £'000	13/14 Actual £'000	£'000	%	
Limes Farm Hall Development	11	3	-24	-27	-984	Limes Farm Hall Development is now completed. The budget of £11,000 is a carry forward from 2012/13 and is expected to be used up in this current financial year. The negative actual expenditure relates to a sundry creditor provision for retention monies. This will be released when snagging works are completed.
Waltham Abbey All Weather Pitch	12	3	-80	-83	-2756	The negative actual expenditure relates to an on-going sundry creditor. Remedial works to the surface are currently being carried out and the budget is predicted to be slightly underspent.
Waltham Abbey Regeneration	35	9	0	-9	-100	This budget is a grant earmarked for Waltham Abbey Regeneration. Grants are now classified as revenue expenditure, budget and expenditure figures will be included on the Revenue monitoring report in future quarters.
Museum Property Purchase	250	125	0	-125	-100	Funds amounting to £1,165,000 have been secured for this project and the income and expenditure budgets will be updated as part the Capital Review; at present the £250,000 represents the Council's budgeted allocation. Officers are currently working on the purchase of the lease of the first floor at 37 Sun Street. This has been submitted to Essex County Council following some alterations. The next stage of this project is the appointment of a project manager and an architect/designer.
Total	308	140	-104			

2013/14 - DIRECTORATE CAPITAL MONITORING -
HOUSING GENERAL FUND

ANNEX 14

	13/14 Full Year Budget £'000	First Quarter		13/14 Variance Budget v Actual		<u>Comments</u>
		13/14 Budget £'000	13/14 Actual £'000	£'000	%	
Home Ownership Schemes	525	131	113	-18	-14	The Open Market Shared Ownership Scheme has been very successful and the budget is expected to be fully spent by the end of the financial year.
Disabled Facilities Grants	300	75	27	-48	-64	Expenditure is generally lower in Quarter 1 than later quarters. At this stage it is expected that the full budget will be spent by the year end but is rather dependant on the level of referrals from Occupational Health.
Other Private Sector Grants	250	63	22	-40	-65	Expenditure is rather low in Quarter 1. Discretionary Assistance is now repayable on sale or transfer rather than in the form of a grant so take up maybe lower because of this.
Housing Estate Off Street Parking	635	0	0	0	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, no expenditure has been incurred to date. A report is due to be presented to Cabinet later this year to seek approval for future schemes.
Total	1,710	269	162			

	13/14 Full Year Budget	First Quarter		13/14 Variance Budget v Actual		Comments
		13/14 Budget	13/14 Actual	£'000	%	
		£'000	£'000	£'000	%	
Housing Developments	1,082	10	3	-7	-68	Six sites have been identified for Package 1 house building. Feasibility studies and construction designs are being carried out on those six sites. The tendering process for the appointment of a building contractor has started. The budget is underspent as construction works have not commenced.
Heating/Rewiring /Water Tanks	2,408	564	562	-2	0	Although the overall budget is on target, the heating and water tanks budgets are currently underspent while the rewiring budget is overspent. Expenditure on the rewiring programme is predicted to increase throughout the year and it is likely that this budget will be overspent by the end of the year. This is mainly due to the introduction of the 17th Edition of rewiring regulations which has resulted in an increase in rewiring work programmes. It is anticipated that underspends on other budgets should offset the current overspending on this budget. If any changes to this budget are deemed necessary, appropriate recommendations will be made as part of the Capital Review.
Windows/Doors/Roofing	3,266	779	271	-508	-65	All the budgets in this category are currently showing as underspent. The contractors for the windows and doors works have made a slow start on both planned programmes. The forecast is for a significant increase in the installations programme and the budget should be on target by the end of the second quarter. However, the three roofing contracts (Flat roofs, tiled roofs and balcony resurfacing) will all need to be re-tendered in this financial year. Delays in expenditure are expected until the contractors are appointed and an underspend is anticipated.
Other Planned Maintenance	656	145	51	-94	-65	This category includes Norway House improvements, communal TV upgrades, door entry system installation and energy efficiency works. The energy efficiency works and door entry installation budgets are significantly underspent. With regard to energy efficiency works, the pilot programme of external wall insulation has been completed and a contractor will be appointed shortly to carry out the main programme of works; it is anticipated that the budget will be fully spent by the end of the year. With regard to door entry installations, no major works have been identified so far this year and an underspend is likely; approval may be sought for a variation from this budget to the rewiring and voids budgets.
Kitchen Replacements	1,162	30	2	-28	-94	Properties requiring kitchen replacements are now being assessed under the new Modern Homes Standard which has recently been implemented. As a result of these assessments a full programme of kitchen replacements and upgrades has been identified. The budget is currently underspent because the contract for kitchen replacements is in the process of being renewed. It is anticipated that the appointment of a contractor will be completed during Quarter 2 and works will commence during the same period. This budget is likely to be underspent this year.
Bathroom Replacements	1,872	30	7	-23	-77	Properties requiring bathroom replacements are also subject to assessments under the new Modern Homes Standard and a full programme of bathroom replacements and upgrades is in place. However, bathroom replacements work was put on hold in this first quarter pending the reletting of this contract. This is due to be completed during Quarter 2 with works to replace non-standard bathrooms on the Limes Farm estate expected to commence in the same period. This budget is expected to be underspent by the end of the financial year. The position on both kitchen and bathroom replacements budgets is being monitored and recommendations with regards to underspends will be made accordingly as part of the Capital Review.
Void Refurbishments & Other Small Works	438	110	158	48	44	As part of the Repairs Refresh Programme, increased capital improvements are now being undertaken while properties are void. Although predicting the quality and condition of future void properties is notoriously difficult, expenditure has been very high in the current Quarter and this trend is predicted to continue throughout this financial year. The increase in void numbers is largely due to the introduction of the benefit cap within the Welfare Reform Act; this has resulted in a number of tenants downsizing due to underoccupancy. The situation will be closely monitored and if needed, recommendations will be made to increase the budget as part of the Capital Review.
Total c/f	10,884	1,668	1,053			

	13/14 Full Year Budget	First Quarter		13/14 Variance Budget v Actual		Comments
		13/14 Budget	13/14 Actual	£'000	%	
		£'000	£'000	£'000	%	
Total b/f	10,884	1,668	1,053			
Council Estate Parking, Garages & Other Environmental Works	1,387	30	7	-23	-77	<p>This category includes garages, fencing, off street parking, estate environmental works, environmental improvements, watercourse repairs, Cctv, drainage works and external lighting schemes. The largest project in this category is the off street parking schemes on Council owned land. Expenditure in Quarter 1 is lower than expected following delays in the starting on construction works. Changes had to be made to the designs as part of the planning approval process. However, work is due to commence during Quarter 2 on the third phase of two parking schemes. The design work on phase four of six schemes is under way with the submission of planning applications also due in Quarter 2. A report on the outcome of the current schemes and future offStreet parking schemes is due to be reported to Cabinet in December.</p> <p>The overall budget position for the other budgets within this category are also showing as underspent. The reduced work on drainage projects due to a transfer of responsibility to the Water Authorities continues to reduce expenditure. A temporary hold on works to garage sites is in place until potential development sites identified as part of the House Building programme are confirmed. This has resulted in a reduction in expenditure for this quarter which is likely to continue for several years until all feasibilities on the House Building Programme are completed. Recommendations to vire identified underspends will be made accordingly as part of the Capital Review. The contract for Estate Environmental Works is in the process of being relet with works due to commence in August / September.</p>
Structural & Other Works	600	30	7	-23	-76	<p>The Council is monitoring a number of properties that are suffering with significant structural movement to ensure that works are carried out when needed. Although the budget is currently underspent, it is anticipated that expenditure will pick up against this budget in Quarter 2.</p>
Disabled Adaptations	446	106	101	-5	-4	<p>Expenditure on disabled adaptations in council dwellings is broadly in line with budget despite the additional budget allocation within the Service Enhancements 2012-13. There was an increase in the number of disabled adaptations requests received from Essex County Council Occupational Therapists in this Quarter. It is anticipated that this budget will be fully spent by the end of the current financial year.</p>
Other Repairs and Maintenance	253	55	13	-42	-76	<p>This category includes feasibilities studies, asbestos removal and a contingency sum. The current budget position is showing as underspent. New projects for feasibilities are not currently being prioritised as resources are directed towards the House Build project and meeting the Key Performance Indicator KPI 49, which identifies the number of key building components targeted for renewal in Council properties in order to achieve the Modern Homes Standard backlog target. Asbestos removal works are demand led and will only pick up if asbestos materials are found on Council properties.</p>
Capital Service Enhancements	239	57	36	-21	-37	<p>This category currently includes DDA conversion works to communal toilets, a programme of installing smoke detectors & rewiring, new IT softwares including the Locata housing system & module, online rents system and repairs maintenance software. DDA conversion works (ramps, wc, kitchens) are all underway and are expected to be completed by the end of Quarter 3. Spending on the smoke detector & rewiring programme is in line with the budget. The online rents system and repairs maintenance software have incurred slippages mainly due to staff leaving and the resources not being available to implement these systems. Approval is currently being sought for the procurement of a review module to complement the existing Locata housing system and this is expected to be purchased this financial year.</p>
Housing DLO Vehicles	82	0	0	0	0	<p>Five vehicles were on order and have now been delivered. Payment is expected shortly.</p>
Total	13,890	1,946	1,218			

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Report to Finance and Performance Management Scrutiny Panel

Date of Meeting: 17 September 2013

Portfolio: Leisure and Wellbeing (Councillor E. Webster)

Subject: Equality Progress Report – Quarter 1 Performance Monitoring

Officer contact for further information: B Copson (01992 564042)
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Democratic Services Officer: A Hendry (01992 564246)

Recommendations/Decisions Required:

That the Scrutiny Panel note current progress in relation to the Equality Objectives Action Plan and other work to ensure the Council's compliance with its equality duties.

Executive Summary:

1. The terms of reference of the Finance and Performance Management Scrutiny Panel require the consideration of the Council's progress towards the achievement of its equality duties.
2. As part of the duty to progress against the public sector equality duty, the Council adopted four Equality Objectives with the capacity to make a difference to the communities of the district. This report reflects progress at the end of the first quarter 2013-2014.

Reasons for Proposed Decision:

3. The Council is responsible for the development and coordination of an approach to its statutory equality duties, particularly in relation to specific responsibilities to tackle discrimination, promote equality of opportunity, and encourage good community relations.

Other Options for Action:

4. None. The Council is statutorily required to comply with a range of equality duties. Failure to monitor and review performance against the public sector equality duty and to take corrective action where necessary, could have negative implications for judgements made about the Council, and might mean that opportunities for improvement were lost.

Report:

Equality Act 2010 - Public Sector Equality Duty

5. The Equality Act 2010 places a public sector equality duty on the Council to consider a range of people characteristics, known as protected characteristics, when we plan and deliver services. The duty requires 'due regard' to be taken when exercising Council functions, to the following three aims:

- to eliminate unlawful discrimination, harassment and victimisation
- to advance equality of opportunity between people who share a protected characteristic and those who do not; and
- to foster good relations between people who share a protected characteristic and those who do not

'Due regard' means consciously thinking about the need to do the things set out in the general equality duty as an integral part of the provision of services. The public sector equality duty is a continuing duty which applies from the decision making stage right through to implementation of the decision and the delivery of the service.

In addition to complying with the the public sector equality duty, the Council must also:

- (a) prepare and publish appropriate equality objectives which focus the Council's equality related work towards those areas which can make a real difference to the communities of the district, and can best enable us to make improvements to our service design and delivery. Equality Objectives must be published every four years from 6 April 2012. They must be specific and measurable, and set out how progress will be measured;
- (b) understand the effect of its decisions and practices on equality for people with protected characteristics. This understanding is acquired through equality analysis, and the use in decision making of information acquired through analysis, is evidence of due regard to the public sector equality duty;
- (c) publish sufficient information annually to demonstrate that the Council has complied with the general duty, and it must include:
 - i) information on the effect that policies and practices have had on employees and people from the protected groups;
 - ii) evidence of the analysis undertaken to establish whether policies and practices will (or have) furthered the three equality aims of the general equality duty, and details of the information used in that analysis; and details of the engagement undertaken in conducting that analysis;
- (d) publish information about the engagement it has undertaken, including that used in the development of equality objectives.

This report provides a summary of progress made against these requirements.

Equality performance measurement and reporting

6. Until April 2012 the Council measured its equality performance against the Equality Framework for Local Government (EFLG), which is a performance management tool designed to help local authorities to progress their equality work. In June 2011 it was reported to Scrutiny Panel that the financial implications of pursuing achievement formally against the EFLG were prohibitive. The adoption of Equality Objectives aligned with the EFLG however, served to ensure a continued focus on the achievement of its statutory duties, and allowed for informal measurement of progress against the EFLG. It is anticipated that the Council has now progressed to the 'achieving' level of the EFLG, although this cannot be confirmed.

7. The Equality Objectives form the focus of the Council's equality work for the four years from April 2012 – March 2016. It was reported to Scrutiny Panel in June 2012 that the broad range of the Equality Objectives meant that reporting progress via a Key Performance Indicator was not appropriate. Whilst progress was reported to the Finance and Performance Management Scrutiny Panel via an annual report, from 2013/2014 progress will be reported quarterly in line with quarterly Key Performance Indicator (KPI) performance reporting. The Equality Objectives have been added to the TEN performance management system to support this.

Corporate Equality Working Group

8. The Corporate Equality Working Group was established in May 2009, to provide input and support to develop and implement the Council's approach to equality. Reviews of the operation of the Working Group were undertaken in January 2011 and in July 2013, the latter confirmed the purpose of the CEWG as 'the corporate bringing together of work to develop equality and diversity within the Council rather than individual pockets of good work'. The CEWG has met bi-monthly until June 2013, and quarterly from then in line with the move to quarterly equality performance reporting. In order to maintain high-level focus on the Council's statutory equality responsibilities, the Corporate Equality Working Group is chaired by the Deputy Chief Executive.

Equality Scheme and Equality Objectives

9. In March 2012 Cabinet agreed an Equality Scheme for the four years 2012 – 2016 which sets out the Council's responsibilities under the Equality Act together with its equality plans and information. As an overarching scheme it sets out the Council's equality and diversity commitments and goals, and is a strategy and set of objectives to promote equality in the Council both as an employer and service provider.

10. The Equality Objectives help the Council meet one or more aims of the public sector equality duty and are focused on key areas where improvement in relation to equality has been identified, as follows:

- the use of equality intelligence
- ownership of equality
- engagement
- the workforce equality profile

The Equality Objectives and progress against them is set out below:

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

11. Equality monitoring

The Actions to deliver this Objective are based in equality monitoring and the use of information derived through equality monitoring to improve services for customers. Progress achieved with developing the necessary systems include:

- Equality Monitoring Policy and Guidance agreed by Cabinet in December 2012
- Completion of a pilot exercise around equality monitoring systems in May 2013

12. Whilst the Equality Monitoring Policy and Guidance is available to services and is being used in some service areas already, a delay in the completion of the pilot exercise has delayed its introduction. Whilst it had been intended that the Monitoring Policy and Guidance would precede the launch of the revised Equality Analysis Toolkit (see paragraph 13), the

Toolkit and its pilot's imminent launch means the Monitoring Policy and Guidance will be rolled out once the Toolkit pilot is established, which should be in December 2013/January 2014.

13. Actions concerning the use of intelligence in service planning are being addressed via the review of the existing Customer Impact Assessment Toolkit and committee report guidance in relation to equality implications. Progress made includes:

- a new Equality Analysis Toolkit and Guidance agreed by Management Board
- a pilot exercise planned to commence in October 2013 to evaluate a new system for ensuring that the equality implications of proposed courses of action are fully identified in relevant member/officer reports
- the provision of training sessions to support officers in the completion of equality analysis.

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

14. Actions to deliver this Objective include a review of the delivery of relevant officer and Member training, and working in partnership to share peer knowledge where possible. Limited progress has been made in respect of this objective.

15. *Progress reporting*

Achievements include:

- The introduction of Directorate based equality information reporting from January 2013
- Quarterly reporting to Management Board of progress against the Action Plan and other equality work
- Directorate reporting of progress against the Action Plan via the TEN performance management system

16. Arrangements for directorate based equality achievement reporting for the annual Equality Information Report, have been introduced via the introduction of a template setting out what the information is required to demonstrate, and the co-ordination of the information and publication of the report by the Performance Improvement Unit. Most Directorates submitted their progress against the public sector equality duty in January in line with the legal deadline. To take account of end of year pressures for some Directorates, the CEWG moved reporting to July from this year, and then annually in July thereafter.

17. In March 2013 CEWG agreed that reporting of progress against the Equality Objectives Action Plan and other work to progress fairness for service users and employees would be reported to Management Board quarterly rather than annually, and therefore in line with performance reporting against KPI's. To better capture information about work going on across the Council to deliver the Council's equality duties CEWG agreed that arrangements be put in place for Directorates to update their progress against the Action Plan via the TEN performance management system similarly to the way KPIs are currently updated. This will commence from October 2013 to inform the report of the second quarter performance to Scrutiny Panel and it is anticipated the report will have a similar format to the KPI report.

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

18. Actions to deliver this objective concern the production of an equality profile of the district; and the implementation of an Engagement Plan to bring coherence to engagement and ensure opportunities and groups are not missed. The development of opportunities for interaction between elected members and community groups will be included in the plan.

19. The production of an equality profile of the district forms part of the new Equality Analysis Toolkit and as a large piece of work, is in hand, whilst the engagement plan is yet to be developed.

20. Engagement with community groups has nevertheless continued and a brief outline of engagement with the protected groups is below, whilst more information can be found at paragraphs 31-37 of this report and in the annual Equality Information report:

- EFDC representation at the Essex International Day for People with Disabilities in December 2012
- EFDC representation at Essex Pride in June 2013
- Research with lesbian, gay, bi-sexual, and trans (LGBT) community via a local LGBT charity
- LGBT drop-in's
- Epping Forest Disability Forum on Facebook
- Sports disability project with a wide range of activities
- Sports disability project Parent Forum
- Various projects with 14-19 year olds, women and girls, and on health inequalities
- Welfare surgeries to respond to the welfare changes
- Consultation on Gypsy and Traveller permanent sites licence conditions
- Funding for security for homes of over 60's

21. Management Board recently agreed a number of measures in relation to LGBT equality following the completion of the research with the LGBT community, which will be progressed over the coming months.

22. It is considered that appropriate engagement might be improved by the provision of a fully accessible meeting room at the Civic Offices. Discussion had been underway with officers from Building Control and Facilities Management last year with a view to commencing the funding application process to adapt one of the Committee Rooms to full accessibility. However staff changes since then have resulted in the process stalling. This will again be picked up by CEWG in the coming months.

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. With three distinct elements, actions for this objective focus on building a robust data evidence base, greater transparency in recruitment and selection systems and other employee related information, presenting a strong equality image of the Council, and reviewing employee engagement to ensure the Council engages with all its employees.

24. Achievements include the successful achievement of the 'two ticks' 'Positive about Disability' award which is awarded by Jobcentre Plus to employers who have made commitments to employ, keep and develop the abilities of disabled staff. Details of current progress against other actions to deliver the systems and culture aspects of this objective together with actions around working practices concerning transparency in relation to employee related information, cannot be reported as the information was unavailable at the time of the preparation of this report.

25. A review of employee engagement was considered by Management Board last year and a number of initiatives were agreed including a review of the terms of reference of the Joint Consultative Committee (JCC), bearing in mind levels of union representation within the Council and the need for non-union staff to have an opportunity to gain access to formal consultation mechanisms. Also agreed and to be pursued once the review of the JCC Terms of Reference had been completed, were the use of an 'i train' community for staff

consultation, together with a staff information bulletin and periodic engagement sessions. The progress of the JCC Terms of Reference review cannot be reported as the information was unavailable at the time of the preparation of this report.

26. The former equality newsletter, 'Fair Ground', is to be resurrected as an equality information bulletin for employees providing explanations about equality, updates and case law examples, together with other work to deliver fairness for service users and employees. It will be aligned to the Corporate Values and Behaviours, and form part of the Corporate Communications strategy.

Equality Analysis

27. The public sector equality duty requires that the Council understand the effect of its policies and activities on equality for people, and to use this understanding in its decision making at both strategic and service delivery levels. In order to deliver this understanding the Council introduced a three year programme of Customer Impact Assessment in April 2010, which included the identification and prioritisation of activities requiring equality analysis, together with the completion and reporting of the analysis. To ensure equality information is included in all Cabinet and Overview and Scrutiny reports to assist and inform decision making, guidance for the inclusion of equality related information in all Cabinet and Overview and Scrutiny reports was reviewed in 2010. Ongoing support in all aspects of equality analysis has been provided by the Performance Improvement Unit, and progress against the programme has been monitored by CEWG and Management Board, and reported to the Scrutiny Panel annually.

28. The three year programme was completed in March 2013 with a disappointing completion rate of 44%. Actions to improve the completion of relevant equality analysis and its subsequent reporting to decision making bodies to allow for due regard to be paid during decision making, have been added to the Equality Objectives Action Plan for Objective 1, and is set out more fully at paragraph 13 of this report.

29. The relevant Agenda Planning Groups chaired by the Chief Executive, have the responsibility to ensure that all reports identify relevant equality implications, and that equality analysis is undertaken prior to the consideration of reports by members where necessary.

Equality Information

30. The Council has a duty to publish information to show that it is complying with its equality duties and to show how much progress it has made with its equality work. Some activities concerning publishing equality information form part of Equality Objective 2, and are set out at paragraphs 16-17 of this report.

Equality Information Report

In January 2013, the Council produced and published on its website, an Equality Information Report providing an illustration of what the Council has achieved in recent years, including projects, activities and achievements across all of its service areas. This report demonstrates how the Council meets the requirements of the public sector equality duty and will be updated annually from July 2013.

Equality Analysis

The Equality Analysis reports are also published on the Council's website and provide evidence of equality analysis together with identified actions to improve the equality of our services and activities. The reports contain details of information used in that analysis; and details of the engagement undertaken in conducting that analysis.

Workforce Equality Information

A range of equality related data about its employees including a workforce profile providing data on age, disability, ethnicity, religion, sex and sexual orientation is published on the Council's website. Other data published includes sickness absence and leavers / turnover information.

Compliments and complaints

Compliments and complaints equality monitoring information is collated each year for reporting to Members and the return is published on the Council's website

Engagement

31. Engagement is the subject of Equality Objective 3, and more information about engagement activities can be found at paragraphs 18-22 of this report, and the Equality Information Report published annually on the Council's website.

32. During the last year the Council has undertaken a range of engagement opportunities to increase its understanding of equality issues and community participation in the equality work of the Council.

33. In response to falling attendance at meetings of the Disability Equality Involvement Group, the Epping Forest Disability Forum has been set up on Facebook. Efforts are being made to recruit a volunteer with experience or knowledge of disability to discuss disability, and share information and support, and promote and develop the forum into a real resource for disabled people.

34. The CEWG remains keen to establish links with local lesbian, gay, bi-sexual, and transgender (LGBT) communities, to ensure that the Council's services meet their needs. To this end, the Council for the third consecutive year, undertook small-scale sponsorship of the 'Essex Pride' festival in June 2013, with a view to making contacts with the LGBT community. Essex Pride aims to promote inclusion, equality and diversity, encourage acceptance and eliminate discrimination in relation to LGBT people throughout Essex.

35. Research undertaken by Essex Gay, a local LGBT charity, into the views and experiences of LGBT people in the district has recently been considered by CEWG and a range of actions in response to the research have recently been agreed by Management Board. These will be taken forward in the coming months.

36. Essex Gay also established 'drop-in's' for LGBT people to meet and share information and support. A volunteer is also being sought to facilitate and run the group.

37. A general Employee Survey was conducted by the Human Resources Unit in 2013. The results were considered by Management Board, made available to the Joint Consultative Committee, and published in the Council's staff magazine, District Lines.

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, particularly in relation to the specific responsibility for promoting equality and diversity.

Safer, Cleaner and Greener Implications:

There are no legal implications arising from this report in respect of the Council's commitment to the Nottingham Declaration for climate change, the corporate Safer, Cleaner and Greener initiative, or any Crime and Disorder issues within the district.

Consultation Undertaken:

The actions proposed in this report have been reviewed and considered by Management Board and the Corporate Equality Working Group. The Council's current approach to disability equality has been endorsed by the Disability Equality Involvement Group.

Background Papers:

None.

Impact Assessments:***Risk Management***

Risk management issues arising from proposals to address the development and coordination of a corporate approach to the Council's statutory equality duties, or specific equality initiatives, will be identified as specific actions are progressed.

Equality and Diversity:

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

No. However, issues arising from proposals to address the development and coordination of a corporate approach to the Council's statutory equality duties, or specific equality initiatives, will be identified as specific actions are progressed.

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

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

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

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