

## Scrutiny Standing Panel Agenda



### **Finance and Performance Management Scrutiny Panel Tuesday, 11th March, 2014**

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, 11th March, 2014  
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, D Jacobs, J Knapman, H Mann, 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 3 - 14)**

To consider and agree the notes of the meeting held on 12 November 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 15 - 18)**

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

**6. KPI 41 PERFORMANCE ON RE-LETTING COUNCIL PROPERTIES (Pages 19 - 28)**

(Director of Housing Services) To consider the attached report.

**7. KEY PERFORMANCE INDICATORS 2013/14 - THIRD QUARTER (Pages 29 - 70)**

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

**8. KEY PERFORMANCE INDICATORS 2014/15 - REVIEW TARGETS (Pages 71 - 88)**

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

**9. EQUALITY OBJECTIVES 2012-2016 - PROGRESS (Pages 89 - 98)**

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

**10. QUARTERLY FINANCIAL MONITORING REPORT (Pages 99 - 126)**

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

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

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

**EPPING FOREST DISTRICT COUNCIL  
NOTES OF A MEETING OF FINANCE AND PERFORMANCE MANAGEMENT SCRUTINY  
PANEL  
HELD ON TUESDAY, 12 NOVEMBER 2013  
IN COUNCIL CHAMBER, CIVIC OFFICES, HIGH STREET, EPPING  
AT 7.00 - 9.30 PM**

- Members Present:** A Lion (Chairman), Mrs R Gadsby (Vice-Chairman), D Jacobs, J Knapman, H Mann, G Mohindra, Ms S Watson and J Wyatt
- Other members present:** Mrs A Grigg, Ms S Stavrou, G Waller and C Whitbread
- Apologies for Absence:** K Angold-Stephens
- Officers Present** J Gilbert (Director of Environment and Street Scene), D Macnab (Deputy Chief Executive), P Maddock (Assistant Director (Accountancy)), P Maginnis (Assistant Director (Human Resources)), J Preston (Director of Planning and Economic Development), S Tautz (Performance Improvement Manager), R Wilson (Assistant Director (Operations)) and A Hendry (Democratic Services Officer)

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

The Panel noted that Councillor H Mann was substituting for Councillor Angold-Stephens.

**24. MINUTES OF THE LAST MEETING**

The minutes of the previous meeting held on 17 September 2013 were agreed.

**Matters Arising**

Councillor Lion asked for an update of the members survey which was suggested by this Panel at the last meeting to be able to justify the additional expenditure on Microsoft licences. The need and the proposed cost of the additional licences was mentioned in the ICT report. Mr Macnab said that a report on this would be brought to the next Panel.

**25. DECLARATION OF INTERESTS**

No declarations of interest were made.

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

The Panel noted their Terms of Reference and Work Programme.

**27. BUDGET 2014/15 - FINANCIAL ISSUES PAPER**

The Assistant Director of Finance, Peter Maddock, introduced the Financial Issues Paper. He noted that it had gone to the Finance and Performance Management Cabinet Committee in September 2013. Their comments were recorded in the report. This report provided the framework for the Budget 2014/15 and updated members on a number of financial issues for the medium and short term.

In broad terms the following represent the greatest areas of current financial uncertainty and risk to the Authority:

- Central Government Funding
- Business Rates Retention
- Welfare Reform
- New Homes Bonus
- Development Opportunities
- Reducing Income Streams
- Waste and Leisure Contract Renewals
- Organisational Review

For the 2012/13 outturn it was noted that the CSB was £456,000 lower than the original estimate and £498,000 lower than the revised. The revised CSB estimate for 2012/13 increased from £14.735m to £14.777m with the actual being £14.279m.

Net DDF expenditure for 2012/13 was £594,000 lower than the revised estimate. However £836,000 of this resulted from slippage so both expenditure and financing for this amount has been carried forward to 2013/14, giving a net overspend of £242,000.

The current CSB saving against revised estimate was £0.498m, compared to £0.562m in 2011/12. A significant cause of this under spend was again salary savings, actual salary spending for the authority in total, including agency costs, was some £19.092m compared against an original estimate of £19.526m. There was currently an under spend on the salaries budget in 2013/14 and this was expected to continue, although at a reduced level as approximately £400,000 was removed from the salaries budget through the deletion of vacant posts in setting the 2013/14 budget.

It was noted that we had a vastly reduced Revenue Support Grant and Local Council Tax Support but were now able to retain a portion of local business rates. It could be shown that in three years under the new funding assessment system funding reduced by £1882m or by 25.8% and over a five year period it would have fallen by nearly 60%.

Taking this into consideration it was proposed to reduce the funding to parish councils by 13.6% for 2013/15 and 14.1% for 2015/16; though these amounts need to be seen in the light of the total parish receipts for 2013/14 being just short of £3m.

One other aspect of the new scheme on Business Rates Retention is the ability to pool with other authorities to share risk and possibly reduce levy payments. The DCLG were very late issuing guidance last year and so although most Essex authorities were keen on pooling in principle, no agreements was possible for 2013/14. The possibility of pooling is now being taken forward through the Essex Leaders Strategic Finance Group with the intention of having a pool in place for 2014/15.

It was noted that the collection of Council Tax has been difficult but better than expected.

The Government announced in June that it would continue to provide an incentive for authorities to freeze the Council Tax for both 2014/15 and 2015/16. Additional grant equivalent to a 1% increase in the Council Tax would be available and Councils seeking to raise Council Tax by more than 2% would have to conduct a referendum. From 2016/17 onwards it was assumed that future increases will not exceed 2.5%.

The Heseltine Review (No stone unturned in pursuit of growth) had made 89 recommendations to boost growth and recommended a Local Growth Fund of £80 billion over 4 years. The government claims to be fully supportive of the reports recommendations, although the funding that had been compiled was only £2 billion per year and none of the funding was new money.

In conclusion, the Council was in a stronger financial position than had been anticipated. This was due to the greater level of savings in 2012/13 and reductions through underspent budgets. However, the scale of the challenges ahead was greater now than at any time in the past. Future funding had been hit by reductions in government grant, top slicing of the NHB and a drop in local income streams. There was also the substantial risk that retained business rates could fall either through continued shrinkage in the rating list or through successful appeals.

It was highlighted that the MTFs approved in February 2013 was looking for net CSB savings of £1.3m but the updated version now required an additional £1m to provide £2.3m of savings across the forecast period. If this level of savings was to be achieved, tough decisions would be necessary on fees and charges and the future level of service provision, particularly in discretionary areas.

Councillor Mohindra noted that this report had been to the Finance Cabinet Committee in September. He was concerned that the recommendations of the report were for the Cabinet Committee and not for this Panel. He suggested that we just noted the Cabinet's decision. Mr Maddock said that this was really here for comments or observations.

Councillor Watson noted that the revenue balances shown on page 37 of the agenda, showed a reduction from £9.466m to £6.793m, was that right? Mr Maddock said that it was and that the reserves would go down by an equivalent amount.

Councillor Jacobs noted that as this report had been to the Cabinet, he did not see where we fitted into this. He assumed that we would make a number of savings and noted that there had been suggestions for savings on extra wheeled bins for recyclables. Mr Macnab replied that the intention was to bring forward options to the Council to achieve savings. As for this report he thought that it was right that this Standing Panel receive it at this time.

Councillor Mohindra asked if the potential for pooling with other authorities would be coming back to this panel. Mr Maddock said a more detailed report would go to the December Cabinet. Officers were under the understanding that there may be a savings of about £40 to £60k. Not a large amount. The LGA were appealing to Central Government about improving this scheme.

**RESOLVED:**

That the Financial Issues Paper be noted.

## 28. FEES AND CHARGES 2014/15

The Assistant Director of Finance, Peter Maddock, introduced the annual report on the fees and charges that the Council levies and what scope if any there was to increase particular charges.

It was noted that one of the key areas to be revisited was the pay and display charges in the Council's off street car parks. These charges had not been increased for five years. A recent study in 2011/12 predicted that modest changes in the fee structure could boost income by more than £300,000. Pay and Display car parking fees form the largest discretionary income stream to the General Fund. The current income estimate was set at £747,000.

He noted that the medium Term Financial Strategy highlighted the need to identify £2.3m savings as a result of the significant reductions expected in funding from central government.

In recent years the scope to increase fees has become somewhat more limited as government has introduced cost recovery only for some fees or set a maximum level for others. There are also some fees that the government sets that the Council has no control over.

Although Hackney Carriage Operators and Vehicle Licences fees were set, local authorities do have discretion over some licensing fees could therefore be increased where appropriate.

It was noted that although the Council did not provide a trade waste service itself it did need to ensure that a service was available should traders require it. Currently all traders go directly to service providers and deal with them. If a trader was to come to the Council for such a service the Council would arrange for SITA to carry out the trade waste collection at a charge currently of £13.50 per collection; it was proposed that this be increase to £14.00. Similarly the fee charged to schools etc. be increased from £8.50 to £9.00

Councillor Mohindra noted that there was a proposal for a big jump in fees for hardstandings on housing estates. Mr Wilson, Assistant Director Housing, replied that they were proposing a large increase as usually garages placed on these areas were old and in a dilapidated state. This led to complaints and resulted in a disproportionate amount of time spent in seeking to resolve the complaints. Moreover, it was generally felt that the current fee of £29.10 per annum (56p per week) was too low for the benefit that lessees receive, compared to the annual rent for a Council garage of £410.80. For these reasons, it was recommended that the hardstanding fee for next year be increased from £29.10 per annum to £82.00 per annum, representing around 20% of the Council garage rent.

Councillor Jacobs said he did not know how much we needed to increase our charges by as yet as the Panel could not come to a sensible answer without more information. He noted that the table showing the current and proposed costs for bulky household waste (4 to 7 items) had the wrong proposed price listed in that it should be higher than the current price, although it was showing as lower. Mr Maddock agreed and said it should be £34.00 and not £29.

Councillor Watson commented that with such a minimal increases would the administration cost more?

Councillor Jacobs noted that if the council did not increase their charges for some years, then any percentage increase would be all the greater.

Councillor Knapman noted that our only options were to increase our expenditure or drop our income. We should ask how our residents would be better off if we did not increase Council Tax. We are very near the bone in the services we provide, as it was as we have been making savings year on year but not cutting services. We need to get the right balance.

Councillor Lion asked the meeting if there was any fees or charges that the Council did not want to raise. Councillor Jacobs said that we could make some savings on waste but were essentially talking about car parking charges.

John Gilbert, Director of Environment and Street Scene, noted that a small percentage rise would not raise that much income. To catch up on the missing five years missing income we would need to collect another £150k in car parking charges, but we needed to be careful here and look how we generate income. We also have two car parks owned by Sainsbury's and would need their permission to raise charges. There are also some car parks in Loughton that came under the Housing Fund. We need to model savings made or charges increased and to discuss options available.

Councillor Lion asked if there were any views against the raising of car parking charges in the longer term. Councillor Knapman said he would like to keep our free bays. But, if we if we charge 20p instead of 10p then the motorist would not really notice. Unlike other local authorities we seem to be at about a 50/50 split between income and expenditure.

Councillor Gadsby noted that if we increased the car parking charges then we would drive the users to park on the roads; we would then have to pay Highways to put in double yellow lines. It was a no win situation.

Councillor Jacobs commented that we should look at the merits and the parking needs of different areas and we should not compare our area with other places that have big shopping facilities.

Councillor Waller said that parking fees were discretionary. Fees had been frozen for 5 years and it was inevitable that there would be increases but not in all areas. We do have problems meeting current demands for Car Parking with different needs for various parts of the district. We should have variable tariffs according to the location. As we cannot increase the supply of spaces at present we should consider increasing the charges. Demand will go on increasing. He would welcome input from Members – at this stage they had not made up their minds and would welcome view from different areas of the district.

Councillor Mohindra wanted to know about penalty charges and where they went. Mr Gilbert replied that some of it went to NEPP, but we could not amend the charges as they were set.

Councillor Mann spoke as a Loughton resident and said that he was concerned about the increase in charges as Loughton High Street was suffering quite badly and he put a lot of this down to parking charges. Empty shops did not bring in business rates and he would like the increase in car parking charges to be as low as possible.

Councillor Watson said they had to be careful about this as the general trend was to say that the South of the District had the most demand and so would get the higher increase. She was concerned about the local residents who may wish to use local parking and we need to be aware that we cannot keep hitting the same people with rises.

Councillor Knapman was not sure he agreed with that as the council had provided minimal transport for the rural areas. They have to drive into the stations. The problem was undersupply of car parking and road transport. It was a tough call and we needed to get a reasonable return on this. Other things we should look at could be such things as charges for collecting of bulky item. It was not for this Panel to come up with solutions – we can ask officers to look at the problems raised and come back with solutions.

Mr Macnab asked that apart from bulk waste and car parking charges there did not seem to be much in dispute. It seemed that the Panel would like to go for a 50/50 split between increases in fees and cost savings.

Councillor Knapman added that it was better to say we wanted an appropriate balance between increases and cost savings. Once there was a better financial budget view, fees and charges could be reviewed.

**RESOLVED:**

- 1) That an appropriate balance be struck in increasing fees and charges and this be reviewed in January 2014.
- 2) That the Panel were generally supportive of the increases as set out in the report.

**29. QUARTERLY FINANCIAL MONITORING REPORT**

The Assistant Director of Finance, Peter Maddock, introduced the quarterly financial monitoring report for the second quarter of 2013/14. The report provided a comparison between the original estimate for the period that ended 30 September 2013 and the actual expenditure or income as applicable.

The Panel noted that:

- The salaries schedule showed an underspend of £44,000 or 0.4%. This compared to 2.7% at this time last year.
- Once Housing Services, which is primarily charged to the Housing Revenue Account, and Building Control are removed from the Schedule there is a General Fund overspend of £45,000. This is because the level of vacancies has now fallen below the 2.5% vacancy allowance for the first time in a number of years. This was not surprising given the deletion of approximately £400,000 of vacant posts from the budget for 2013/14.
- Investment interest levels in 2013/14 were slightly below expectations at quarter 2.
- The Council had received £2.360m of the original investment placed with Heritable Bank; this was a recovery of 94.02%.
- Development Control income at Month 6 has recovered well since the first quarter.
- Building Control income was down by £71,000.
- The account was expected to return a deficit of over £30,000 unless there was a drastic improvement in income and soon.



- Hackney Carriage and other licensing income are both below expectations by £7,000 and £6,000 respectively.
- Income from MOT's carried out by Fleet Operations was £18,000 below expectations.
- Local Land Charge income was broadly in line with the prior year and above the original estimate which suggests, as last year, income will exceed budget for the year.
- The Housing Repairs Fund showed an underspend of £364,000. However a larger than average proportion of the expenditure was due to a seasonal fall in the winter months.
- From 1 April 2013 the Council was entitled to a share of business rates collected so monitoring the amount collectable was now more important than ever.

Councillor Knapman noted that he was not a fan of the Council's MOT service. We needed to consider if we needed to keep this, especially if they were moving buildings. Mr Macnab noted that we are now keeping Grounds Maintenance in house and are looking at its continuation towards fleet management. Councillor Wyatt noted that if we had no MOT testing it would cost to MOT our vehicles.

Councillor Gadsby asked if we were trying to cut down our expenditure on B&Bs. Mr Wilson said that we had low numbers of single people in B&B accommodation. These have high management problems and there was nowhere else suitable to put them.

**RESOLVED:**

That the revenue and capital financial monitoring report for the second quarter of 2013/14 be noted.

**30. KEY PERFORMANCE INDICATORS 2013/14 - QUARTER 2 PERFORMANCE REVIEW**

The Performance Improvement Manager, Mr S Tautz, introduced the report on the performance of the Council's Key Performance Indicators for the first six months of 2013/14.

The meeting noted that the KPIs provided an opportunity for the Council to focus attention on how specific areas for improvement would be addressed, and how opportunities would be exploited and better outcomes delivered.

It was noted that:

- 26 (74.3%) of the indicators had achieved the performance target for the first two quarters of the year; and
- 9 (25.7%) of the indicators had not achieved the six-month performance target, although 5 (55.5%) of these KPIs had performed within the agreed tolerance for the indicator.

**KPI 11** – *what % of the rent we were able to be paid for our commercial premises was not paid?* – Councillor Knapman noted that this was a reflection on the state of the economy. More comments were needed on what was going to be done about this. Mr Macnab noted that an action plan had been developed and we have now some extra capacity to chase debtors. A further detailed report giving an action plan and commentary on the figures could be arranged.

**Action:** to receive an updating report.

**KPI 12** – *what % of our commercial premises was let to tenants?* – noted that the comments had been reviewed by Management Board. The meeting noted that it was only just missing the target.

**KPI 20** – *How much non-recycled waste was collected for every household in the district?* – Councillor Knapman noted that we may miss this by some margin. Councillor Jacobs suggested that the 3<sup>rd</sup> quarter target was incorrect as it was only 59 above the second quarter but 131 below the 4<sup>th</sup> quarter. He suggested the figure be adjusted to something like 275. Mr Gilbert noted that there seemed to be recycling fatigue building up in the community. Also our overall waste stream was increasing so our recycling looked less. Once we have a new waste contract in place we can look afresh at this. However, we are still about 11<sup>th</sup> or 12<sup>th</sup> in the UK and are looking for improvement.

**KPI 32** – *what % of the district's annual business rates was collected?* – The Panel asked for the percentages of those on Direct Debit.

**Action:** to provide the percentage of those on Direct Debit.

**KPI 40** – *what % of the rent due from our council home tenants was paid?* – The Panel noted that this was the first time this indicator had been considered on a quarterly basis as it used to be an annual indicator. This was because it was the only time when a true picture would emerge. The figure provided does not include two direct debit payment dates or tenants who may have paid by cheque or cash at the desk in that period. Officers were presently looking at ways to set up quarterly targets. Also noted that the figure for quarter two should be 95.7% and not 94.56% when taking into account amounts credited in the two direct debit periods referred to.

**KPI 41** – *on average, how many days did it take us to re-let a Council property?* – The Panel noted that the Housing Options workload had substantially increased in recent months, the work load should reduce in the next quarter. The online registering facility has also new been introduced. Both of these factors have caused this KPI to suffer.

We have had some home seekers refusing properties offered and one house had been refused six times; others had been refused three or four times. Officers were looking at options to toughen up penalties for refusal and also looking to move from a two week choice based lettings cycle to a one week cycle, with hopefully, a higher turnover. It was confirmed that officers asked applicants to declare their reasons as to why they had refused offers made.

**Action:** The Panel asked that a report be submitted to the next meeting on the reasons for the refusals for these houses and why some properties were difficult to let.

**KPI 50** – *What was the net increase or decrease in the number of homes in the district?* – Councillor Knapman was not sure about the targets set. He was told that this indicator had been around since the beginning. The Council could not count on affordable housing being built and this was what we were reliant on. This indicator was of its time and maybe a new, more meaningful indicator should be developed.

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

noted just how volatile these figures were when you have a relatively small sample size.

**KPI 55** – *What % of planning applications, refused by Council Members against the planning officer's recommendation were granted permission on appeal?* – Again, the Panel noted that this was only about 15 cases and the number of appeals allowed was 10 out of the 15. In previous years members had been close to the 50% target but the last two quarters were higher. Officers would provide training where they could. It should also be noted that these were historical figures as people had up to six months to appeal.

**RESOLVED:**

- (1) That the six month performance for the Key Performance Indicators adopted for 2013/14 be noted;
- (2) That the Director of Corporate Support Services make a comprehensive report to the next meeting of the Panel with regard to current performance in respect of KPI 11 (Commercial Premises – Rent), including the identification of appropriate actions to improve performance and achieve the year-end target position;
- (3) That the Director of Housing make a comprehensive report to the next meeting of the Panel with regard to current performance in respect of KPI 41 (Housing re-let times), including the identification of appropriate actions to improve performance and achieve the year-end target position.

**31. EQUALITY OBJECTIVES 2012-2016 - 2ND QUARTER PROGRESS**

The Performance Improvement Manager, Mr S Tautz, introduced the report on progress towards the achievement of the Council's Equality Objectives for 2012 to 2016, for the first six months of 2013/14. The Panel noted that in March 2012, the Cabinet agreed a range of equality objectives for the four years from 2012 to 2016, designed to help the Council meet the aims of the general duty and bring about positive improvements to service design and delivery.

It was noted that in April 2012 the Council adopted four equality objectives for the four years until March 2016 to advance equality for service users and employees. The objectives were based in evidence, proportionate to the organization, and were subject to public consultation. The equality objectives were focused on the following key areas where improvement in relation to equality had been identified as a priority:

- Equality Objective 1: The use of equality intelligence
- Equality Objective 2: Ownership of equality
- Equality Objective 3: Engagement
- Equality Objective 4: The workforce equality profile

The achievement of the equality objectives was supported by an action plan spread across the four year time-frame. Many of the identified actions could only be achieved incrementally or were dependent upon other actions.

It was also noted that a three-year programme of equality analysis concluded in March 2013. The method of reporting relevant equality information to decision-making bodies had been replaced with a 'Due Regard Record', and this was currently the subject of a pilot exercise that was to run until February 2014. A screening process to identify functions relevant to equality and which should be subject to

equality analysis would be carried out in November/December 2013, with a view to a new programme commencing in April 2014.

Councillor Knapman thanked the officers for the report and noted that it was a much clearer report this time around. They could now see the direction of travel.

Councillor Mohindra asked if there was a difference between 'under control' and 'on track' as designated against individual actions. He was told that the officers would look again at their definitions.

**RESOLVED:**

That the progress against the Council's Equality Objectives (2012-2016) for the first six months of 2013/14 be noted.

**32. COUNCIL TAX FREEZE GRANT**

The Assistant Director of Finance, Peter Maddock, introduced the report showing the contrast in the Council's financial position if it was to increase Council Tax instead of accepting the Freeze Grant.

In considering the Financial Issues Paper at the last meeting of the Finance Cabinet Committee, it was decided to recommend a further freeze in the Council Tax to Cabinet. The Financial Issues Paper had assumed Members would not want to increase the Council Tax and so no alternative scenario involving an increase was provided.

The last time the Council Tax was increased was for the 2010/11 financial year. Since then the Department for Communities and Local Government (DCLG) had made grants available to support authorities choosing to freeze the Council Tax. These grants had been the equivalent of a 1% increase in Council Tax, approximately £75,000, and have been accepted for the three financial years from 2011/12 to 2013/14.

As part of a consultation exercise carried out by DCLG it was stated that freeze grants would also be available for both 2014/15 and 2015/16.

As indicated in the report, increasing the Council Tax by 2% for 2014/15 and 2015/16 would provide additional funds above the freeze grant of £75,000 in 2014/15 and £152,000 in 2015/16. As this would be a continuing source of income it would ease some of the financial pressure on the Council and the net savings requirement could be adjusted down.

Having not increased the Council Tax for three years, it could be argued that to increase now by only 2% for two years was not unreasonable.

However, increasing the Council Tax would go against both the medium term aims in the Corporate Plan and the Cabinet's current Key Objectives. The Corporate Plan 2011/15 includes five medium term aims, one of which was to "Have the lowest district Council Tax in Essex and maintain that position".

Councillor Knapman commented that he had asked for a report to come to this Panel, but not this one. He wanted the worst case scenario on what would happen if we took the grants and they were then withdrawn, how would we cope. However, he agreed that we should have a 0% increase.

Councillor Jacobs agreed that the council should freeze council tax, as it would be hard to justify at this time.

Councillor Mohindra commented that we needed to carry out an analysis on how much it would need to be increased by.

Councillor Knapman agreed saying that was exactly the point he was making. They needed the right data and risk analysis to be carried out. Could he still have the original report that he asked for, especially as we may have to increase the tax after a number of years of not doing so. This would come as a large shock.

**RESOLVED:**

1. That the report on the Council Tax freeze Grant be noted; and
2. That a report be provided to this meeting giving the worst case scenario on what would happen if we took the grants and they were then withdrawn further down the line, how would the council react?

**33. SICKNESS ABSENCE**

The Assistant Director (Human Resources), Paula Maginnis, introduced the sickness absence report for quarters 1 and 2 for 2013/14.

It was noted that the Council's target for sickness absence under KPI10 for 2013/2014 was an average of 7.25 days per employee. The Council's outturn figures for Q1 was 1.69 days against a target of 1.66 days and Q2 (2013/14) was 1.36 days against a target of 1.85. Figures were still on track to meet the target for the end of the year.

During Q1, 4.5 % of staff met the trigger levels or above, 20.9 % had sickness absence but did not meet the triggers and 74.6% had no absence. During Q2, 3.9 % of staff met the trigger levels or above, 22.8% had sickness absence but did not meet the triggers and 73.3% had no absence.

The Panel noted the top reasons for absences and that staff had recently been offered the flu vaccination, as they are every year. The Council used Lloyds Chemist to provide the service. As always there was a very good take up by the staff.

**RESOLVED:**

That the report on Q1 and Q2 sickness absences figures were noted.

**34. ALLOCATIONS OF COSTS - SUB COMMITTEE REPORT**

Councillor Watson introduced the report of this Panel's sub-committee that was set up to look at levels of recharging that made it difficult to determine if the service was providing Value for Money. This Panel was asked by the Finance and Performance Management Cabinet Committee to investigate recharges as members found them confusing.

The members of the sub-group comprised of Councillors Lion, Mohindra and Watson. The Sub-group worked with Peter Maddock, Assistant Director, Finance,

investigating and looking below the surface of the high level budget and accounts presented to members. They noted the figures for the statutory accounts; the costs that the council did not have control of; and that budgets should be a proactive planning exercise. Was there a need to compare this with the private sector? They identified issues for the future by identifying who was responsible and the cost allocation for management purposes. However, given that we are looking at a restructure of the council this would provide an opportunity to rebuild the budgetary process to be more helpful to members and officers.

Councillor Watson gave her thanks to Mr Maddock for his help and the work he did for the sub group.

Mr Maddock noted that his companion report aimed to answer some of the questions posed by the sub-groups report.

Councillor Knapman noted the he would like to see what the financial implications of the report were and not just the perceived value.

It was noted that as this report was asked for by the Finance and Performance Management Cabinet Committee, it should go back there.

**RESOLVED:**

- (1) That the report of the cross charging sub group be noted; and
- (2) That the report be referred to the next Finance and Performance Management Cabinet Committee and the Management Board for their information and consideration.

**35.      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 received the report of the sub-committee looking at cross charging in the Council and that it had been referred to the Finance and Performance Management Cabinet Committee.

**36.      FUTURE MEETINGS**

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

## TERMS OF REFERENCE - STANDING PANEL

<b>Title:</b> Finance and Performance Management
<b>Status:</b> Standing Panel
<b>Terms of Reference:</b>  <b>Performance Management</b>  1. To review Key Performance Indicator (KPI) outturn results for the previous year, at the commencement of each municipal year;  2. To identify on an annual basis, subject to the concurrence of the Finance and Performance Management Cabinet Committee:  (a) a basket of KPIs important to the improvement of the Council's services and the achievement of its key objectives; and  (b) the performance targets and monitoring frequency of the KPIs for each year;  3. To review performance against the adopted KPIs on a quarterly basis throughout each year, and to make recommendations for corrective action in relation to areas of slippage or under performance;  <b>Public Consultation and Engagement</b>  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;  <b>Finance</b>  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;  <b>Information and Communications Technology</b>  8. To monitor and review progress on the implementation of all major ICT systems;  <b>Value For Money</b>  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.	<b>Completed</b> - KPI outturn report for 2012/13 to be considered at the meeting in June 2013.	<del>11 June 2013;</del> <del>17 September;</del> <del>12 November;</del>
(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).	<del>20 January 2013 – jointly with Fin. Cab. Cttee; and</del> 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 <sup>nd</sup> quarter in November 13 and 3 <sup>rd</sup> 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.	<b>Completed</b> - 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 200912/13	To the June '13 meeting	<b>Completed</b> - Last considered at the June 2013 meeting	
(9) Provisional revenue Outturn 2012/13	For the June '13 meeting	<b>Completed</b> - Last considered at the June 2013 meeting	
(10) Fees and Charges	For the November 13 meeting.	<b>Completed</b> - Last considered at the November 2013 meeting	
(11) Sickness Absences	Six monthly reports last went to November '13 meeting	Half yearly figures of the Council's sickness absence figures – last considered at November 2013 meeting.	
(12) ICT Strategy and Website feedback	September 2013	Updating report went to the September 2013 meeting.	

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

**Date of meeting: 11 March 2014**

**Portfolio: Housing – Councillor D. Stallan**

**Subject: Performance on re-letting Council Properties (KPI (41))**

**Officer contact for further information: Roger Wilson extension 4419**

**Committee Secretary: Adrian Hendry extension 4246**

---



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

**1. The Finance and Performance Management Scrutiny Panel are asked to consider the report on KPI 41 which sets out as requested by the Panel;**

- (a) Reasons for refusals of properties; and**
- (b) Why certain properties are difficult to let**

**2. That the Finance and Performance Management Scrutiny Panel considers other initiatives set out in the report to reduce Council property re-let times.**

### **Report:**

1. At its meeting on 12 November 2014 (Minute 30 refers), the Finance and Performance Management Scrutiny Panel, when considering Key Performance Indicators, were concerned that under KPI 41 (on average, how many days did it take us to re-let a Council property?) performance was well below target. The following table sets out the target and both the cumulative performance in the last 6 quarters (i.e. – from April to the end of the relevant quarter) and the performance for the quarter itself.

Quarter	Target (days)	Actual (days)	
		Quarter	Cumulative
Q3 2013/2014	33	37	41
Q2 2013/2014	33	45	44
Q1 2013/2014	33	40	40
Q4 2012/2013	30		33
Q3 2012/2013	30		31
Q2 2012/2013	30		29

2. As can be seen, neither the quarterly nor cumulative target has been achieved since Quarter 2 in 2012/2013. At its last meeting, officers explained to the Panel that one of the reasons for not meeting the target in Quarters 1 & 2 in 2013/2014 was because of the increased workload in the Housing Options Section due to the implementation of the most comprehensive review ever of the Housing Allocations Scheme which included:

- Removing 4,000 non-qualifying homeseekers from the Housing Register and dealing with huge numbers of enquiries by telephone, in writing and at the reception desk
- Introducing the new on-line registration process requiring all existing qualifying homeseekers to re-register on-line
- Assisting vulnerable homeseekers to re-register on line

3. As expected, as the workload has reduced, this has resulted in performance improving in the last quarter. Members are asked to note that although the cumulative figure has only reduced by 3 days, the actual reduction in this Quarter was 8 days.

4. The Finance and Performance Scrutiny Panel asked that a report be submitted to this meeting on the reasons for the refusals of vacant properties by applicants and, in particular, houses which normally prove popular with homeseekers. The Panel further asked that details be provided on why certain Council properties are difficult to let.

### **Reasons for Property Refusals**

5. The table attached as an Appendix to the report shows for each property refused by applicants the property type, the area, the number of bids made, number of refusals the reasons and refusals by applicants downsizing accommodation. The table covers the period between July and December 2013. Although the reasons for refusals vary, the most common reason is that the homeseeker "dislikes the neighbourhood or estate" (despite them knowing the area where the property is located when they bid). It would appear that properties are not being refused in any particular parts of the District.

## Difficult-to-let Properties

6. A breakdown of the number of refusals by property type for this 6 month period is set out in the following table:

Property Type	Refused Once	Refused Twice	Refused more than twice
1 Bedroom bungalow	5	2	3
1 Bedroom flat (general needs)	6	2	3
1 Bedroom flat (over 50s)	4	Nil	1
1 bedroom flat (sheltered)	6	7	8
Studio (corner bungalow)	1	Nil	1
2 bedroom flat	1	Nil	Nil
3 bedroom flat	1	Nil	Nil
2 bedroom maisonette	Nil	Nil	1
2 bedroom house	2	Nil	Nil
3 bedroom house	3	Nil	1
<b>Totals</b>	<b>29</b>	<b>11</b>	<b>18</b>

7. As can be seen, properties which are refused the most are in sheltered accommodation which, therefore, are the most difficult-to-let. A number of initiatives are in place in order to address the problem including:

- Under the revised Housing Allocations Scheme, the Council now operates a Supplementary Waiting List for non-qualifying applicants over 60 years of age who do not meet with the Local Eligibility Criteria in terms of Local Connection or having a housing need as determined by one criterion of a priority band. There are currently 192 applicants on the Supplementary Waiting List. Those on the list are able to bid on properties in sheltered accommodation
- A new officer Major Capital Projects Team is being set up, chaired by the Assistant Director of Housing (Property). The Team will be identifying development and re-generation projects. As part of its remit, the Team will be considering the supply and demand for sheltered accommodation, and where there is over-provision, the future use of sites. In addition, consideration will be given to converting difficult-to-let bedsit accommodation to more lettable self-contained flats
- When difficult-to-let sheltered properties become available, the Housing Repairs Service undertakes additional work in order to make the property more attractive to homeseekers when viewing
- Scheme Managers are undertaking accompanied viewings with applicants explaining about all of the communal facilities available including social activities etc.

### **Further Initiatives**

8. As explained at the last meeting of the Panel, officers are planning a number of initiatives in order to improve performance, which are as follows:

#### ***Review of the Housing Allocations Scheme***

9. When the Housing Allocations Scheme is reviewed by the Housing Scrutiny Panel in October this year, the Panel will be asked to consider whether tougher penalties for refusals of offers of accommodation should be introduced to encourage homeseekers to only bid on properties they are likely to accept. The options for the Panel on this issue appear to be as follows:

- Enforcing a penalty for refusing one offer
- Extending the length of time that the penalty applies from 3 to 6 months
- As there are currently no penalties for those who are downsizing accommodation in order to assist with tackling under-occupation, consideration could be given to introducing a lighter penalty for those downsizing

10. The Panel will also be asked to consider if the number of bids made in each Choice Based Lettings Cycle should be reduced from the current level of a maximum of three bids. Allowing homeseekers to continue to place three bids may encourage them to make the third bid on a property they would never accept. If they are successful with such a third bid and reject the offer, then a number of void days are lost. If the number of bids were limited to two it could encourage homeseekers to bid on properties they are likely to accept if made an offer.

### ***Moving to a Weekly Choice Based Lettings Cycle***

11. Under the Council's Choice Based Lettings Scheme, homeseekers are able to place a maximum of three bids within any two-weekly bidding cycle. If the two-weekly cycle was reduced to one week, it could enable properties to be advertised sooner and shorten the void period. Officers are currently seeking a quotation from Locata Housing Services (LHA), who administers the Choice Based Lettings Scheme on behalf of the Council, for providing a weekly property cycle.

### ***In-depth Void Study***

12. Due to concerns about the performance on re-letting Council properties, the Director of Housing will be commissioning an in-depth Void Study in order to identify areas for improvement. As this work cannot be undertaken within existing resources, it is intended to appoint an external specialist to undertake the Study. The outcome of the Study will be reported to the Housing Scrutiny Panel in the first instance.

#### **Reason for decision:**

The report has been submitted at the request of the Finance and Performance Management Scrutiny Panel in order to consider the reasons for refusals of properties, and why certain properties are difficult to let.

#### **Options considered and rejected:**

Not to submit a report to the Finance and Performance Management Scrutiny Panel to consider the reasons for refusals of properties, and why certain properties are difficult to let.

#### **Consultation undertaken:**

None

#### **Resource implications:**

Budget provision: None

Personnel: None

Land: None

Community Plan/BVPP reference: N/A

Relevant statutory powers: Housing Act 1996

Background papers: None

Environmental/Human Rights Act/Crime and Disorder Act Implications: None

Key Decision reference: (if required) N/A

This page is intentionally left blank



Refusals  
1/7/13 - 31/12/13

Property type	Area	Bids	Refusals	Refusal Reason		
1b bungalow 60+	Matching Tye	8	3	Dislikes neighbourhood/estate		
				offer withdrawn - applicant unable to provide supporting docs		
				Dislikes neighbourhood/estate		
1b first floor flat	Waltham Abbey	6	1	Prefer different property type	downsizer	
1b bungalow 60+	Waltham Abbey	11	1	applicant on holiday		
2b maisonette 3/4	Chigwell	18	3	not interested in vacancy		
				applicant ineligible		
				Dislikes neighbourhood/estate		
1b 1st floor flat 50+	Waltham Abbey	3	1	Prefer different property type		
1 bedroom bungalow 60+	Epping Green	12	2	Prefer to be nearer shops/ transport		
				Dislikes neighbourhood/estate		
2 bedroom house	Nazeing	114	1	unable to verify application		
1b second floor sheltered	Epping	10	4	needs ground floor		
				Considers there are too many stairs		
				Changed mind about wishing to move		
				Prefer different floor level		
1b first floor flat sheltered	Loughton	9	2	Not ready to move	downsizer	
				unable to verify application		
1b first floor flat sheltered	Waltham Abbey	11	2	does not want sheltered		
				Pets not allowed		
studio ground floor sheltered	Waltham Abbey	*	8	Pets not allowed		
(*This property was advertised				unable to verify application		
6 times, 3 of which had only 1				Dislikes neighbourhood/estate		
bid)				too expensive		
				not interested in vacancy		
				Not ready to move		
1b first floor flat sheltered	Ongar	5	1	wants nearer to Loughton		
1b first floor flat 50+	Loughton	13	3	Changed mind about wishing to move		
				unable to verify application		
				no parking nearby		
3b house	Loughton	63	5	Dislikes neighbourhood/estate	Band A - lacking 2b/r	
				boxroom too small	downsizer	

Refusals  
1/7/13 - 31/12/13

				too much work needed and boxroom too small	downsizer	
				boxroom too small and boiler located in bedroom	downsizer	
				too small		
1 bedroom flat ground floor	Loughton	94	3	unable to verify application		
				Not ready to move		
				unable to verify application		
1b ground floor flat sheltered	Waltham Abbey	10	2	Did not attend viewing		
				Not ready to move		
studio ground floor	Loughton	43	4	Changed mind about wishing to move		
				not interested in vacancy		
				Dislikes neighbourhood/estate		
				unable to verify application		
3b house	Roydon	17	1	Prefer to be nearer shops/ transport	downsizer	
1bf 1st floor sheltered	Loughton	16	1	Prefer different floor level	downsizer	
1b ground floor flat	Buckhurst Hill	122	1	Not ready to move	downsizer	
3bh	Shelley	23	1	Dislikes neighbourhood/estate		
2b house	Loughton	194	1	kitchen too small	downsizer	
1b first floor flat sheltered	Waltham Abbey	11	3	unable to verify application		
				Prefer different property type		
				unable to verify application		
3b house	Loughton	54	1	Prefer different property type		
1b first floor flat 50+	Loughton	13	1	Dislikes neighbourhood/estate		
1b ground floor flat	Loughton	173	2	unable to verify application		
				poor condition, no bath, too small, exposed piping		
1b ground floor flat	Chigwell	36	3	unable to verify application		
				Dislikes neighbourhood/estate		
				Dislikes neighbourhood/estate		
1b ground floor flat 50+	Waltham Abbey	7	1	Prefer to be nearer to existing support		
1b first floor flat	Loughton	161	1	unable to verify application		
1b bungalow 60+	Waltham Abbey	13	2	unable to move at present	downsizer	
				not interested in vacancy	downsizer	
1b bungalow 60+	Matching Tye	6	3	Prefer to be nearer shops/ transport		
				Dislikes neighbourhood/estate		
				Prefer to be nearer shops/ transport		
1b first floor flat 60+	North Weald	17	1	Prefer to have a garden	downsizer	

Refusals  
1/7/13 - 31/12/13

1b ground floor flat sheltered	Loughton	14	3	in hospital	
				not interested in vacancy	
				unable to verify application	
1b bungalow 60+	Epping Green	6	1	Prefer to be nearer shops/ transport	
1b first floor flat	Waltham Abbey	10	3	applicant not suitable for sheltered housing	
				unable to verify application	
				unable to verify application	
1b bungalow 60+	Sheering	9	4	not interested in vacancy	downsizer
				does not want Sheering, too far out	
				does not want Sheering, wants North Weald	
				Dislikes neighbourhood/estate	
1b first floor flat sheltered	Buckhurst Hill	14	1	Prefer closer to amenities	
studio ground floor sheltered	Epping	5	4	wants Parsonage Court only	
				not interested in vacancy	
				No response	
				unable to verify application	
1b ground floor flat sheltered	Epping	24	1	Dislikes neighbourhood/estate	downsizer
1b ground floor flat sheltered	Loughton	23	3	Dislikes neighbourhood/estate	
				not suitable	
				states poor state of repair/ decoration/ cleanliness	
1b ground floor flat sheltered	Nazeing	7	3	Wrong size	
				too far out	
				Not ready to move	
1b second floor flat sheltered	Waltham Abbey	90	2	unable to verify application	
				unable to verify application	
studio ground floor sheltered (2 adverts, 1st=6 bids,2nd=0, to be re-advertised	Waltham Abbey	6	2	Bid was made for this property by mistake	Jubilee ct
				Not ready to move	
2b second floor flat	Woodford Bridge	75	1	states poor state of repair/ decoration/ cleanliness	
1b first floor flat	Loughton	5	1	Dislikes neighbourhood/estate	
3b 1st/2nd floor flat	Waltham Abbey	8	1	Bid was made for this property by mistake	
1b bungalow 60+	Epping	18		states poor state of repair/ decoration/ cleanliness	downsizer
1b ground floor flat sheltered	Loughton	16	2	No reason given	
				Not ready to move	
1b first floor flat	Waltham Abbey	93	2	Wrong size	
				unable to verify application	

Refusals  
1/7/13 - 31/12/13

1b bungalow 60+	Loughton	10	1	Changed mind about wishing to move		
1b flat first floor	Waltham Abbey	84	1	No response		
1b first floor flat	Loughton	182	1	Not verified		
1b bungalow 60+	Roydon	6	6	Prefer to be nearer shops/ transport	downsizer	
(to be re-advertised)				too far out, wants close to tube		
				garden too large, wants near amenities		
				too isolated		
				applicant had moved away		
				too small, poor condition		
studio ground floor	Waltham Abbey	52	1	states poor state of repair/ decoration/ cleanliness		
studio ground floor sheltered	Waltham Abbey	6	1	Wrong size		
1b first floor flat 50+	Loughton	3	1	unable to verify application		
studio bung sheltered	Loughton	3	2	too small and claustrophobic		
				Wrong size		
1b first floor flat sheltered	Ongar	6	3	Changed mind about wishing to move	downsizer	
				Wrong size		
				Not ready to move		



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

**Date of Meeting: 11 March 2014**

# SCRUTINY



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

**Subject:** Key Performance Indicators 2013/14 – Third Quarter Performance Review

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

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

---

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

**That the Scrutiny Panel review performance for the third quarter of 2013/14, in relation to the key performance indicators adopted for the year.**

### **Executive Summary:**

1. Pursuant to the Local Government Act 1999, the Council is required to make arrangements to secure continuous improvement in the way in which its functions and services are exercised, having regard to a combination of economy, efficiency and effectiveness.
2. As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's service priorities and key objectives, are adopted each year. Performance against all of the KPIs is reviewed 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 review KPI performance in a timely manner 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 by Management Board and the Scrutiny Panel.

**Report:**

6. A range of thirty-five Key Performance Indicators (KPI) was adopted for 2013/14 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. Three-monthly progress in respect all of the KPIs is reviewed by Management Board and (currently) the Finance and Performance Management Scrutiny Panel at the conclusion of each quarter, and service directors review KPI performance with the relevant portfolio holder(s) on an on-going basis throughout the year. No indicators are subject to scrutiny at year-end only, as end of year reporting is not made until each June (three months into the next year), and does not therefore allow for corrective action to be identified or implemented during the year in question.
8. Improvement plans are produced for all of the KPIs each year, setting out specific actions to achieve target performance or outcomes. In view of the corporate importance of the KPIs, the improvement plans for 2013/14 were agreed by Management Board, and are subject to ongoing review between the relevant service director and portfolio holder over the course of the year. The improvement plans were provided to all members of the Scrutiny Panel for information, earlier in the year.

**Key Performance Indicators 2013/14 - Quarter 3 Performance**

9. The position with regard to the achievement of cumulative target performance for the KPIs at the end of the third quarter (1 April to 31 December 2013) of the year, was as follows:
  - (a) 28 (80%) indicators had achieved the cumulative third-quarter target;
  - (b) 7 (20%) indicators had not achieve the cumulative third-quarter target, although 1 (14%) of these KPI performed within the agreed tolerance for the indicator; and
  - (c) 29 (83%) indicators were anticipated to achieve the cumulative year-end target.
10. A headline third-quarter performance summary and detailed performance report for each KPI is attached as Appendix 1 to this report. The 'amber' status category utilised in the KPI report identifies indicators that have missed the adopted target for the quarter, but where performance is within an agreed (+/-) tolerance or range. The KPI tolerances were agreed by Management Board when the targets for each KPI were set in February 2013, or were subsequently confirmed by the appropriate service director when the outturn position for 2012/13 was known.
11. The Scrutiny Panel is requested to review nine-month performance in relation to the KPIs for 2013/14. The provisional targets for each indicator for 2014/15, based on this third-quarter performance (and the estimated outturn position) for the current year, are included in a separate report in this agenda.

**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 proposed targets set out in this report have been submitted by each appropriate service director and have been considered and agreed by Management Board.

**Background Papers:**

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

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

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific KPI performance for 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.

This page is intentionally left blank



End of quarter cumulative KPI performance vs target

## Quarterly Headlines - Reflecting on our performance

Year-end predictions for quarterly KPI performance

Page 33



Q3 2013/14 KPI Performance Summary

A total of 28 out of 35 KPIs have achieved their target representing a 80% success rate.

Of the 7 indicators which have missed their target, 1 was a marginal fail and performed within the agreed 'amber' tolerance.

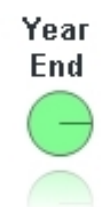
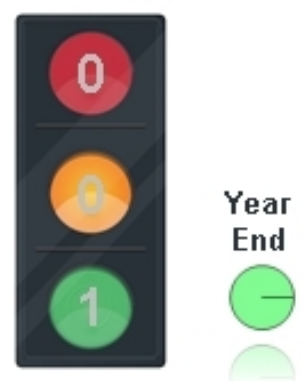
Of the 6 indicators which showed a marginal fail performance at Q2, 3 have moved into an Achieving performance whilst 2 have moved to a fully Failing performance.

1 indicator which had been Achieving as at Q2 has moved into a Failing performance.

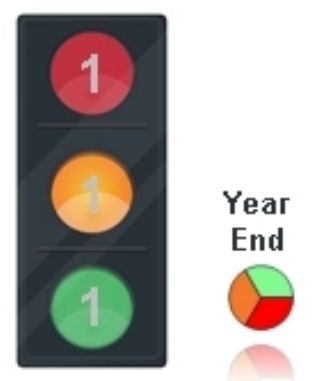


■ = Fail    ■ = Marginal fail\* (Qtrly) / Uncertain (Year-end)    ■ = Achieve

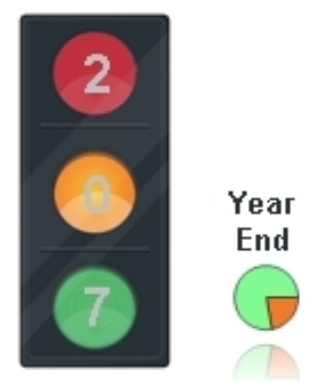
Office of the Deputy Chief Executive



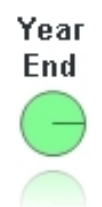
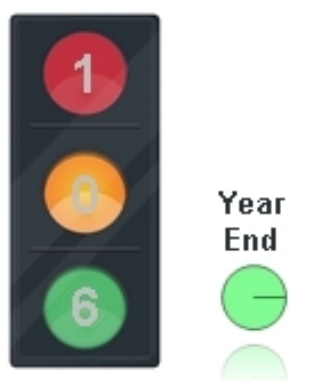
Corporate Support Services



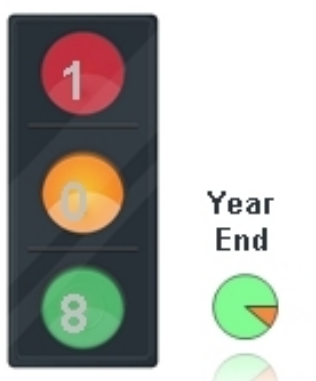
Environment & Street Scene



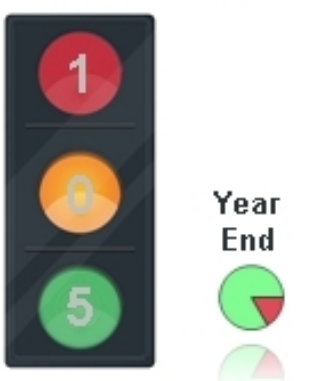
Finance & ICT



Housing



Planning & Economic Development



\* Marginal fail = performance below current year target but within the agreed 'amber' tolerance

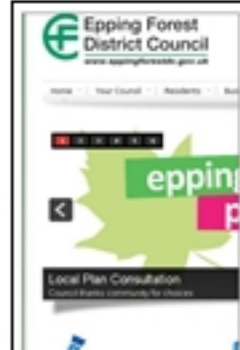
Quarterly Indicators		Quarter 1		Quarter 2		Quarter 3		Quarter 4		Is year-end target likely to be achieved?
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual	
<b>Office of the DCE Quarterly KPIs</b>										
KPI 04	(Website Satisfaction)	77.0%	75.0%	77.0%	78.0%	77.0%	78.0%	77.0%	77.0%	Yes
<b>Corporate Support Services Quarterly KPIs</b>										
KPI 10	(Sickness absence) (days)	1.66	1.69	3.51	3.05	5.40	4.83	7.25	7.25	Yes
KPI 11	(Commercial rent arrears) (%)	3.00%	4.60%	3.00%	4.60%	3.00%	3.90%	3.00%	3.00%	No
KPI 12	(Commercial premises let) (%)	98.00%	98.31%	98.00%	97.97%	98.00%	97.97%	98.00%	98.00%	Uncertain
<b>Environment &amp; Street Scene Quarterly KPIs</b>										
KPI 20	(Non-recycled waste) (kg)	94	100	190	197	249	295	380	380	Uncertain
KPI 21	(Household recycling) (%)	59.01%	59.93%	62.90%	61.00%	64.80%	60.00%	60.00%	60.00%	Uncertain
KPI 22	(Litter) (%)	8%	8%	8%	6%	8%	7%	8%	8%	Yes
KPI 23	(Detritus) (%)	12%	5%	12%	7%	12%	8%	12%	12%	Yes
KPI 25	(Neighbourhood issues) (%)	95.00%	96.76%	95.00%	97.23%	95.00%	96.66%	95.00%	95.00%	Yes
KPI 26	(Fly-tip investigations) (%)	90%	92%	90%	93%	90%	94%	90%	90%	Yes
KPI 27a	(Fly-tip: contract) (%)	90%	85%	90%	93%	90%	93%	90%	90%	Yes
KPI 27b	(Fly-tip: non-contract) (%)	90%	92%	90%	95%	90%	96%	90%	90%	Yes
KPI 28	(Noise investigations) (%)	90%	95%	90%	95%	90%	96%	90%	90%	Yes
<b>Finance &amp; ICT Quarterly KPIs</b>										
KPI 30	(Invoice payments) (%)	97%	97%	97%	97%	97%	97%	97%	97%	Yes
KPI 31	(Council Tax collection) (%)	27.06%	27.20%	51.87%	52.27%	76.90%	77.55%	96.60%	96.60%	Yes
KPI 32	(NDR Collection) (%)	31.04%	29.80%	56.70%	56.19%	81.88%	82.66%	97.50%	97.50%	Yes
KPI 33	(New benefit claims) (days)	30.00	26.42	30.00	25.59	30.00	23.44	30.00	30.00	Yes
KPI 34	(Benefits changes) (days)	10.00	8.53	10.00	8.23	10.00	8.07	6.00	6.00	Yes
KPI 35	(Benefit fraud) (no.)	75	56	150	151	225	203	300	300	Yes
KPI 36	(Proven fraud) (%)	30%	43%	30%	43%	30%	44%	30%	30%	Yes
<b>Housing Quarterly KPIs</b>										
KPI 40	(Housing rent) (%)	96.00%	93.27%	96.00%	95.77%	96.00%	96.45%	96.00%	96.00%	Yes
KPI 41	(Void re-lets) (days)	33	40	33	44	33	41	33	33	Uncertain
KPI 45	(Tenant satisfaction) (%)	98.00%	99.00%	98.00%	99.61%	98.00%	100.00%	98.00%	98.00%	Yes
KPI 47	(Temp. accommodation) (no.)	70	57	70	60	70	51	70	70	Yes
KPI 48	(Non-decent homes) (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Yes
KPI 49	(Modern Homes Std) (%)	825	905	1,650	1,898	2,475	2,689	3,300	3,300	Yes
KPI 60	(Emergency repairs) (%)	99%	99%	99%	99%	99%	99%	99%	99%	Yes
KPI 61	(Responsive repairs) (days)	7.0	6.0	7.0	6.4	7.0	6.4	7.0	7.0	Yes
KPI 62	(Emergency repairs) (%)	98%	99%	98%	98%	98%	98%	98%	98%	Yes
<b>Planning &amp; Economic Development Quarterly KPIs</b>										
KPI 50	(Increase in homes) (no.)	42	88	83	243	121	284	180	180	Yes
KPI 51	(Major planning) (%)	70.00%	85.71%	70.00%	82.35%	70.00%	82.61%	70.00%	70.00%	Yes
KPI 52	(Minor planning) (%)	89.00%	85.51%	89.00%	89.66%	89.00%	91.04%	89.00%	89.00%	Yes
KPI 53	(Other planning) (%)	94.00%	91.74%	94.00%	94.12%	94.00%	95.44%	94.00%	94.00%	Yes
KPI 54	(Appeals - officers) (%)	19.00%	25.00%	19.00%	19.05%	19.00%	18.75%	19.00%	19.00%	Yes
KPI 55	(Appeals - members) (%)	50.00%	66.67%	50.00%	66.67%	50.00%	75.00%	50.00%	50.00%	No

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

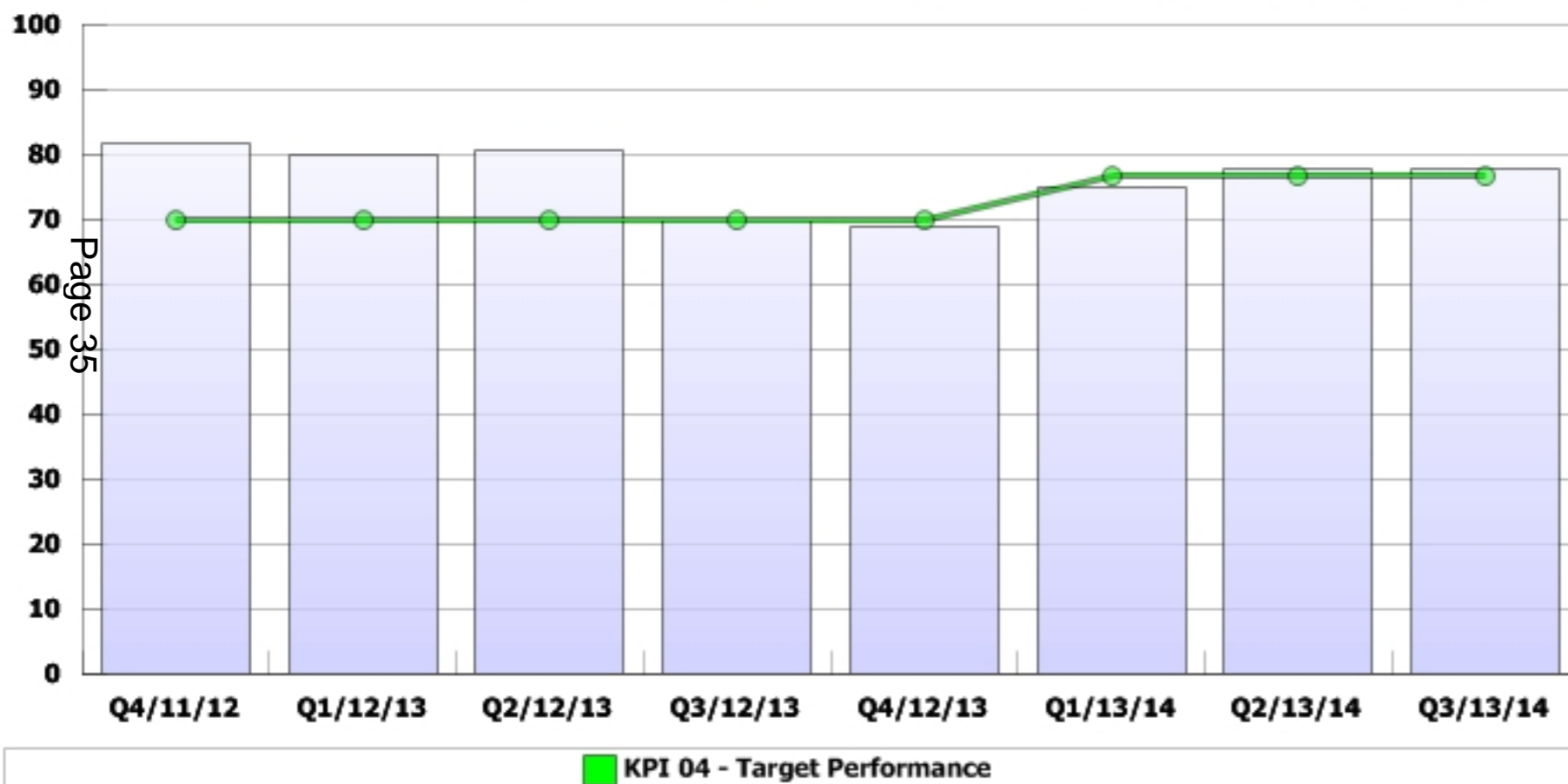
### Additional Information:

For enquiries regarding this indicator contact the Performance Improvement Unit by email on [performance@eppingforestdc.gov.uk](mailto:performance@eppingforestdc.gov.uk) or by telephone on 01992 564472

### Current and previous quarters performance



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



Quarter	Target	Actual	Status
Q3/13/14	77.0%	78.0%	✓
Q2/13/14	77.0%	78.0%	✓
Q1/13/14	77.0%	75.0%	✗
Q4/12/13	70.0%	69.0%	✗
Q3/12/13	70.0%	70.0%	✓

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

Indicator of good performance:  
 A higher level is good

↑ is the direction of improvement

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

The SOCITM website exit survey was turned off at the end of August 2013 for the installation of a new responsive template on the Joomla part of the website. The responsive template increases the usability of the website when viewed on mobile and tablet devices. The test period highlighted usability issues caused by the SOCITM tool on tablets and mobile devices. It has been turned on in January for the purposes of fourth quarter/year-end reporting.

### Corrective action proposed (if required):

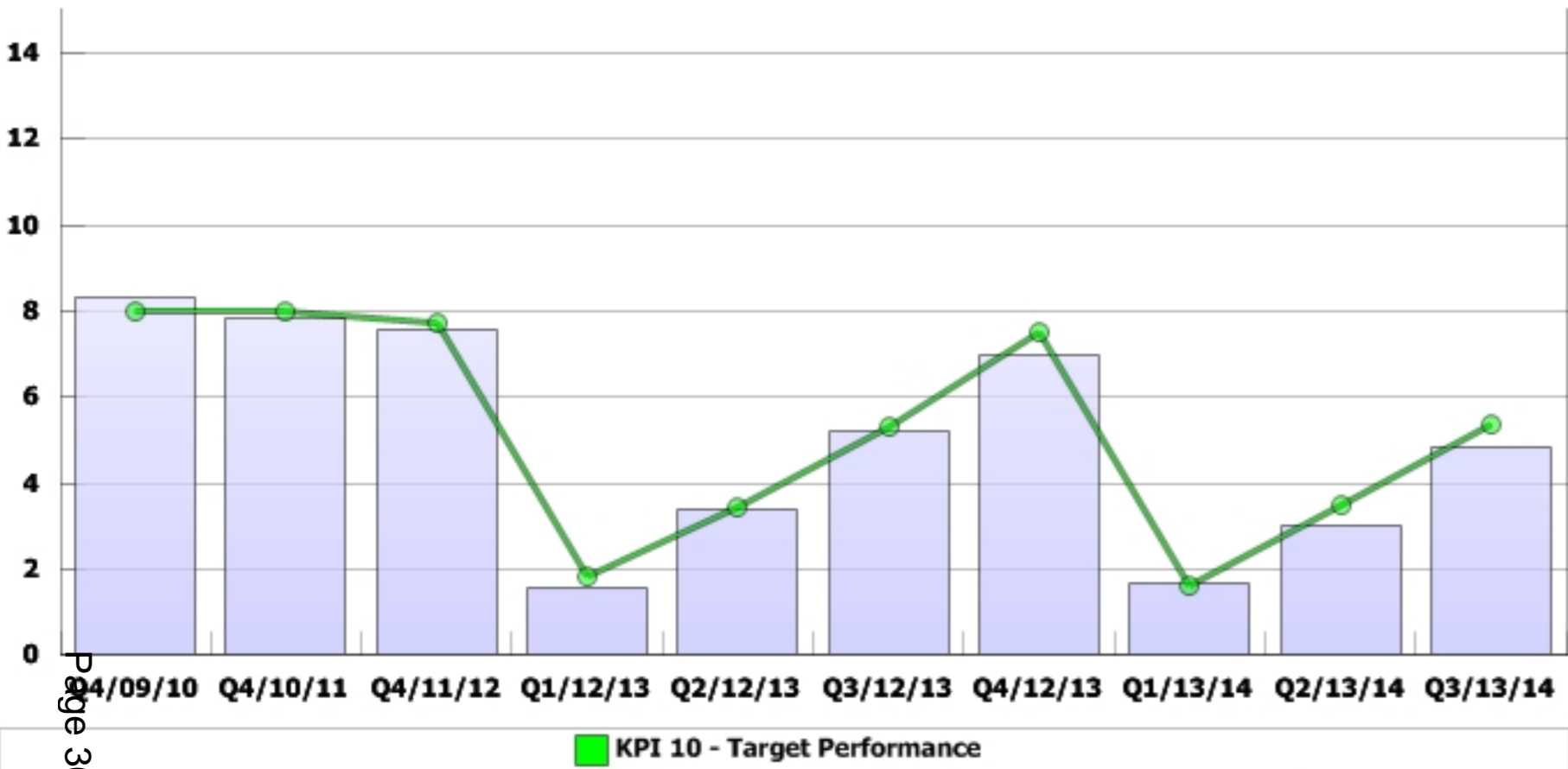
It is considered that changes to this KPI are required as the current satisfaction measure causes a number of problems. The Website Development Board favours a move to a new website satisfaction measure outlined elsewhere in the agenda for the meeting of the Finance and Performance Management Scrutiny Panel on 11 March 2014.

# 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

## Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/13/14	5.40	4.83	✓
Q2/13/14	3.51	3.05	✓
Q1/13/14	1.66	1.69	✗
Q4/12/13	7.50	6.99	✓
Q3/12/13	5.31	5.21	✓

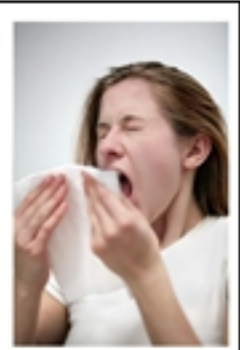
**Annual Target:** 2013/14 - 7.25 days  
2012/13 - 7.50 days

**Indicator of good performance:**  
A lower number of days is good

↓ is the direction of improvement

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

Yes



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

(Q3 2013/14). In Quarter 3 there was a decrease of 0.51 days against the quarterly target. Cumulative performance for the year continues to be below target.

### Corrective action proposed (if required):

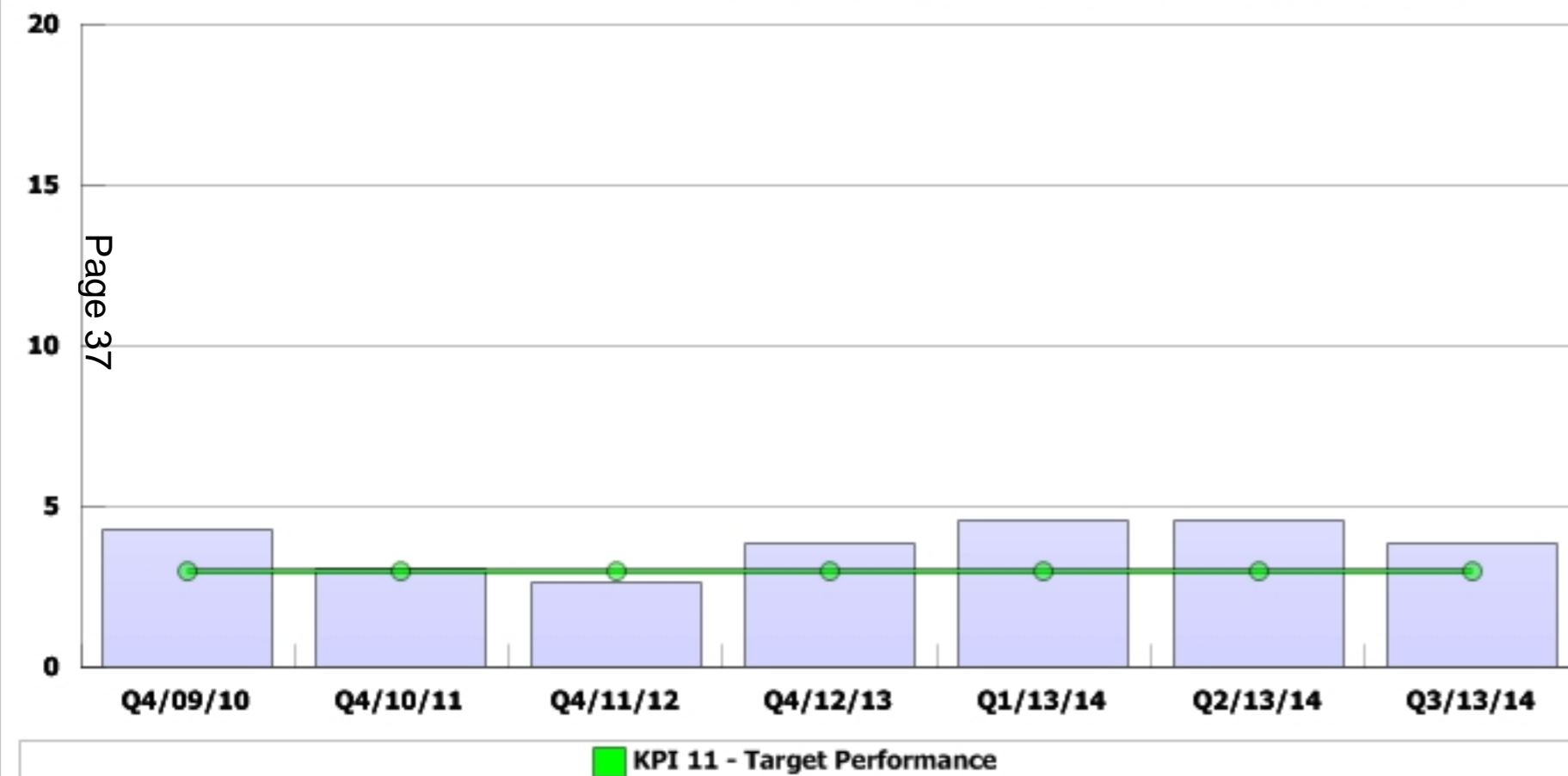
(Q3 2013/14). Human Resources provide a range of monthly and quarterly reports to service directors regarding sickness absence, together with corporate information for comparison. Managers carry out review meetings with employees who have met either or both of the trigger levels (set out in the Managing Absence Policy) and, where appropriate, set employees targets to encourage improvement. Human Resources support managers when they invoke the formal processes of the Managing Absence Policy. A detailed report is made to the Finance and Performance Management Scrutiny Panel twice a year regarding performance against this KPI. As the KPI is currently below target, no corrective action is required at this time.

## 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 on a quarterly basis.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on [performance@eppingforestdc.gov.uk](mailto:performance@eppingforestdc.gov.uk) or by telephone on 01992 564472

### Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/13/14	3.00%	3.90%	✗
Q2/13/14	3.00%	4.60%	✗
Q1/13/14	3.00%	4.60%	✗
Q4/12/13	3.00%	3.90%	✗
Q4/11/12	3.00%	2.66%	✓

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

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?

■ No



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

(Q3 2013/14) There has been improved performance in reducing the outstanding debt over 90 days old since Quarter 2, although the target for this KPI is unlikely to be met. This is partly due to the economic situation generally and also because of a reduction in the budgeted rent roll for 2013/14 as a result of reducing the rental income for the market at North Weald Airfield after the target was set.

### Corrective action proposed (if required):

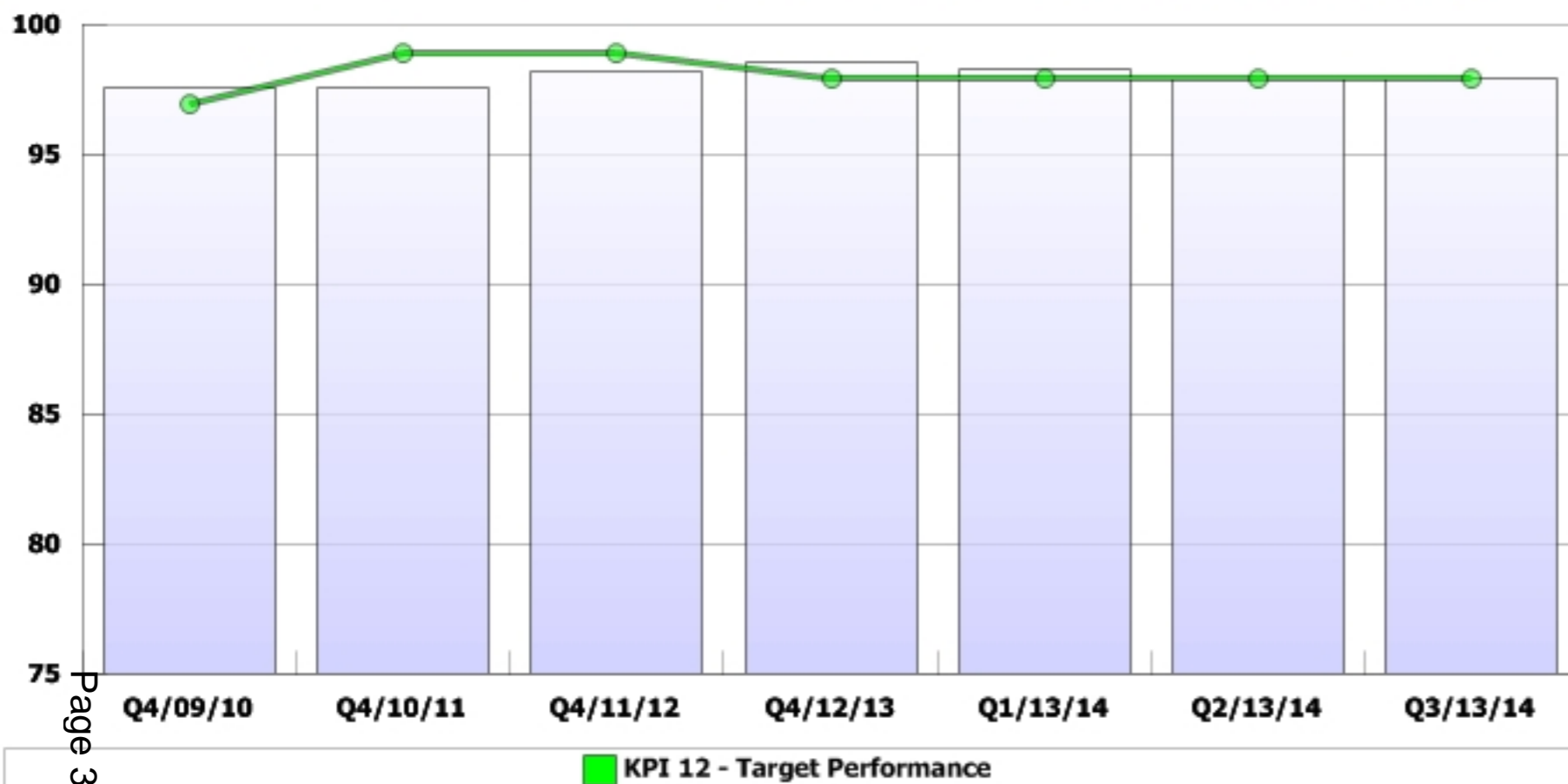
(Q3 2013/14) Officers will continue to closely monitor and chase debts, particularly those where agreed payment plans are not being met.

## 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 on a quarterly basis.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on [performance@eppingforestdc.gov.uk](mailto:performance@eppingforestdc.gov.uk) or by telephone on 01992 564472

### Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/13/14	98.00%	97.97%	✗
Q2/13/14	98.00%	97.97%	✗
Q1/13/14	98.00%	98.31%	✓
Q4/12/13	98.00%	98.64%	✓
Q4/11/12	99.00%	98.30%	✗

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

Indicator of good performance:  
A higher percentage is good

↑ is the direction of improvement

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

□ Uncertain

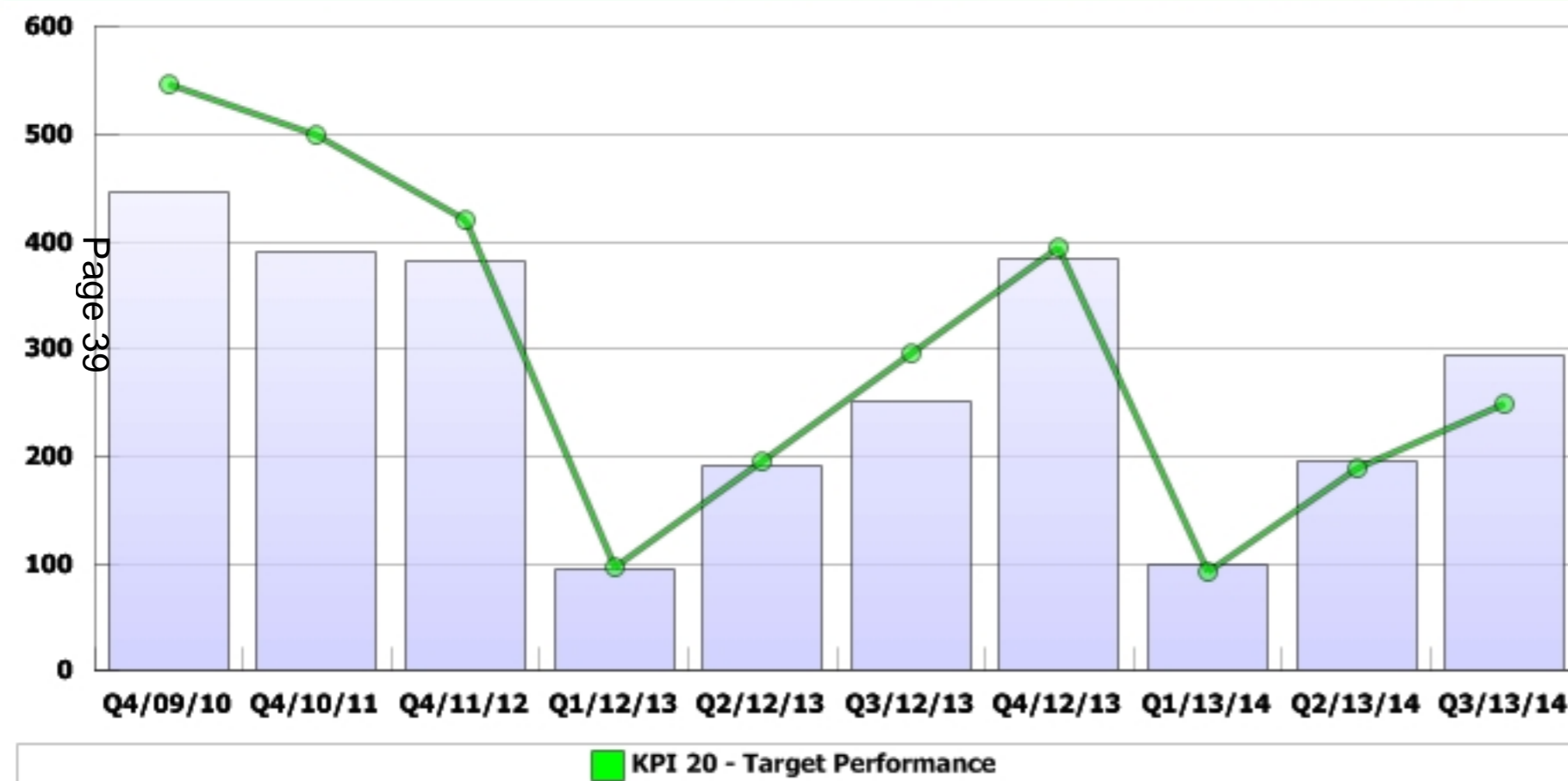


# KPI 20 How much non-recycled waste was collected for every household in the district?

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

## Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/13/14	249	295	✗
Q2/13/14	190	197	✗
Q1/13/14	94	100	✗
Q4/12/13	395	384	✓
Q3/12/13	296	252	✓

**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):

(Q3 2013/14) This is a disappointingly high level of residual waste, although overall recycling remains at or around 60%. Although the cumulative figure is high, the performance for Quarter 3 is on a par with the individual collection weights for Q1 and Q2.

### Corrective action proposed (if required):

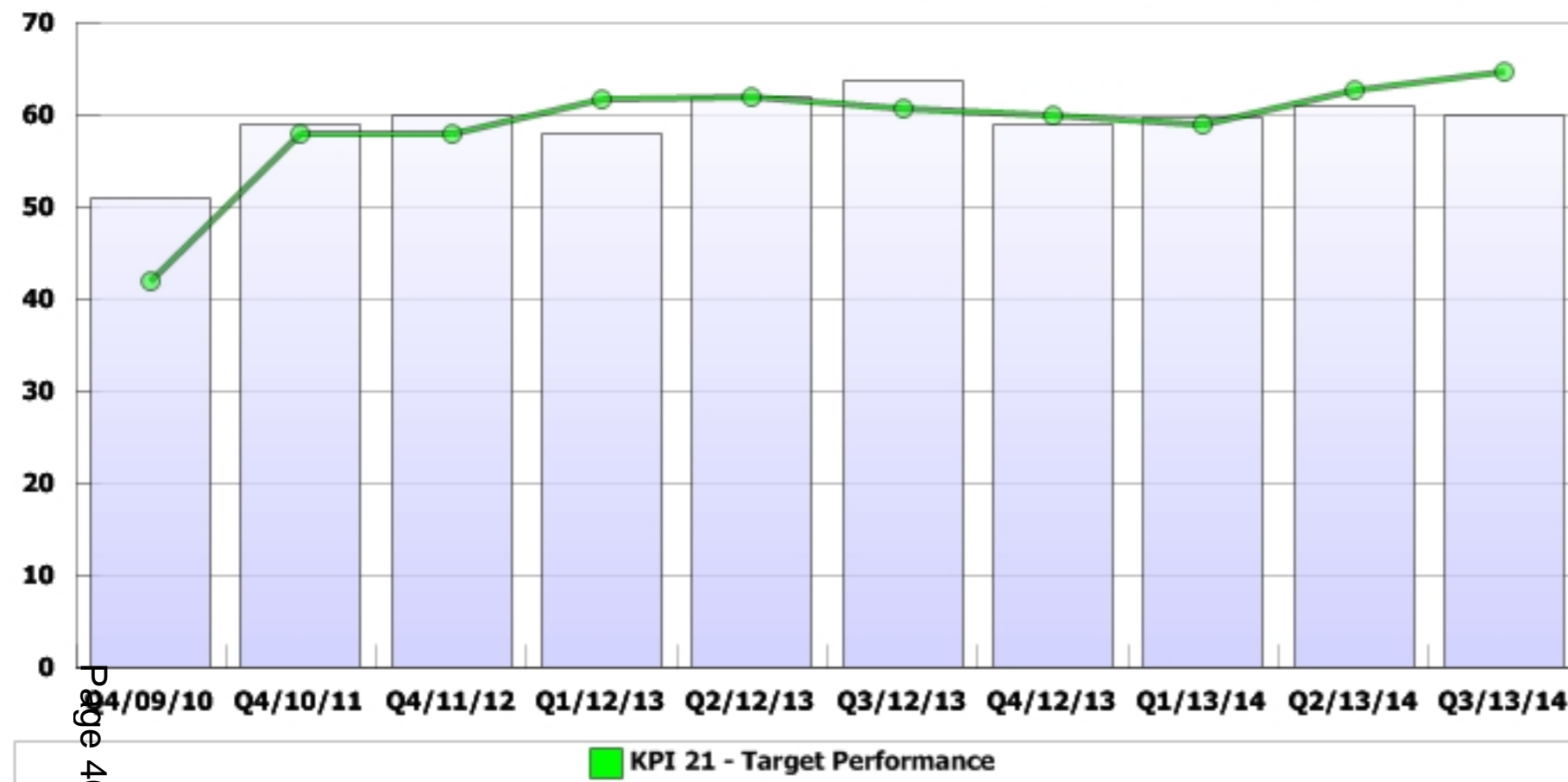
(Q3 2013/14) Steps are being taken to remind residents of the kerbside schemes which are available to them to encourage further recycling. The specification for the new contract will also include doorstep deliveries of clear sacks as an encouragement to recycle more materials.

# 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

## Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/13/14	64.80%	60.00%	✗
Q2/13/14	62.90%	61.00%	✗
Q1/13/14	59.01%	59.93%	✓
Q4/12/13	60.00%	59.14%	✗
Q3/12/13	60.76%	63.87%	✓

**Annual Target:** 2013/14 - 60.00%  
**Target:** 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):

(Q3 2013/14) Although the current performance of 60% achieves the overall annual target, it falls below expected performance at this time of the year. As with KPI20, this demonstrates the difficulties of keeping residents focused on the need to recycle as much as they are able, hence the likelihood of achieving the 60% target as at 31 March 2014 remains challenging and therefore uncertain.

### Corrective action proposed (if required):

(Q3 2013/14) Again, as with KPI20, continued efforts will be made to reinforce the messages around the importance of recycling and remind residents about some of the flexible options available especially through the colder months, around the use of kerbside caddies for waste food collection rather than the large food and garden wheeled bin. Officers will also continue to develop recycling options for flats and communal buildings where it is practical to do so and residents associations/managing companies are willing to engage. Changes are being made within the specification for the new waste contract to encourage additional recycling.

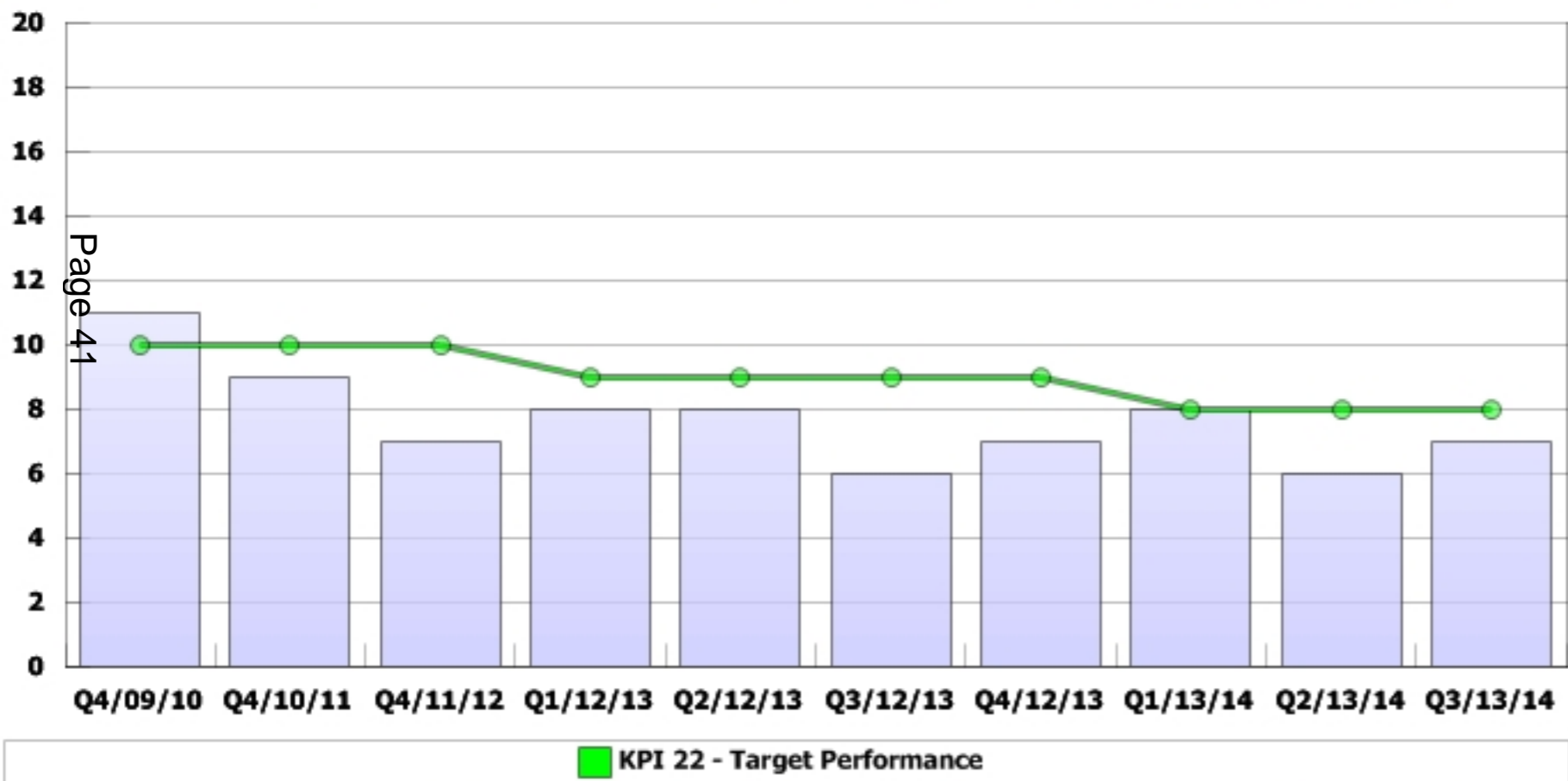


## KPI 22 What percentage of our district had unacceptable levels of litter?

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

### Current and previous quarters performance



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

**Annual 2013/14 - 8%**  
**Target: 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):

(Q3 2013/14) This is very good performance considering the very difficult weather and conditions during the quarter. It demonstrates the effectiveness of the service and the willingness of residents not to litter. The Environment & Neighbourhoods Enforcement Team are continuing a targeted approach to litter enforcement in towns and villages across the district.

### Corrective action proposed (if required):

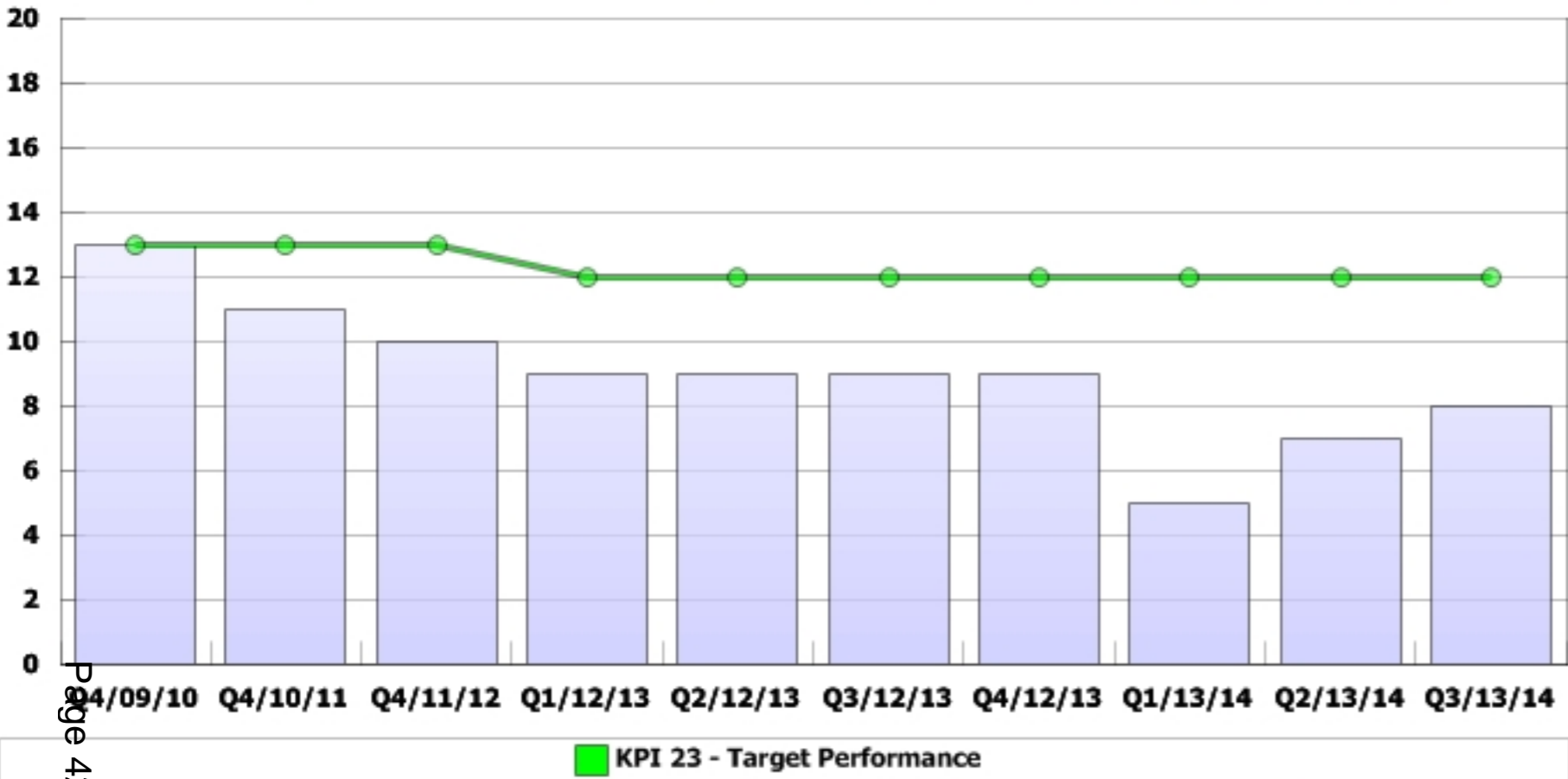
(Q3 2013/14) No corrective action currently proposed.

**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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q3/13/14	12%	8%	✓
Q2/13/14	12%	7%	✓
Q1/13/14	12%	5%	✓
Q4/12/13	12%	9%	✓
Q3/12/13	12%	9%	✓

**Annual Target: 2013/14 - 12%**  
**Target: 2012/13 - 12%**  
**Indicator of good performance: A lower percentage is good**  
 ↓ is the direction of improvement

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



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

(Q3 2013/14) This is excellent performance for Quarter 3 given the difficulties that the nature of the district presents and the very difficult weather conditions during the quarter. Although the performance is down on Q2, it is still at a high level for a semi-rural district (i.e. lots of country roads with no kerb edges etc). The condition of the highway surfaces also plays a significant role in the generation of detritus.

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

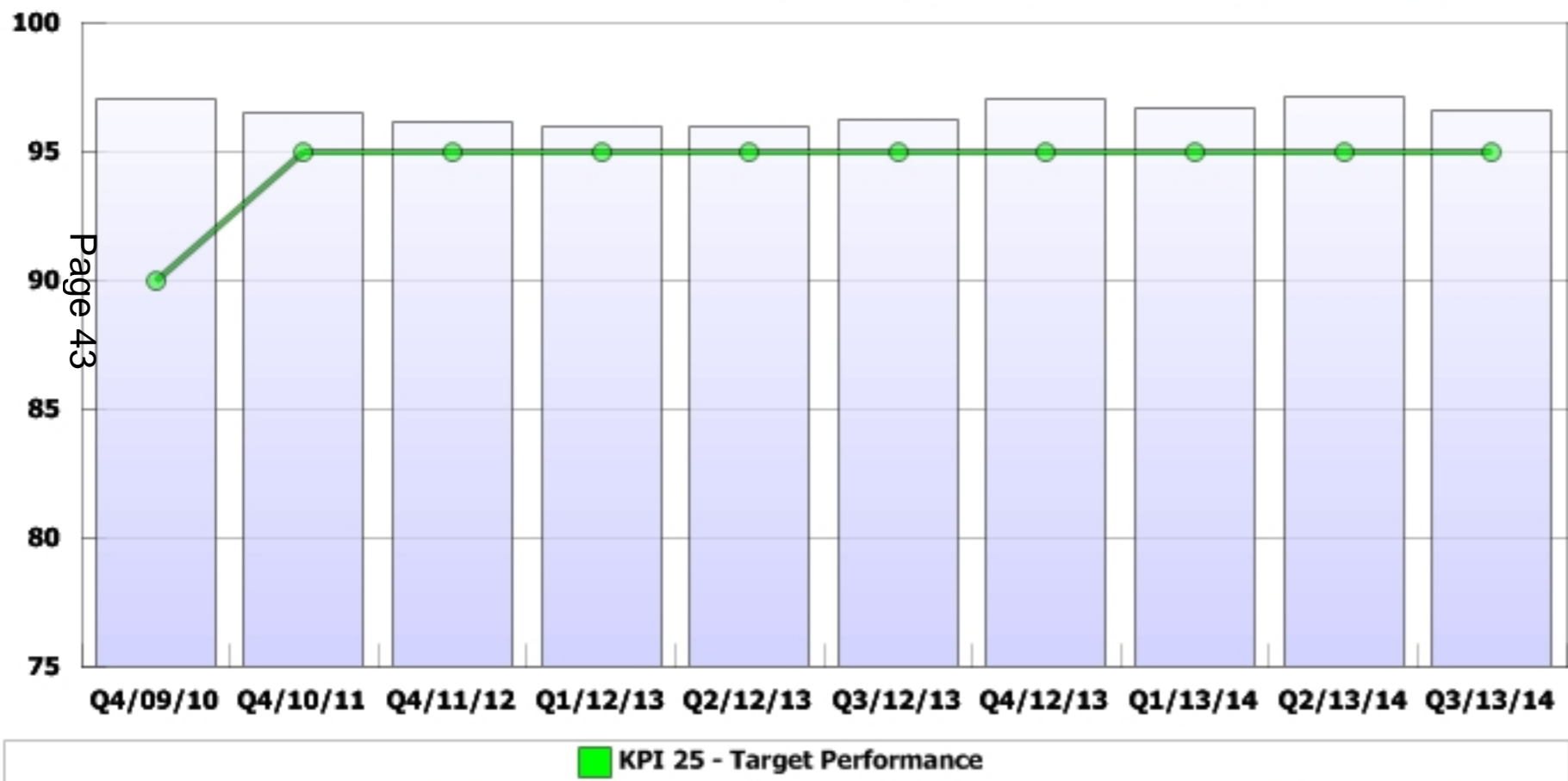
(Q3 2013/14) No corrective action currently proposed, but vigilance will be required to ensure no significant slippage in performance going forwards tto the end of the year.

**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

**Current and previous quarters performance**



Quarter	Target	Actual	Direction of Improvement
Q3/13/14	95.00%	96.66%	↑
Q2/13/14	95.00%	97.23%	↑
Q1/13/14	95.00%	96.76%	↑
Q4/12/13	95.00%	97.10%	↑
Q3/12/13	95.00%	96.30%	↑

**Annual 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):**

(Q3 2013/14) Performance continues at a high level with the target of 95% response within 3 working days being regularly achieved and indeed in most cases bettered. In Quarter 3 2,719 out of 2,813 were responded to within 3 working days. This means that residents who raise complaints are receiving a very quick response and having their concerns investigated as required.

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

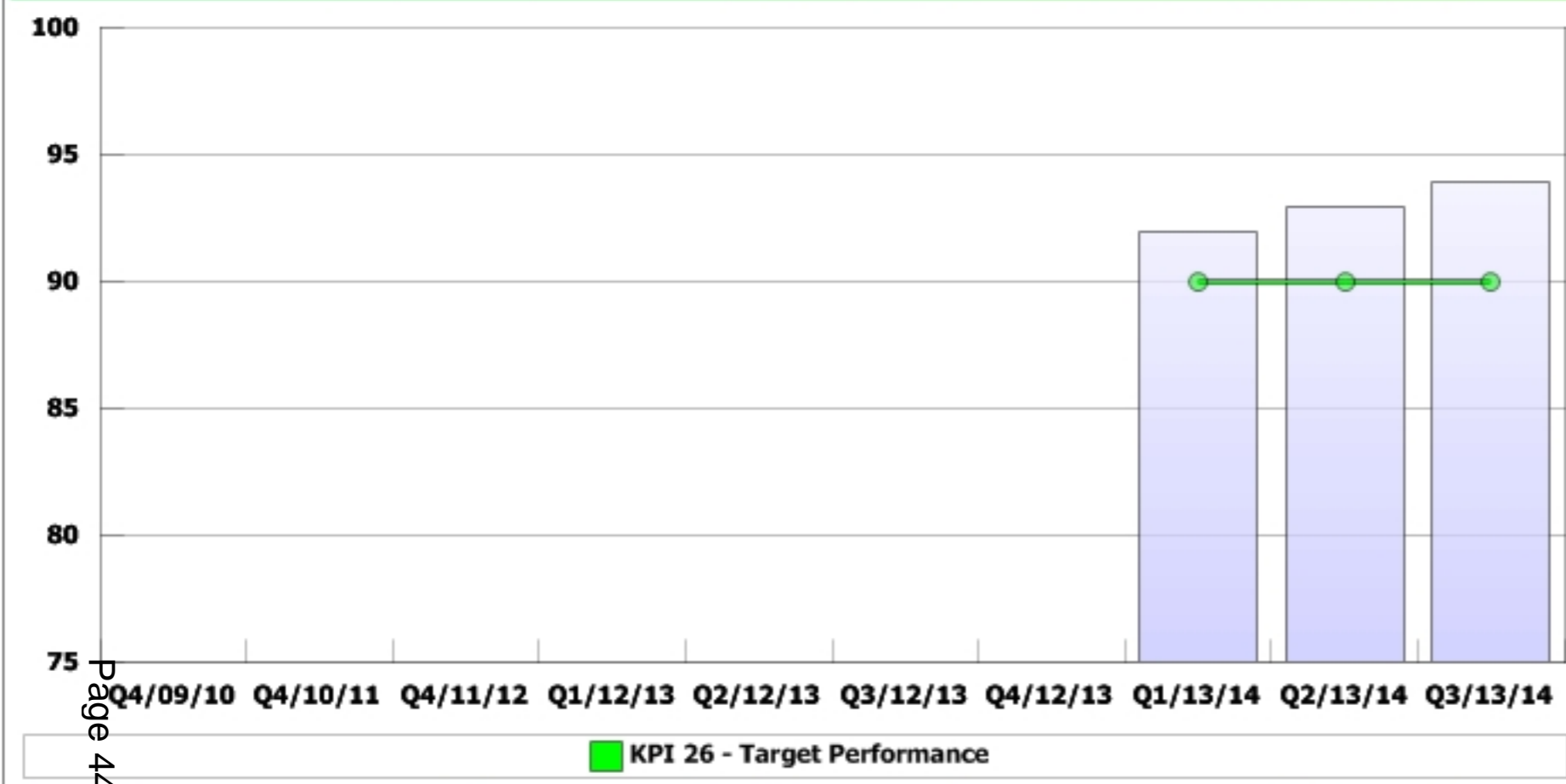
(Q3 2013/14) No corrective action currently proposed, but it is worth noting that this is a 'people driven' indicator and absence of key staff can and does have a significant effect on performance.

**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

**Current and previous quarters performance**



Quarter	Target	Actual
Q3/13/14	90%	94%
Q2/13/14	90%	93%
Q1/13/14	90%	92%
Q4/12/13		
Q3/12/13		

Annual 2013/14 - 90%  
 Target: 2012/13 - N/A  
 Indicator of good performance:  
 A higher percentage is good  
 ↑ is the direction of improvement



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

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

(Q3 2013/14) The target for Quarter 3 has been achieved with 827 of the 881 complaints and incidences of fly-tipping reported being investigated within 3 working days of receipt.

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

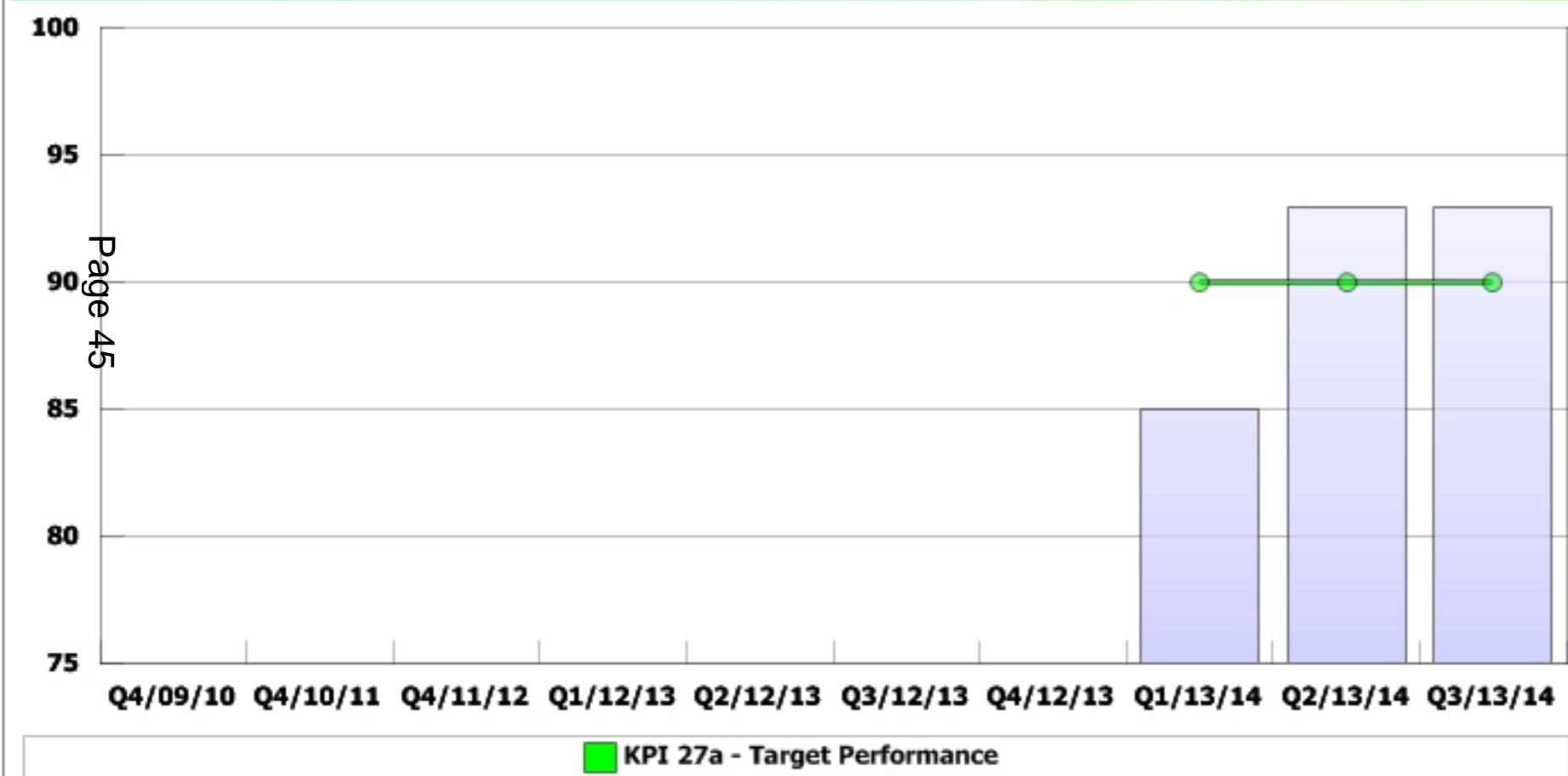
(Q3 2013/14) No corrective action currently proposed.

**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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q3/13/14	90%	93%	✓
Q2/13/14	90%	93%	✓
Q1/13/14	90%	85%	✗
Q4/12/13	-	-	-
Q3/12/13	-	-	-

**Annual Target: 2013/14 - 90%**  
**Target: 2012/13 - N/A**  
**Indicator of good performance: A higher percentage is good**  
 ↑ is the direction of improvement



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



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

(Q3 2013/14) The performance improvement seen in Quarter 2 has been maintained in Q3, where 339 of the 427 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. Also, in some cases, time is allowed to enable officers to 'persuade' the perpetrator to remove the offending waste.

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

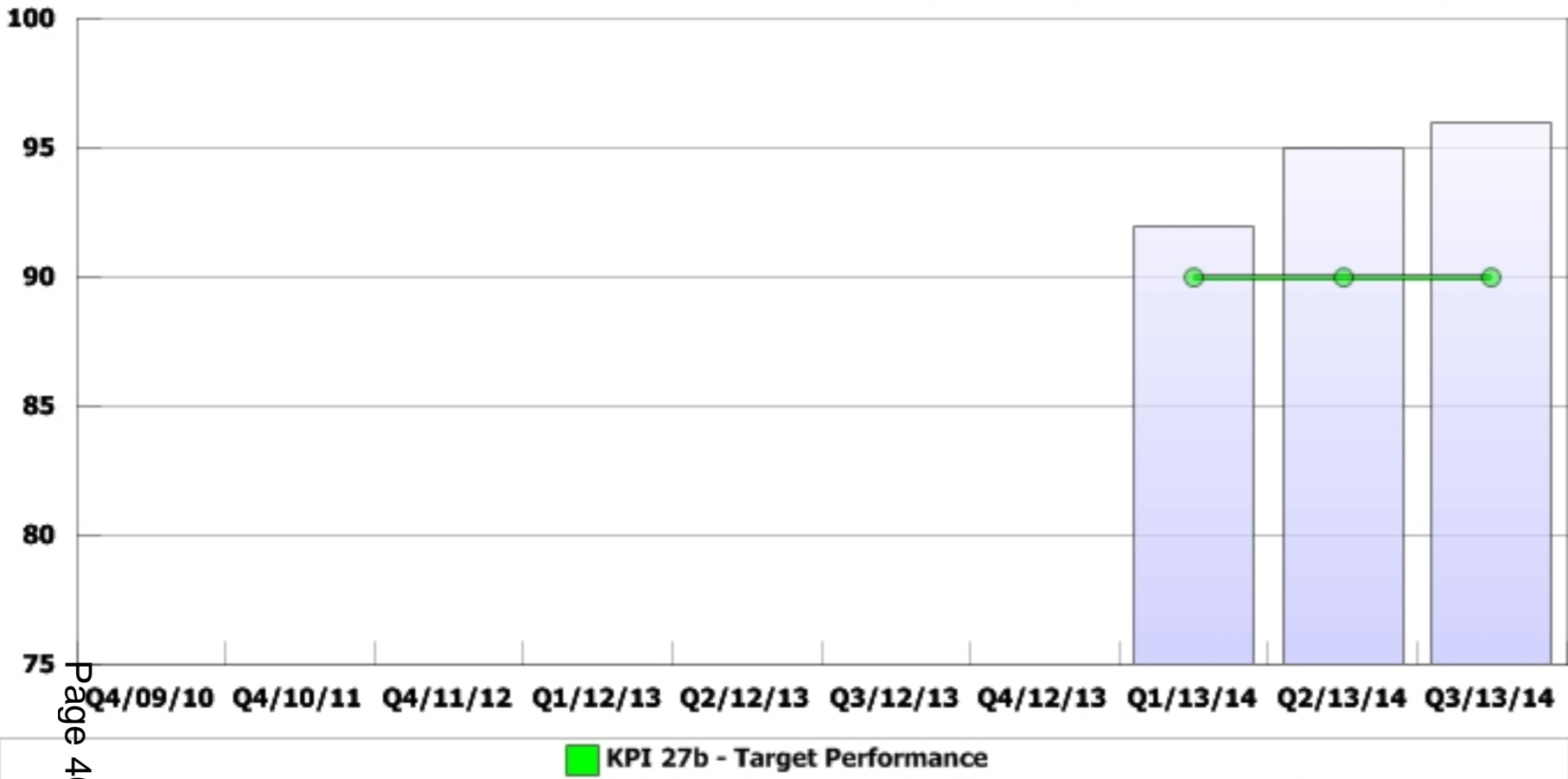
(Q3 2013/14) As a new indicator, processes will be carefully monitored to determine whether additional actions are required or whether the target is reasonable in the circumstances.

**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

**Current and previous quarters performance**



Quarter	Target	Actual
Q3/13/14	90%	96%
Q2/13/14	90%	95%
Q1/13/14	90%	92%
Q4/12/13		
Q3/12/13		

Annual 2013/14 - 90%  
 Target: 2012/13 - N/A  
 Indicator of good performance:  
 A higher percentage is good  
 ↑ is the direction of improvement



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

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

(Q3 2013/14) The target for Quarter 3 has been achieved, with 510 of 532 incidences dealt with within the target time of 10 working days. These fly-tips are the larger ones, where specialist machinery or other equipment is required to achieve removal. In some cases specialist contractors are required, for example where the dumped material may be hazardous.

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

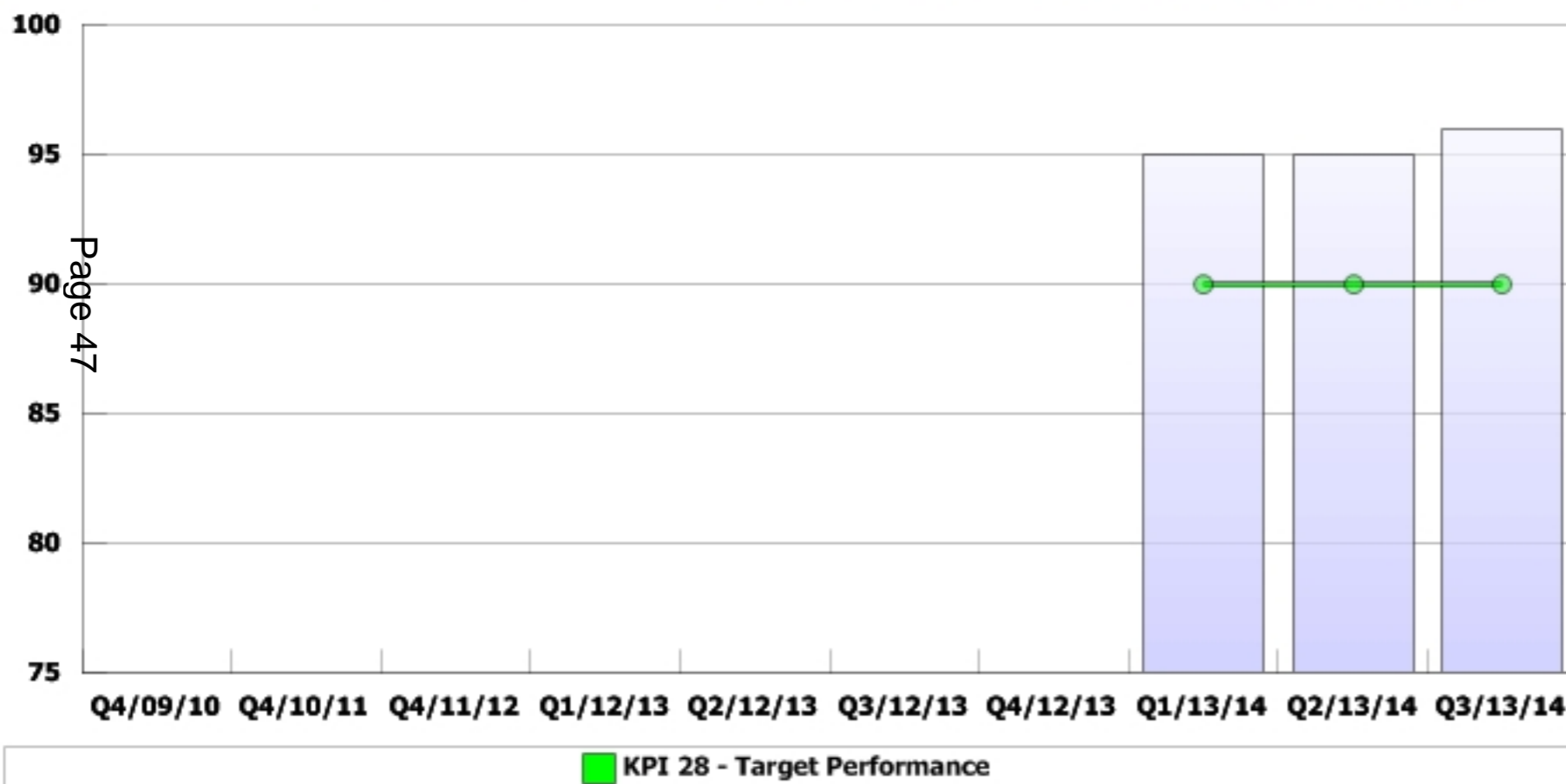
(Q3 2013/14) No corrective action currently proposed but, since this is a new indicator for 2013/14, processes for measuring performance will be kept under review.

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

### Current and previous quarters performance



Quarter	Target	Actual
Q3/13/14	90%	96%
Q2/13/14	90%	95%
Q1/13/14	90%	95%
Q4/12/13		
Q3/12/13		

Annual 2013/14 - 90%  
Target: 2012/13 - N/A

Indicator of good performance:  
A higher percentage is good

↑ is the direction of improvement



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

Yes



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

(Q3 2013/14) This indicator measures only those cases referred to the duty noise enforcement officer. In Quarter 3, 344 of the 358 complaints referred on were dealt with within the prescribed 15 minute time period. This is a high level of performance for out of hours activity. Dealing with the incident may be just a responding telephone call to offer advice or it may result in a decision to visit a location. Visits will take much longer, but most are still undertaken with 1 hour of the call being responded to.

### Corrective action proposed (if required):

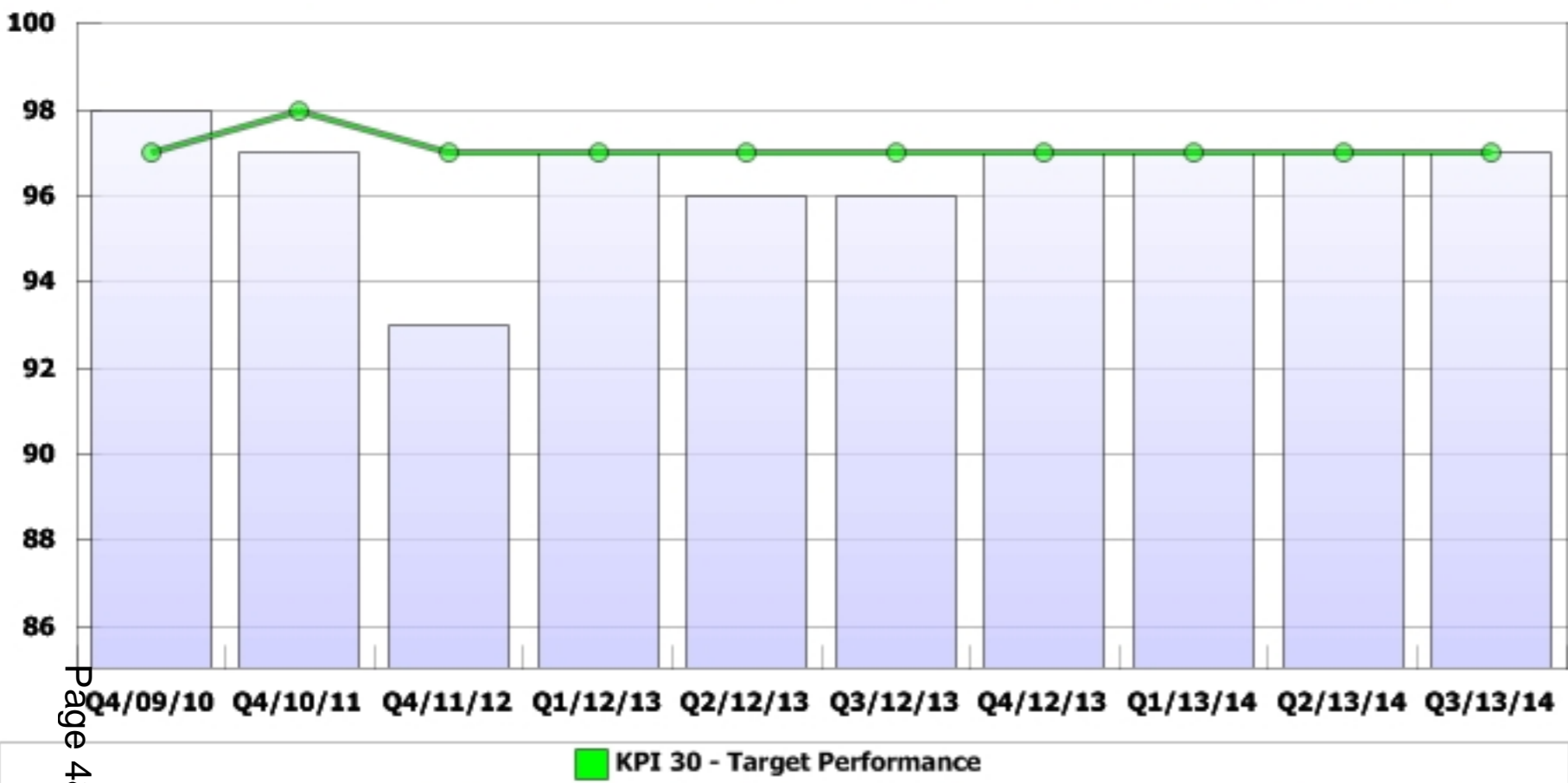
(Q3 2013/14) No corrective action currently proposed but, since this is a new indicator for 2013/14, processes for measuring performance will be kept under review.

# 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

## Current and previous quarters performance



Quarter	Target	Actual
Q3/13/14	97%	97%
Q2/13/14	97%	97%
Q1/13/14	97%	97%
Q4/12/13	97%	97%
Q3/12/13	97%	96%

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

↑ is the direction of improvement

**Annual 2013/14 - 97.00%**  
**Target: 2012/13 - 97.00%**

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

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

(Q3 2013/14) In Quarter 3, 97% of suppliers were paid within 30 days which is in line with the previous two quarters. Actual performance in December 2013 was 97%, which again was in line with the target. For Q3, 89% of local supplier invoices were paid within 20 days, also in line with the previous quarters.

### Corrective action proposed (if required):

(Q3 2013/14) No corrective action currently proposed.

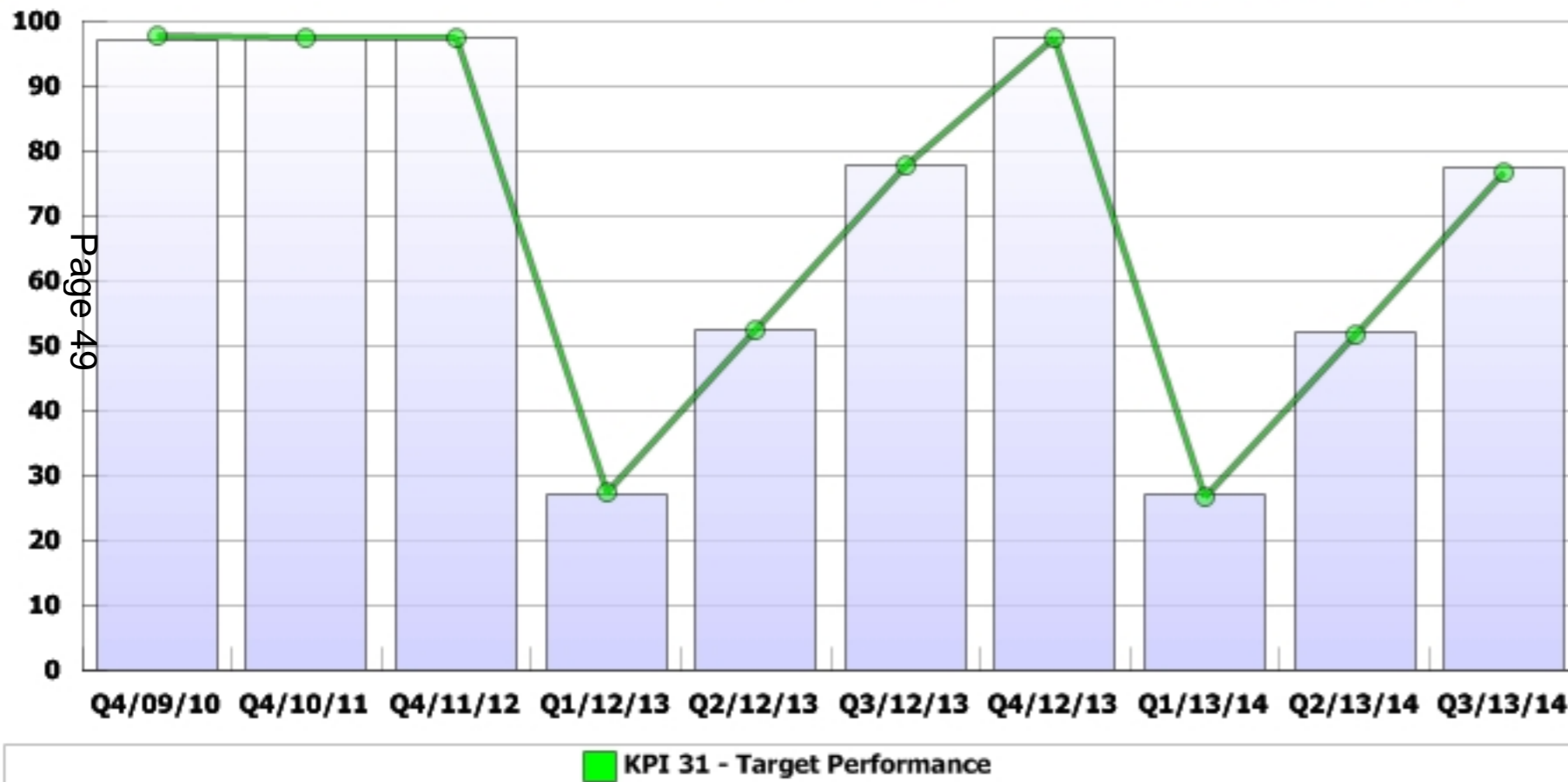


# KPI 31 What percentage of the district's annual Council Tax was collected?

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

## Current and previous quarters performance



Quarter	Target	Actual
Q3/13/14	76.90%	77.55%
Q2/13/14	51.87%	52.27%
Q1/13/14	27.06%	27.20%
Q4/12/13	97.80%	97.82%
Q3/12/13	78.02%	77.87%

Annual 2013/14 - 96.60%  
Target: 2012/13 - 97.80%

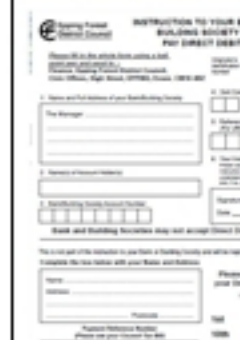
Indicator of good performance:  
A higher percentage is good

↑ is the direction of improvement



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

Yes



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

(Q3 2013/14) The collection rate is 77.55% which is 0.32% 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. The collection rate 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 58.2%. If these cases are removed from the calculation for 2013/14 then the rate is 77.88% 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):

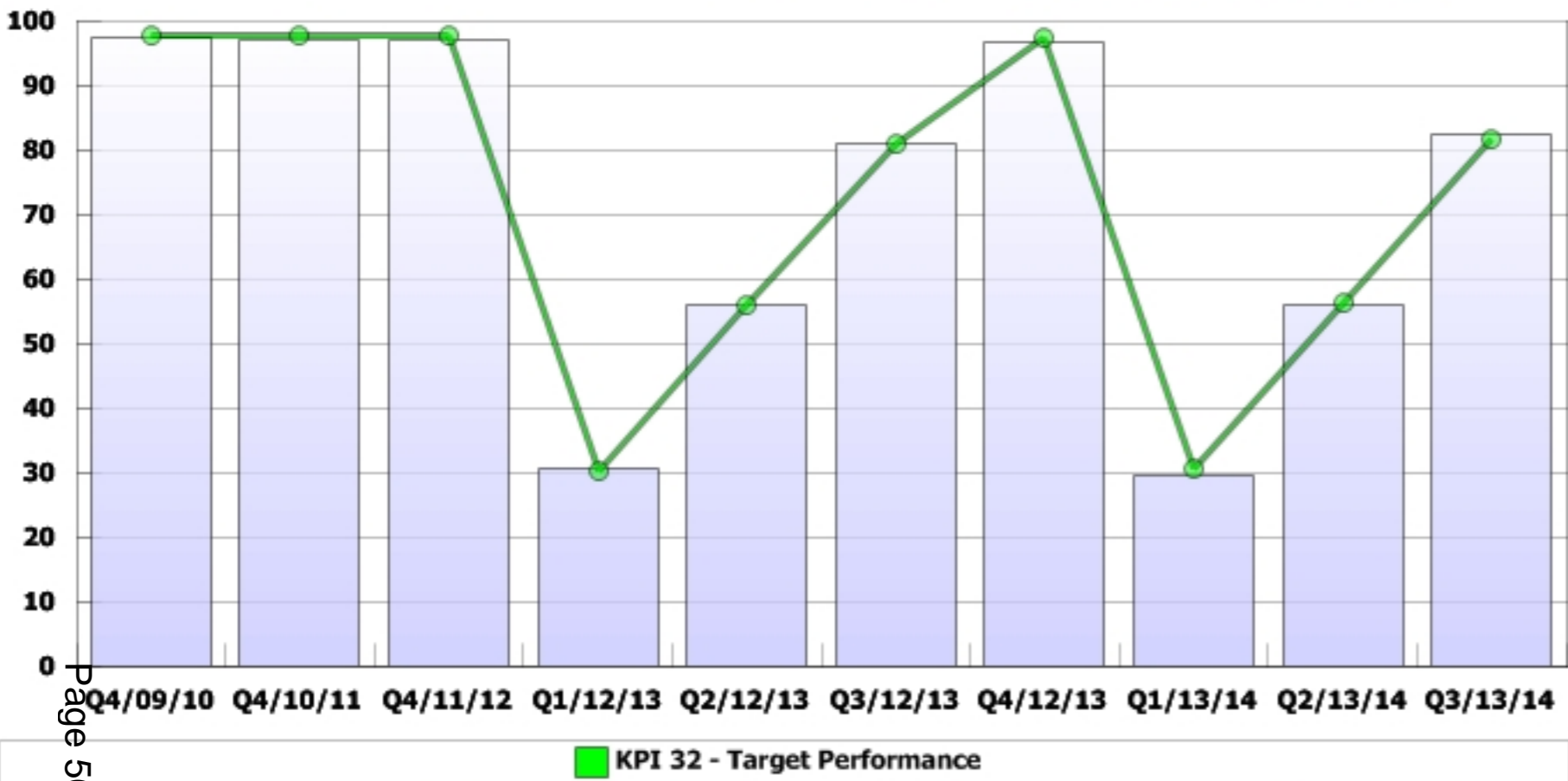
(Q3 2013/14) Collection and recovery procedures are in place for outstanding debts.

# 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

## Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/13/14	81.88%	82.66%	✓
Q2/13/14	56.70%	56.19%	✗
Q1/13/14	31.04%	29.80%	✗
Q4/12/13	97.50%	96.85%	✗
Q3/12/13	81.27%	81.33%	✓

**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?

Yes



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

(Q3 2013/14) Collection is currently 1.33% up on the same stage last year. one reason for the improved position is that the NDR and Recovery teams have been utilising the additional £25,000 budget provided by Members to tackle assessments with long-standing collection problems and this is bearing fruit particularly important now we are in the times of Local Business Rates Retention. Arrears collection has also increased and has already exceeded last years full year amount. The figures are still provided with a note of caution as many businesses are still struggling and the teams will continue to work with those ratepayers in the payment of their bills.

### Corrective action proposed (if required):

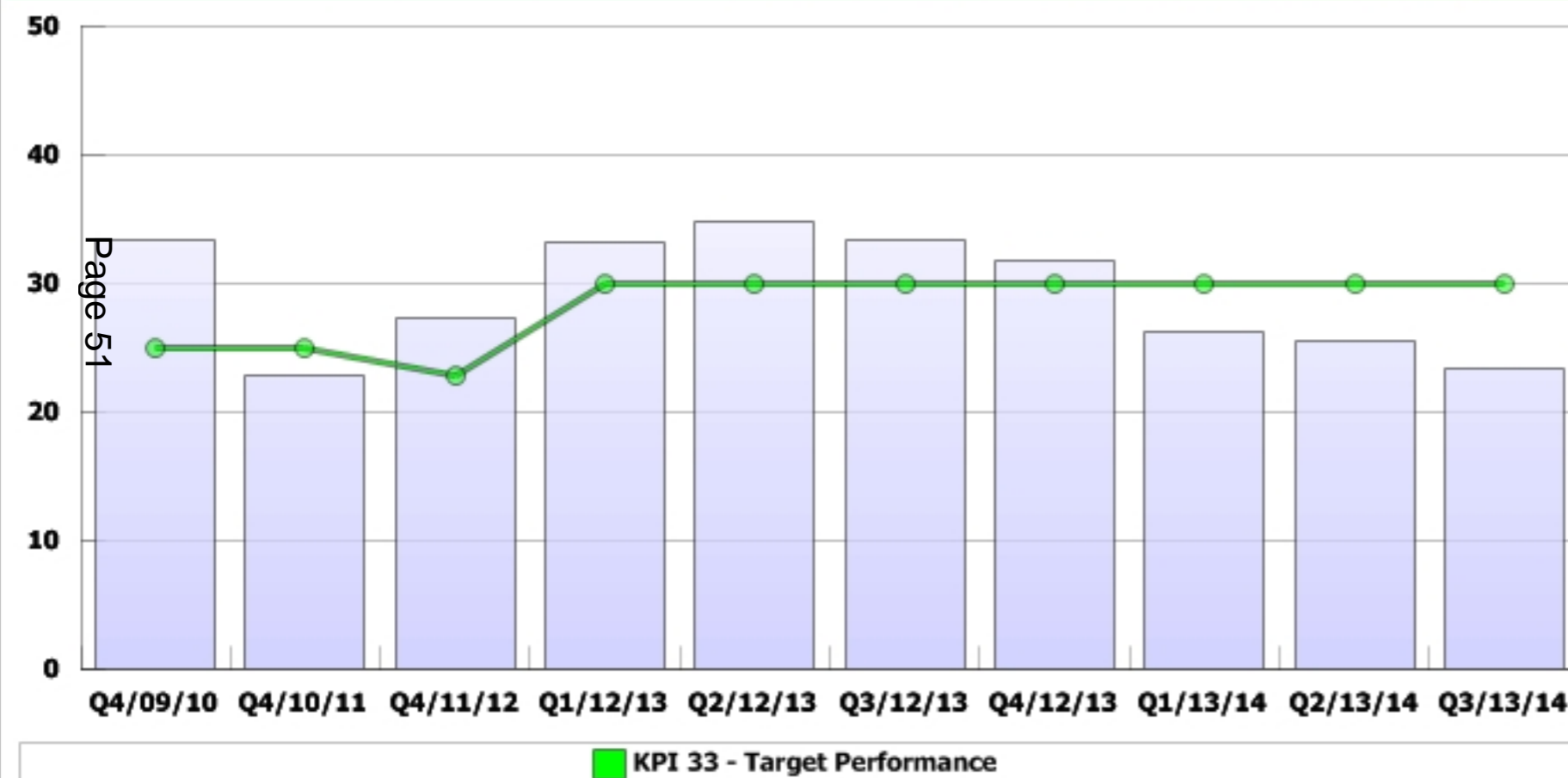
(Q3 2013/14) The Council is taking recovery action to collect the outstanding debts and the position is being closely monitored.

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

### Current and previous quarters performance



Quarter	Target	Actual
Q3/13/14	30.00	23.44
Q2/13/14	30.00	25.59
Q1/13/14	30.00	26.42
Q4/12/13	30.00	31.83
Q3/12/13	30.00	33.47



Annual 2013/14 - 30.00 days  
 Target: 2012/13 - 30.00 days  
 Indicator of good performance:  
 A lower number of days is good

↓ is the direction of improvement

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

Yes

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

(Q3 2013/14) Performance is monitored on a weekly basis and improvements to processes are made when appropriate. The improvements made in recent quarters have continued and performance is on course to achieve the target. Performance for quarter 3 was 18.81 days, compared to 24.75 days in quarter 2.

### Corrective action proposed (if required):

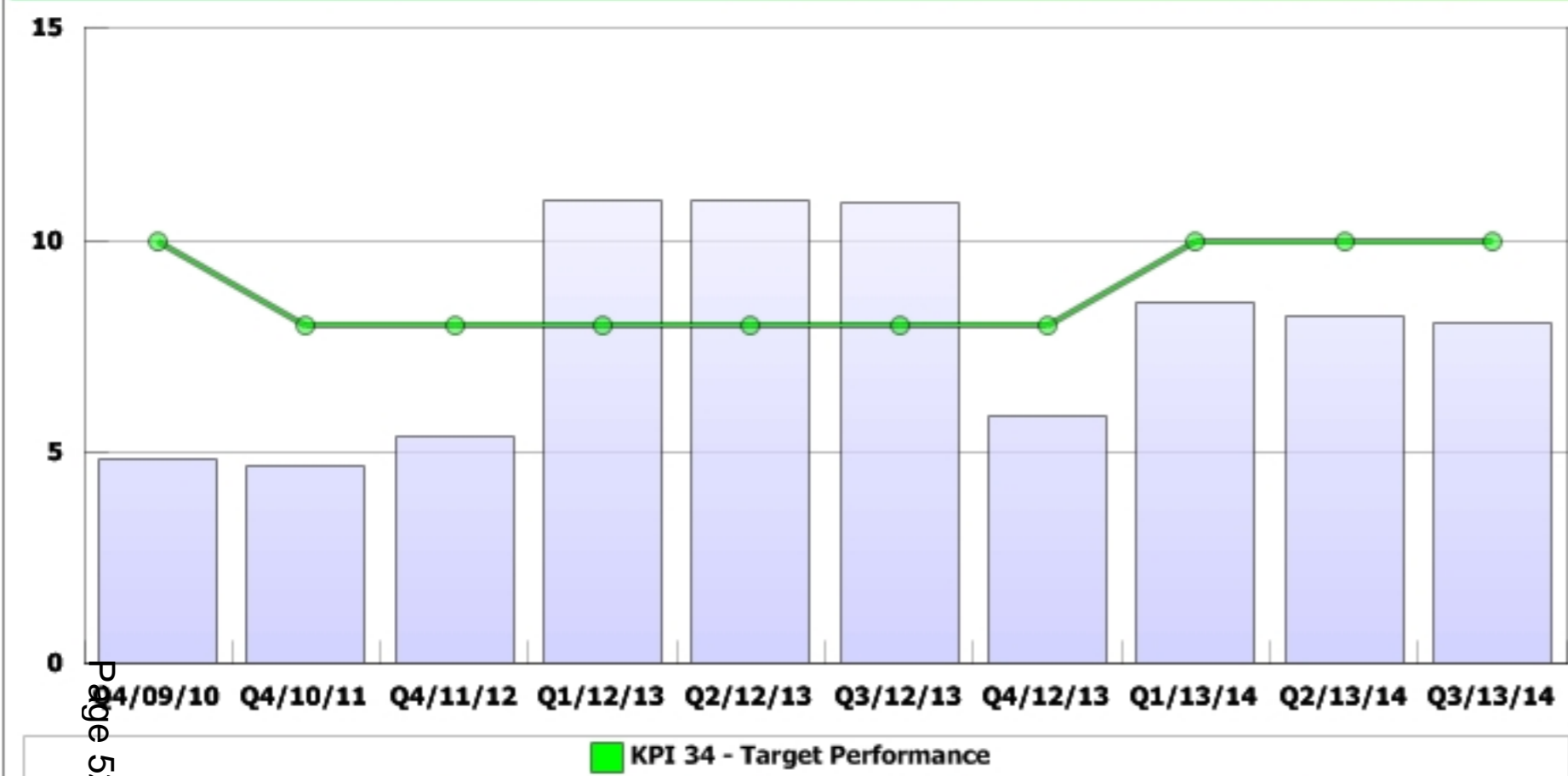
(Q3 2013/14) Monitoring of performance will continue and any issues that arise affecting performance will be addressed.

**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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q3/13/14	10.00	8.07	✓
Q2/13/14	10.00	8.23	✓
Q1/13/14	10.00	8.53	✓
Q4/12/13	8.00	5.86	✓
Q3/12/13	8.00	10.88	✗

**Annual 2013/14 - 6.00 days**  
**Target: 2012/13 - 8.00 days**  
**Indicator of good performance: A lower number of days is good**  
 ↓ is the direction of improvement

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

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

(Q3 2013/14) Performance is monitored on a weekly basis and improvements to processes are made when appropriate. The improvements made in recent quarters have continued and performance is on course to achieve the target. Performance for quarter 3 was 7.67 days, compared to 7.95 days in quarter 2.

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

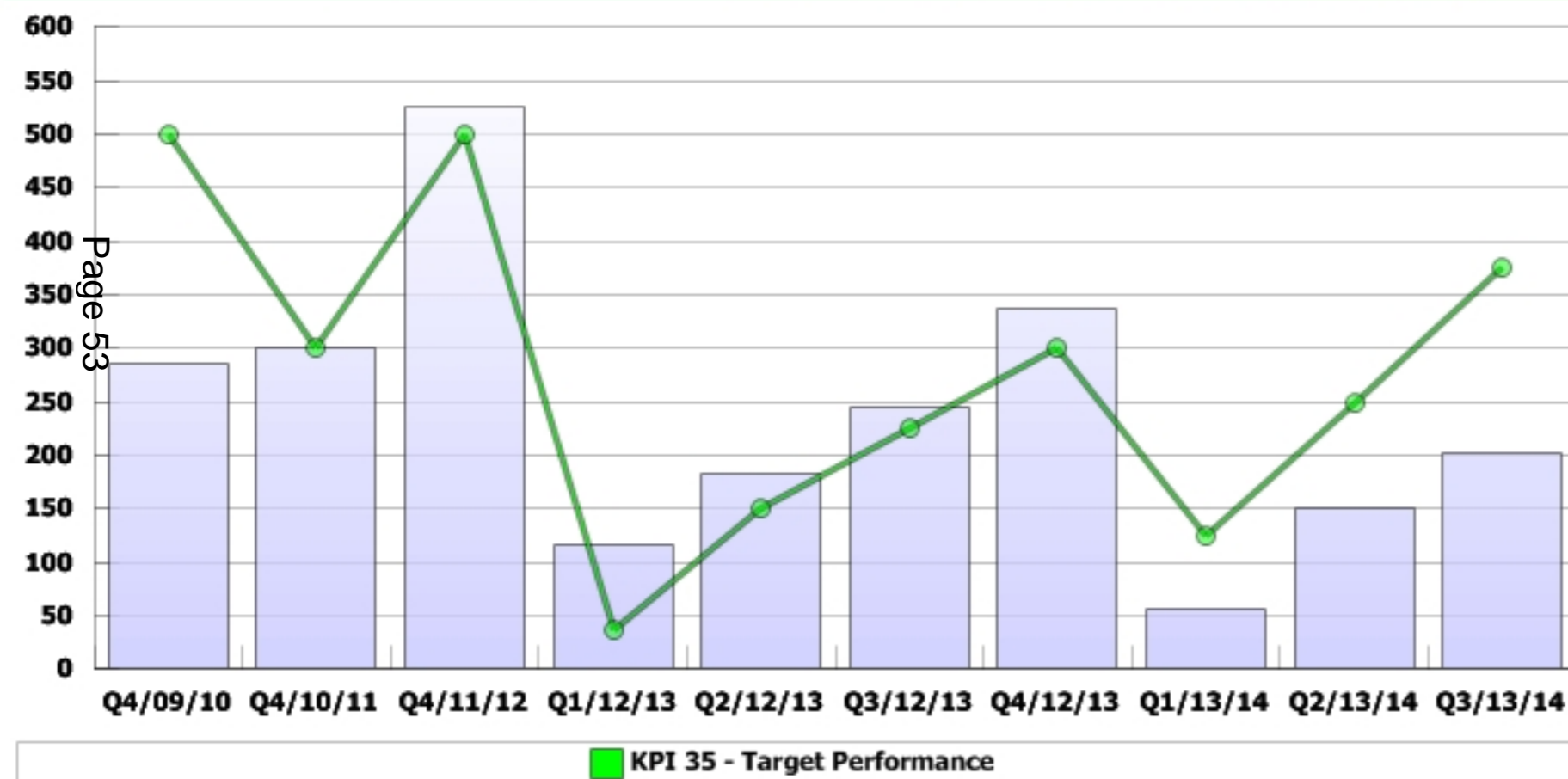
(Q3 2013/14) Monitoring of performance will continue and any issues that arise affecting performance will be addressed.

# 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

## Current and previous quarters performance



Quarter	Target	Actual
Q3/13/14	225	203
Q2/13/14	150	151
Q1/13/14	75	56
Q4/12/13	300	338
Q3/12/13	225	245

**Annual Target:** 2013/14 - 300  
 2012/13 - 300 (revised)  
**Indicator of good performance:**  
 A higher number is good

↑ is the direction of improvement

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

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

(Q3 2013/14) The target for Quarter 3 was not quite met, as some of the investigations undertaken were complex and time consuming to complete.

### Corrective action proposed (if required):

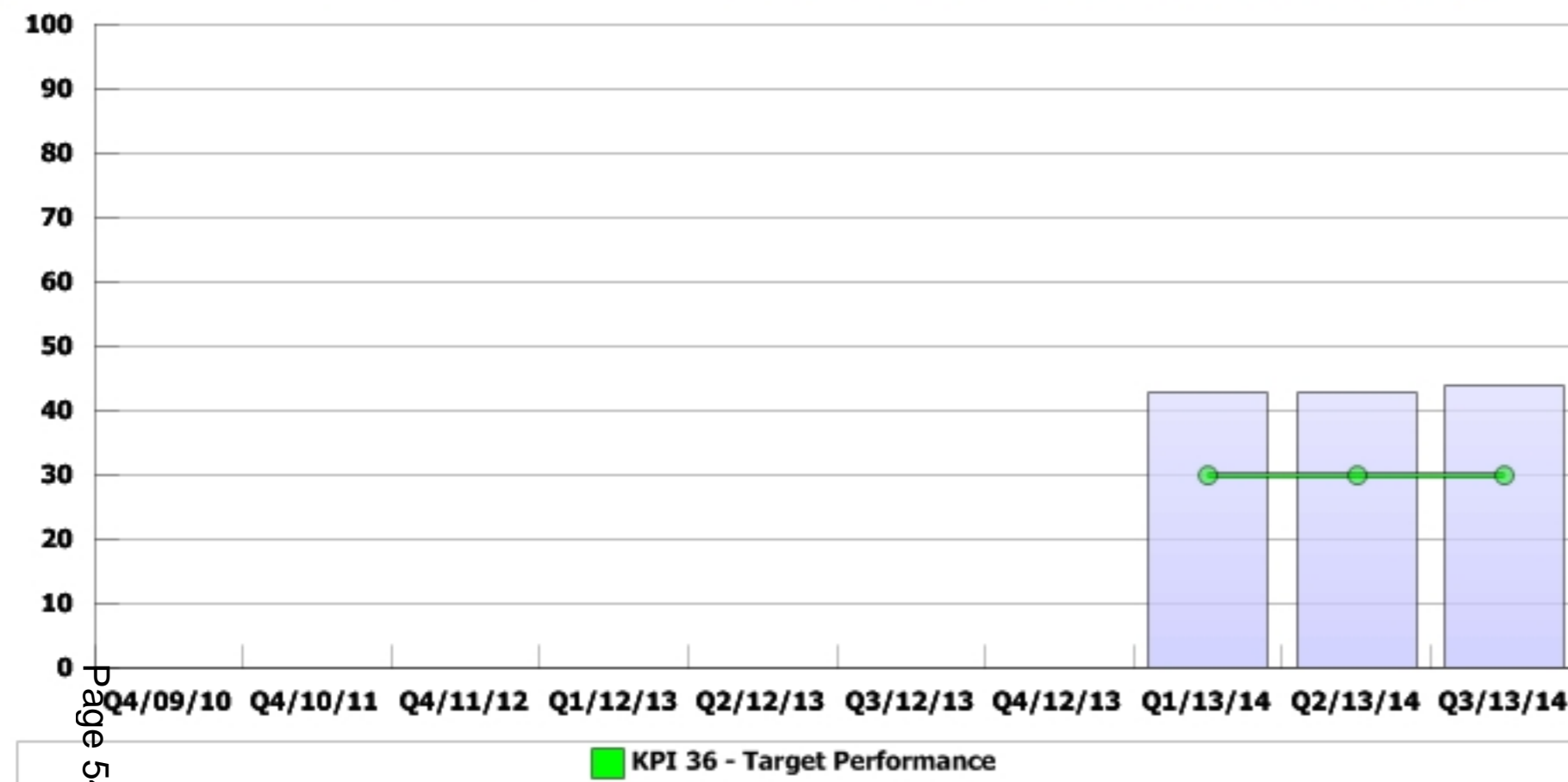
(Q3 2013/14) In order for this target to be met, the Fraud Investigation Team needs to be fully resourced and each officer achieving their individual targets. However, one officer has recently left and another is on long-term sickness absence. Plans are being put into place to give the best opportunity to meet the target for the year, including looking at some data matching and targeted investigations on certain aspects of a claim which are not so complex and can result in a quick conclusion.

**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

**Current and previous quarters performance**



Quarter	Target	Actual
Q3/13/14	30%	44%
Q2/13/14	30%	43%
Q1/13/14	30%	43%
Q4/12/13		
Q3/12/13		

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

↑ is the direction of improvement

**Annual Target:** 2013/14 - 30%  
 2012/13 - N/A  
**Indicator of good performance:**  
 A higher number is good

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

(Q3 2013/14) Fraud has been proven in a high percentage of the cases investigated and performance for Quarter 3 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):**

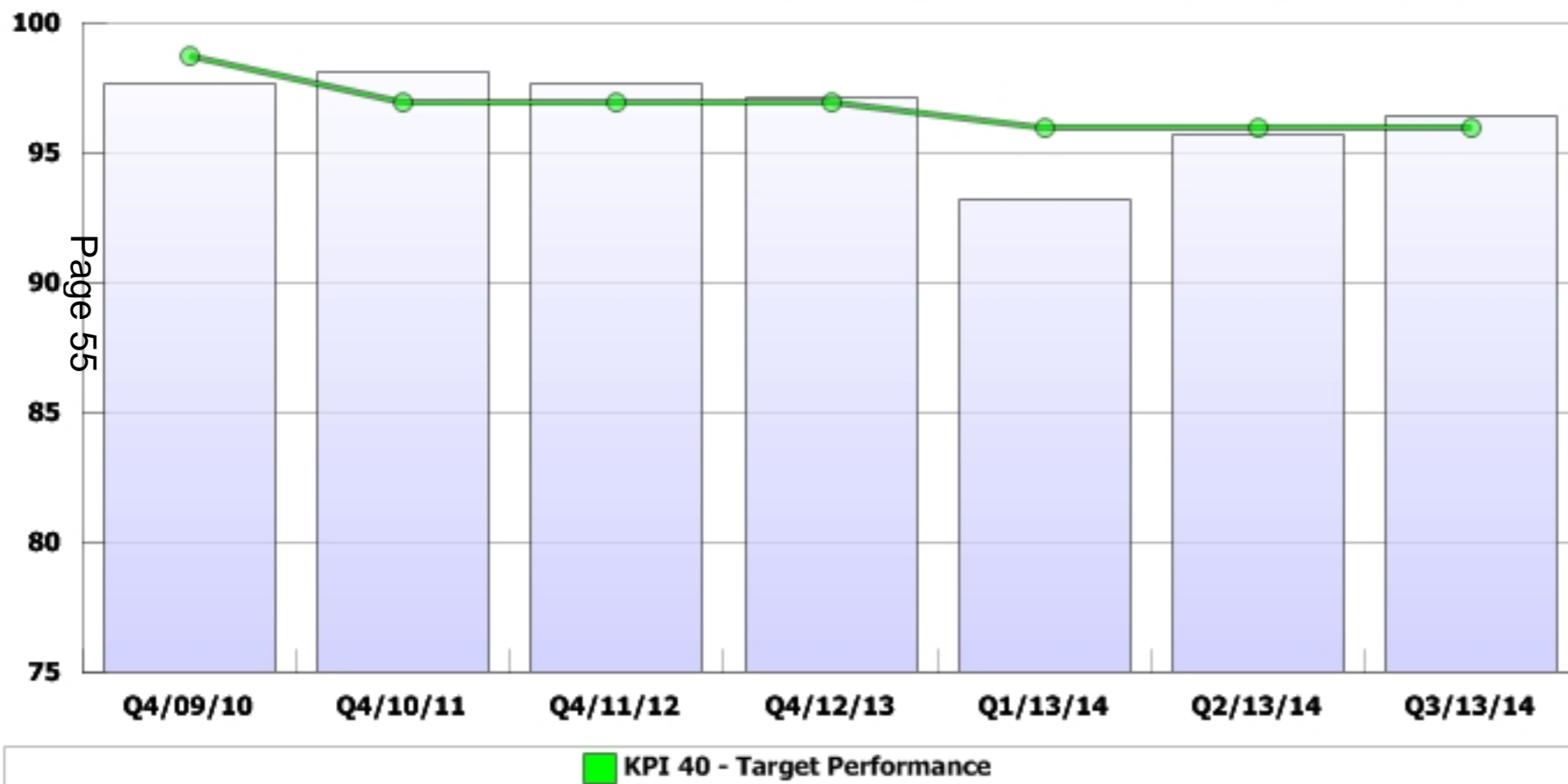
(Q3 2013/14) Referrals for investigation will continue to be risk assessed so that the cases with the highest probability of fraud being proven are investigated.

# 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

## Current and previous quarters performance



Quarter	Target	Actual
Q3/13/14	96.00%	96.45%
Q2/13/14	96.00%	95.77%
Q1/13/14	96.00%	93.27%
Q4/12/13	97.00%	97.16%
Q4/11/12	97.00%	97.68%



**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?

Yes



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

(Q3 2013/14) The Quarter 3 target has been achieved and it is anticipated that the Q4/year-end target will also be met.

### Corrective action proposed (if required):

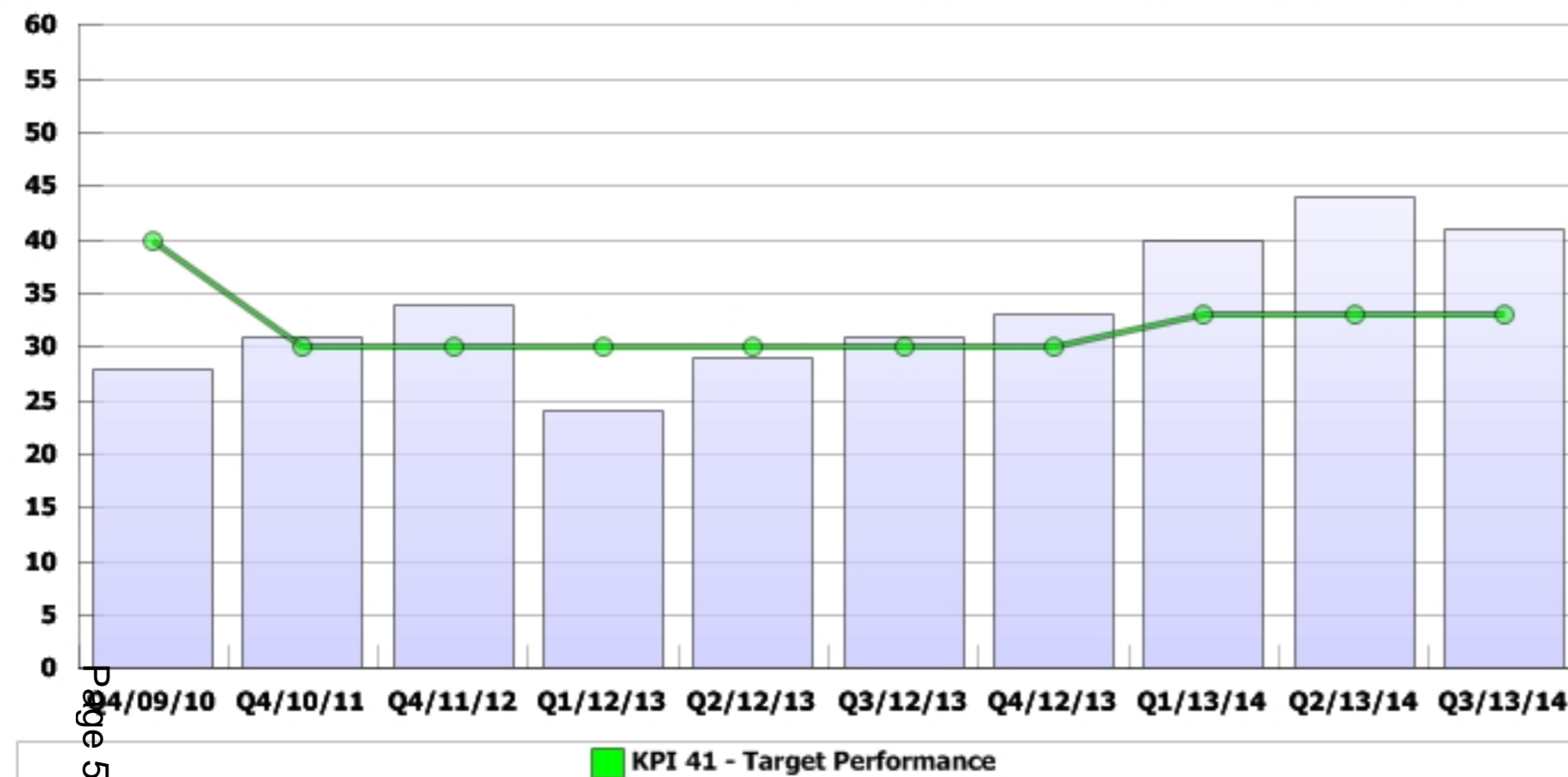
(Q3 2013/14) No corrective action currently proposed.

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

### Current and previous quarters performance



Quarter	Target	Actual
Q3/13/14	33	41
Q2/13/14	33	44
Q1/13/14	33	40
Q4/12/13	30	33
Q3/12/13	30	31

**Annual Target:** 2013/14 - 33 days  
**Target:** 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):

(Q3 2013/14) All figures shown are cumulative (i.e. from April 2013). Although the cumulative period for Quarter 3 is still greater than the target, it has reduced by 3 days from the cumulative figure for Quarter 2 of 44 days. Moreover, the re-let period for Q3 itself was only 37 days, 8 days less than the Q2 period (45 days) and 3 days less than the Q1 period (40 days). As previously reported, the lengthy period in Q2 (which affects the cumulative figure), was due to Housing Options staff focusing on preparations for the new Allocations Scheme.

### Corrective action proposed (if required):

(Q3 2013/14) The following actions are proposed:

- Possible re-introduction of pre-inspections prior to tenants transferring. Permission will be withheld where properties are in a poor state of repair. This will avoid undertaking extensive works following vacation thereby extending the void period;
- Undertake pre-verification of "top bidders" so all supporting documents have been received and checked, visits and assessments completed prior to any successful bid;
- Complete fortnightly checks with Allocation Officers on progress of Allocations for each cycle and greater liaison with Voids team on ready dates; and
- A Voids Review is being commissioned to consider/review the voids process from vacation to re-letting which should identify improvements.

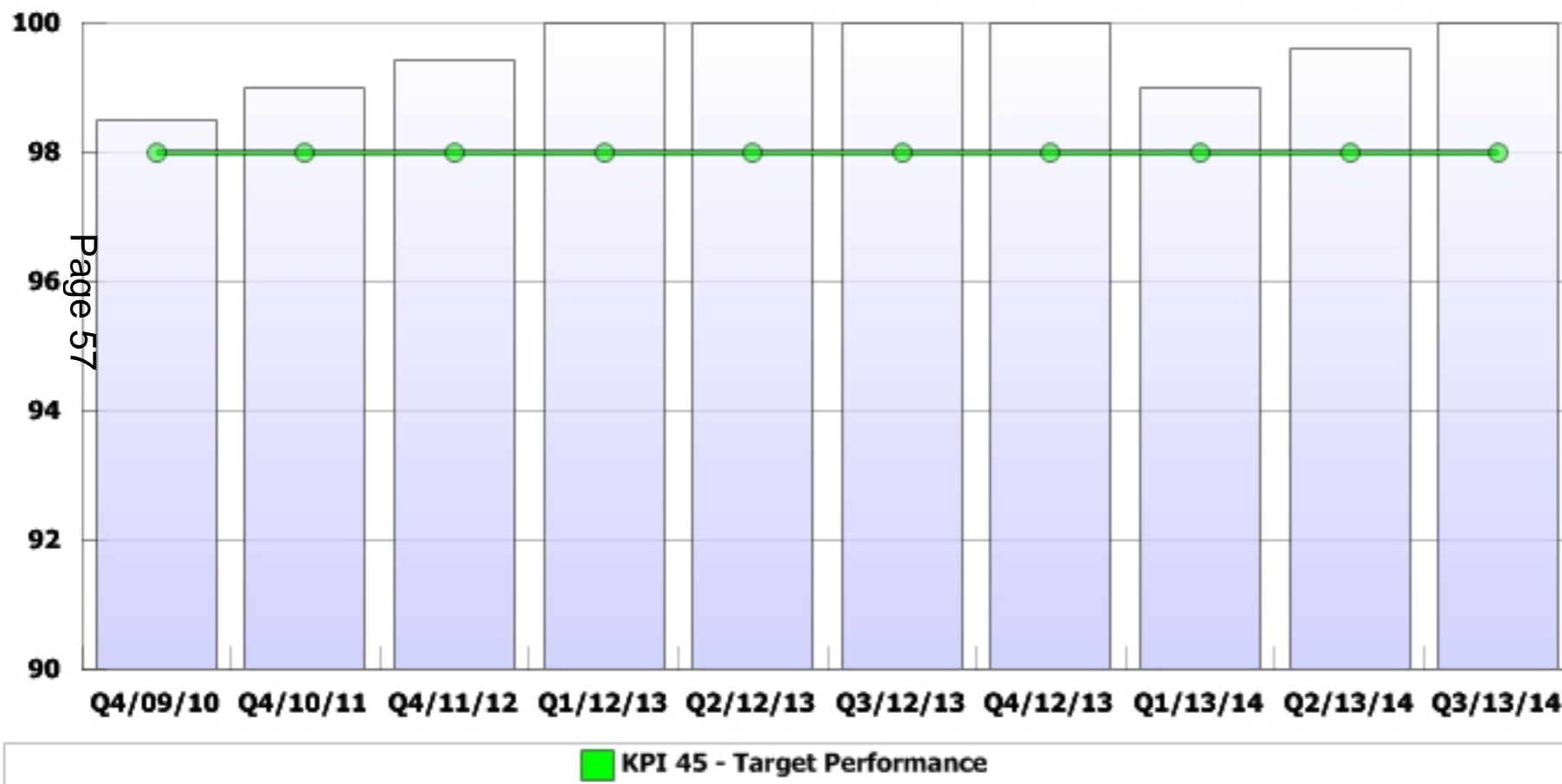


# KPI 45 How satisfied were our tenants with the standard of the repairs service they received?

**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

## Current and previous quarters performance



Quarter	Target	Actual
Q3/13/14	98.00%	100.00%
Q2/13/14	98.00%	99.61%
Q1/13/14	98.00%	99.00%
Q4/12/13	98.00%	100.00%
Q3/12/13	98.00%	100.00%

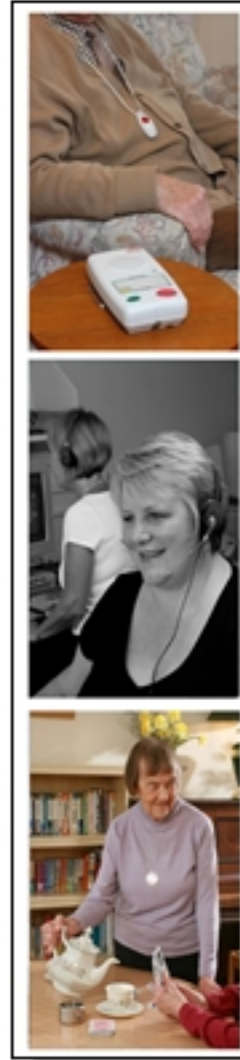


**Annual Target:** 2013/14 - 98.00%  
 2012/13 - 98.00%

**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):

(Q3 2013/14) The Quarter 3 target has been achieved and it is anticipated that this performance will be maintained and that the Q4/year-end target will also be met.

### Corrective action proposed (if required):

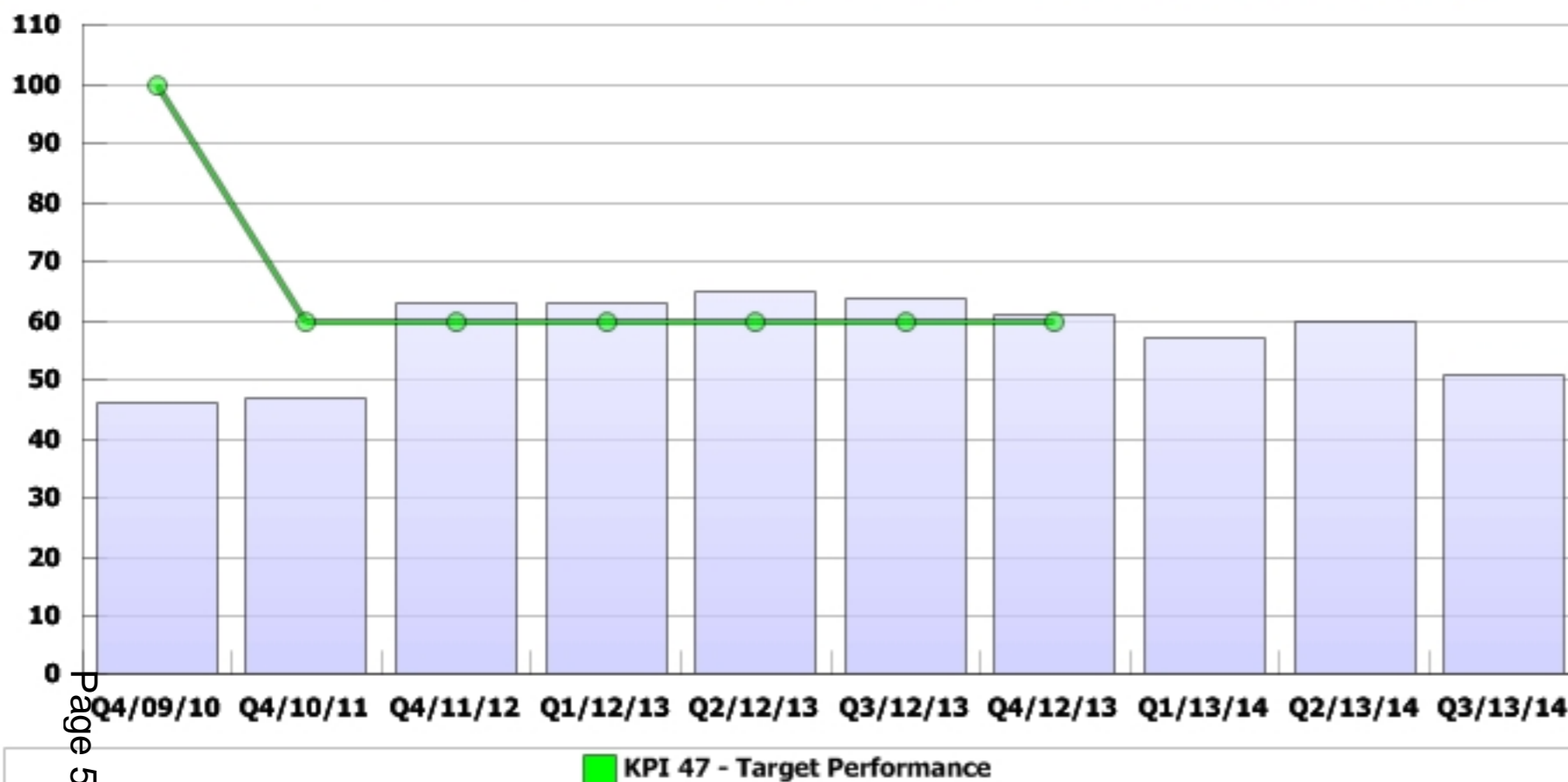
(Q3 2013/14) No corrective action currently proposed.

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

### Current and previous quarters performance



Quarter	Target	Actual
Q3/13/14	70	51
Q2/13/14	70	60
Q1/13/14	70	57
Q4/12/13	60	61
Q3/12/13	60	64

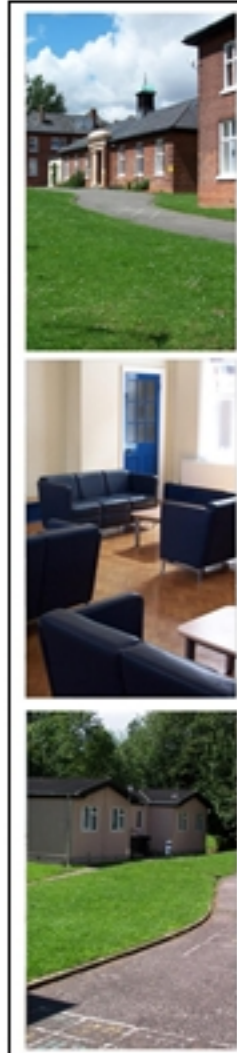
Annual 2013/14 - 70  
Target: 2012/13 - 60

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

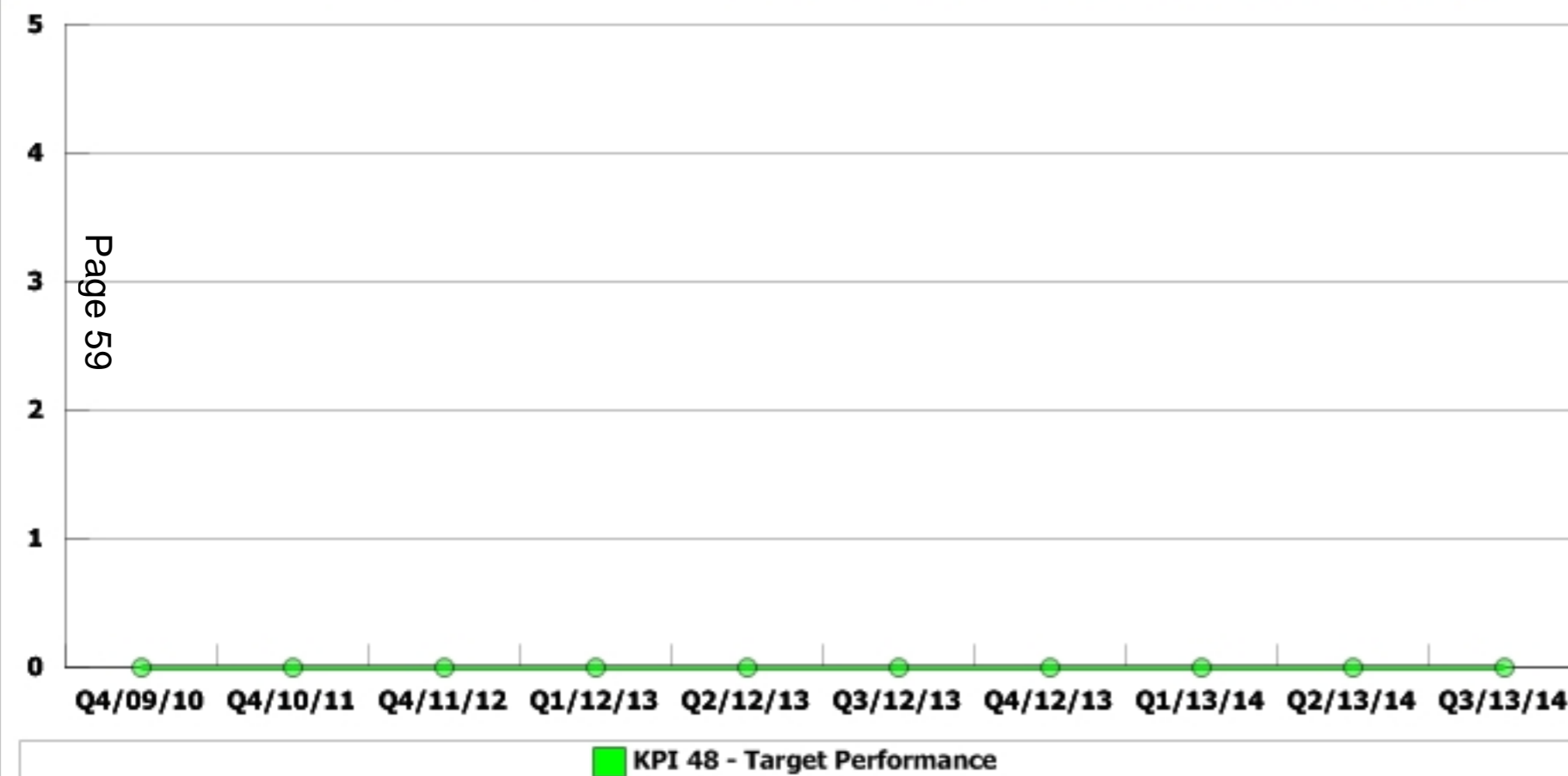


## KPI 48 What percentage of our council homes were not in a decent condition?

**Additional Information:** This indicator measures the number of non-decent council homes and the proportion this represents of the total council housing stock, in order to demonstrate progress towards making all council housing decent.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on [performance@eppingforestdc.gov.uk](mailto:performance@eppingforestdc.gov.uk) or by telephone on 01992 564472

### Current and previous quarters performance



Quarter	Target	Actual
Q3/13/14	0.00%	0.00%
Q2/13/14	0.00%	0.00%
Q1/13/14	0.00%	0.00%
Q4/12/13	0.00%	0.00%
Q3/12/13	0.00%	0.00%

Annual 2013/14 - 0.00%  
Target: 2012/13 - 0.00%

Indicator of good performance:  
A lower percentage is good

↓ is the direction of improvement

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

Yes

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

(Q3 2013/14) A programme of planned Stock Condition Surveys of Council properties is underway with the number of properties planned for Stock Condition Surveys based on the lowest building element replacement cycle of 16 years in the Council Modern Homes Standard, divided by the total Council stock. In order to ensure properties do not fall into the Non-Decent standard, a minimum of 12 Planned Stock Condition Surveys of Council properties need to be completed weekly.

### Corrective action proposed (if required):

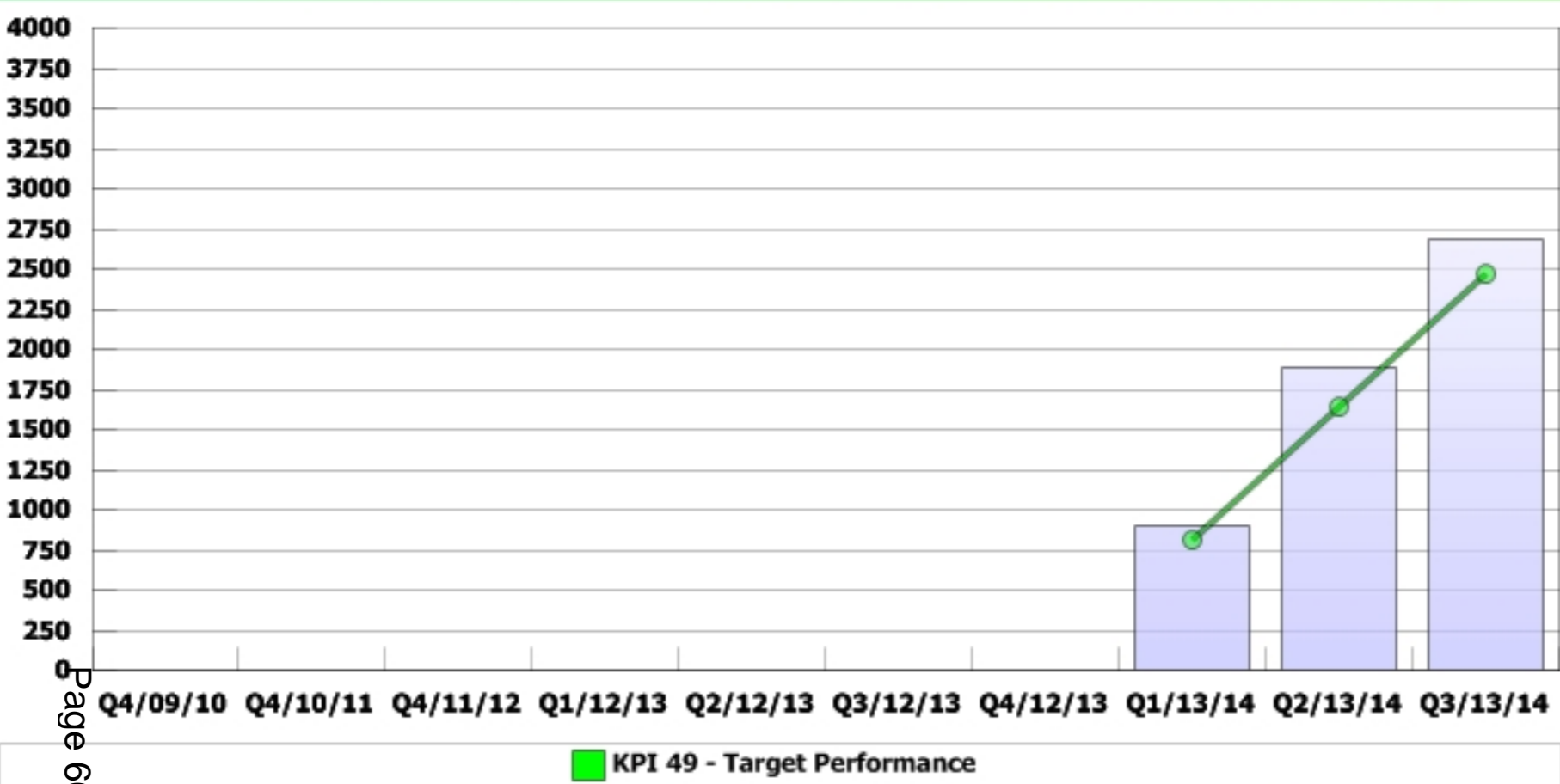
(Q3 2013/14) No corrective action currently proposed.

**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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q3/13/14	2,475	2,689	✓
Q2/13/14	1,650	1,898	✓
Q1/13/14	825	905	✓
Q4/12/13			
Q3/12/13			

**Annual Target: 2013/14 - 3,300**  
**2012/13 - N/A**

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

**↑ is the direction of improvement**

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

Yes

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

(Q3 2013/14) This is a new indicator for 2013/13 and the number of components renewed has continued to exceed the target for each quarter of the year.

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

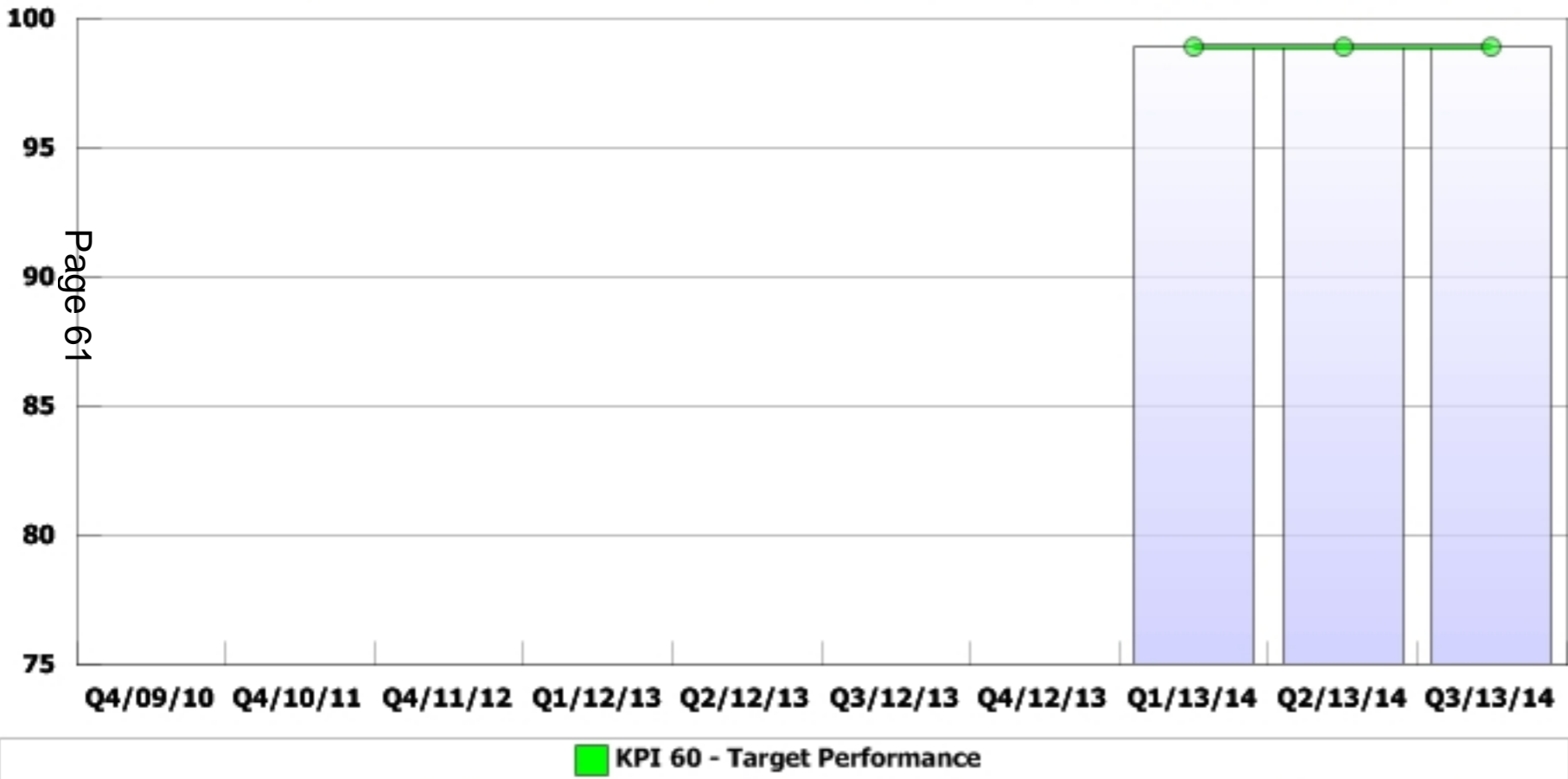
(Q3 2013/14) No corrective action currently proposed.

**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

**Current and previous quarters performance**



Quarter	Target	Actual
Q3/13/14	99%	99%
Q2/13/14	99%	99%
Q1/13/14	99%	99%
Q4/12/13	-	-
Q3/12/13	-	-

**Annual Target:** 2013/14 - 99%  
 2012/13 - N/A  
**Indicator of good performance:**  
 A higher percentage is good

↑ is the direction of improvement



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

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

(Q3 2013/14) Despite an increase of 15% in work orders received in the period from October to December 2013, the quarterly target has continued to be met for this indicator.

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

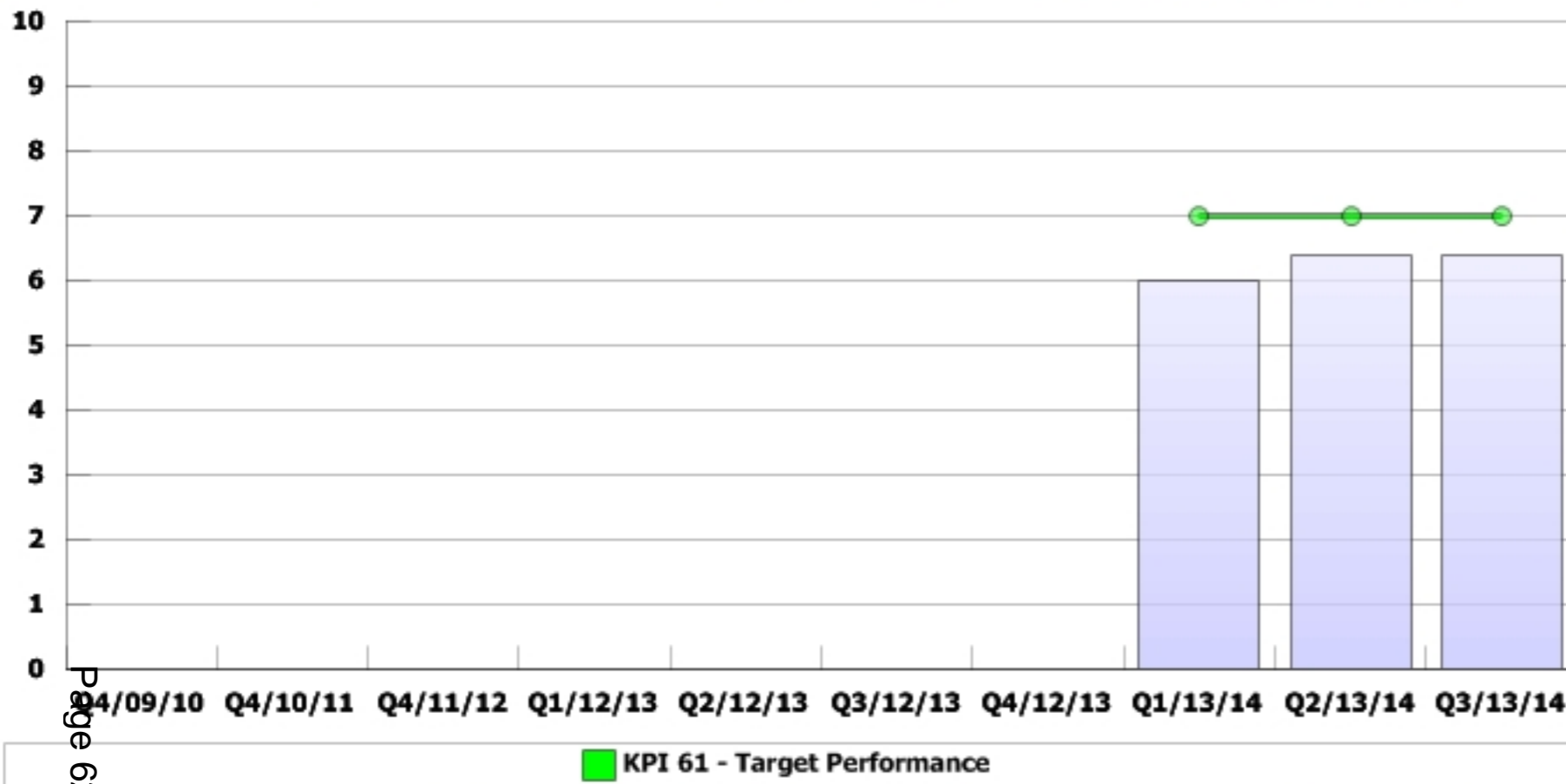
(Q3 2013/14) No corrective action currently proposed.

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

### Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/13/14	7.0	6.4	✓
Q2/13/14	7.0	6.4	✓
Q1/13/14	7.0	6.0	✓
Q4/12/13			
Q3/12/13			

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):

(Q3 2013/14) Performance against this indicator has continued to exceed quarterly targets.

### Corrective action proposed (if required):

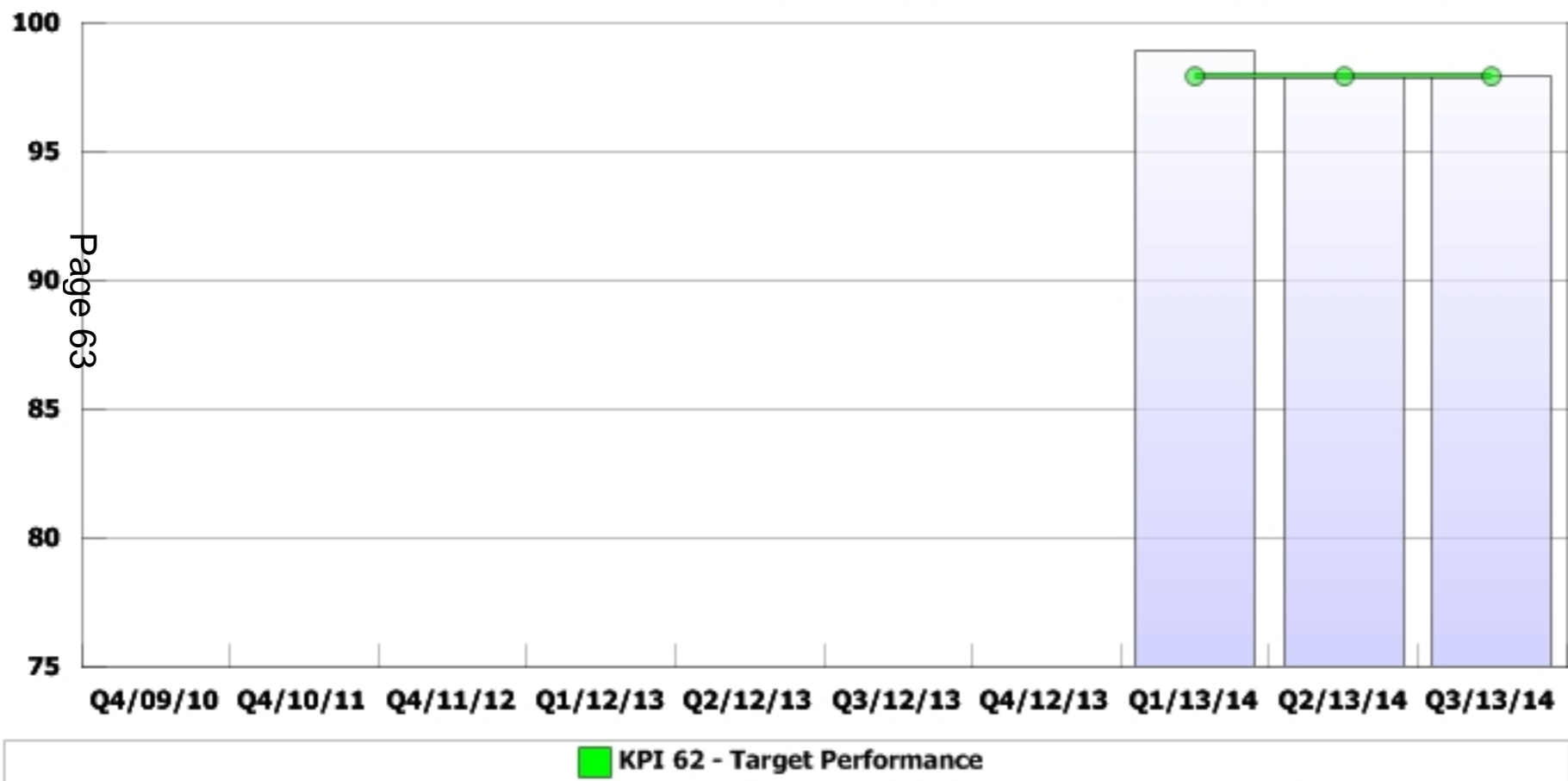
(Q3 2013/14) No corrective action currently proposed.

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

### Current and previous quarters performance



Quarter	Target	Actual
Q3/13/14	98%	98%
Q2/13/14	98%	98%
Q1/13/14	98%	99%
Q4/12/13	-	-
Q3/12/13	-	-

**Annual Target:** 2013/14 - 98%  
 2012/13 - N/A  
**Indicator of good performance:**  
 A higher percentage is good  
 ↑ is the direction of improvement

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

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

(Q3 2013/14) Despite an increase in the number of appointments made in the period from October to December 2013, performance against this indicator has continued to achieve quarterly targets.

### Corrective action proposed (if required):

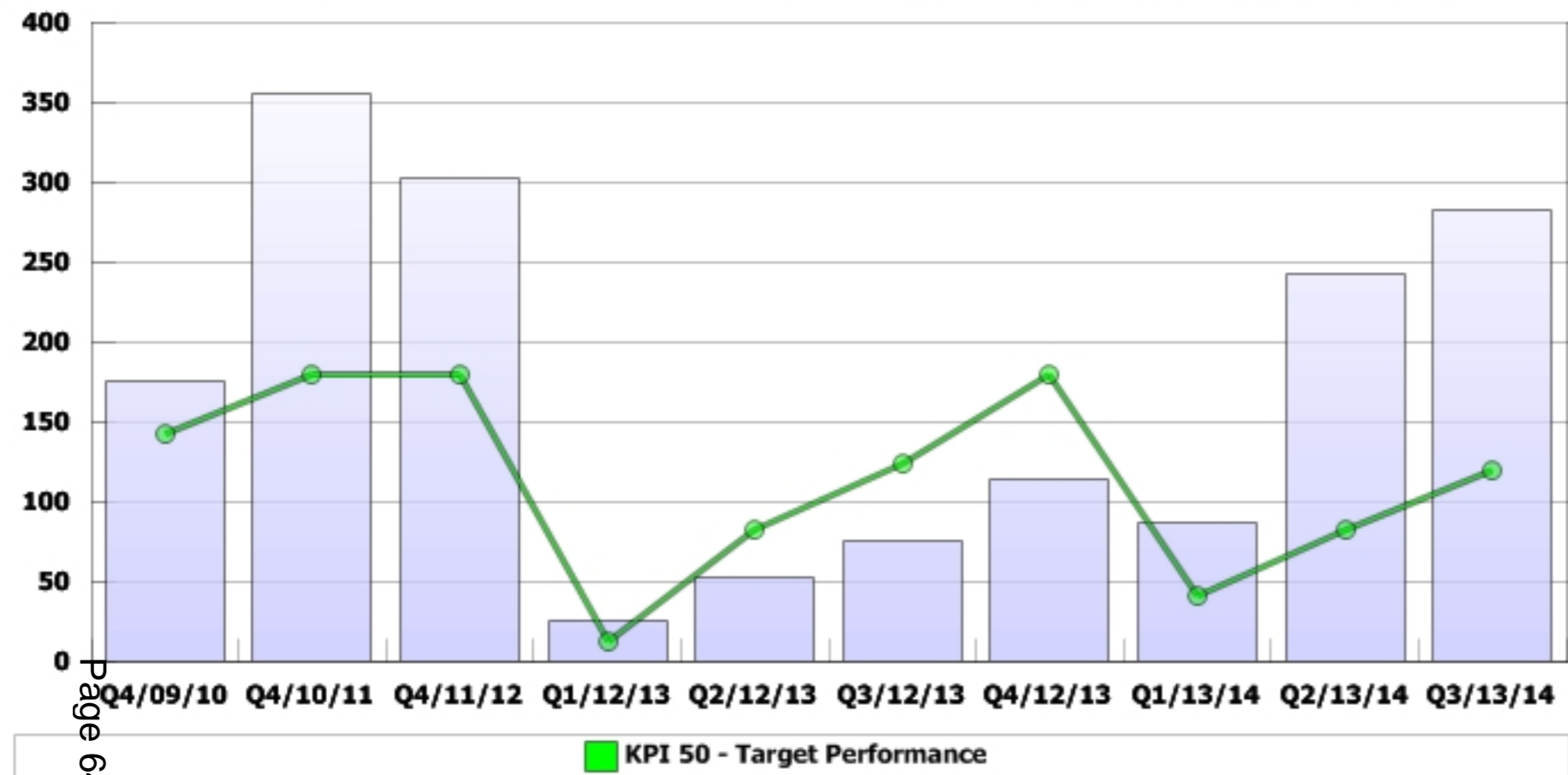
(Q3 2013/14) No corrective action currently proposed.

**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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q3/13/14	121	284	✓
Q2/13/14	83	243	✓
Q1/13/14	42	88	✓
Q4/12/13	180	115	✗
Q3/12/13	125	77	✗

Annual Target: 2013/14 - 180  
 2012/13 - 180  
 Indicator of good performance:  
 A higher number is good  
 ↑ is the direction of improvement

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

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

(Q3 2013/14) Unfortunately slightly incorrect figures have been reported for quarters 1 and 2 of 2013/14, due to some misleading data supplied by the National Housing Building Corporation. This has resulted in the figures for Q1, Q2, and the cumulative figure for Q3 having to be revised. The correct figures for the quarters are:  
 Q1 = 88  
 Q2 = 155  
 Q3 = 41  
 Therefore cumulative performance for Q1 to Q3 = 88 + 155 + 41 = 284 Overall this represents good performance against the annual target of 180 net dwellings. This has already been reached.

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

(Q3 2013/14) No corrective action currently proposed. Future sites for housing growth will be determined by the emerging Local Plan.

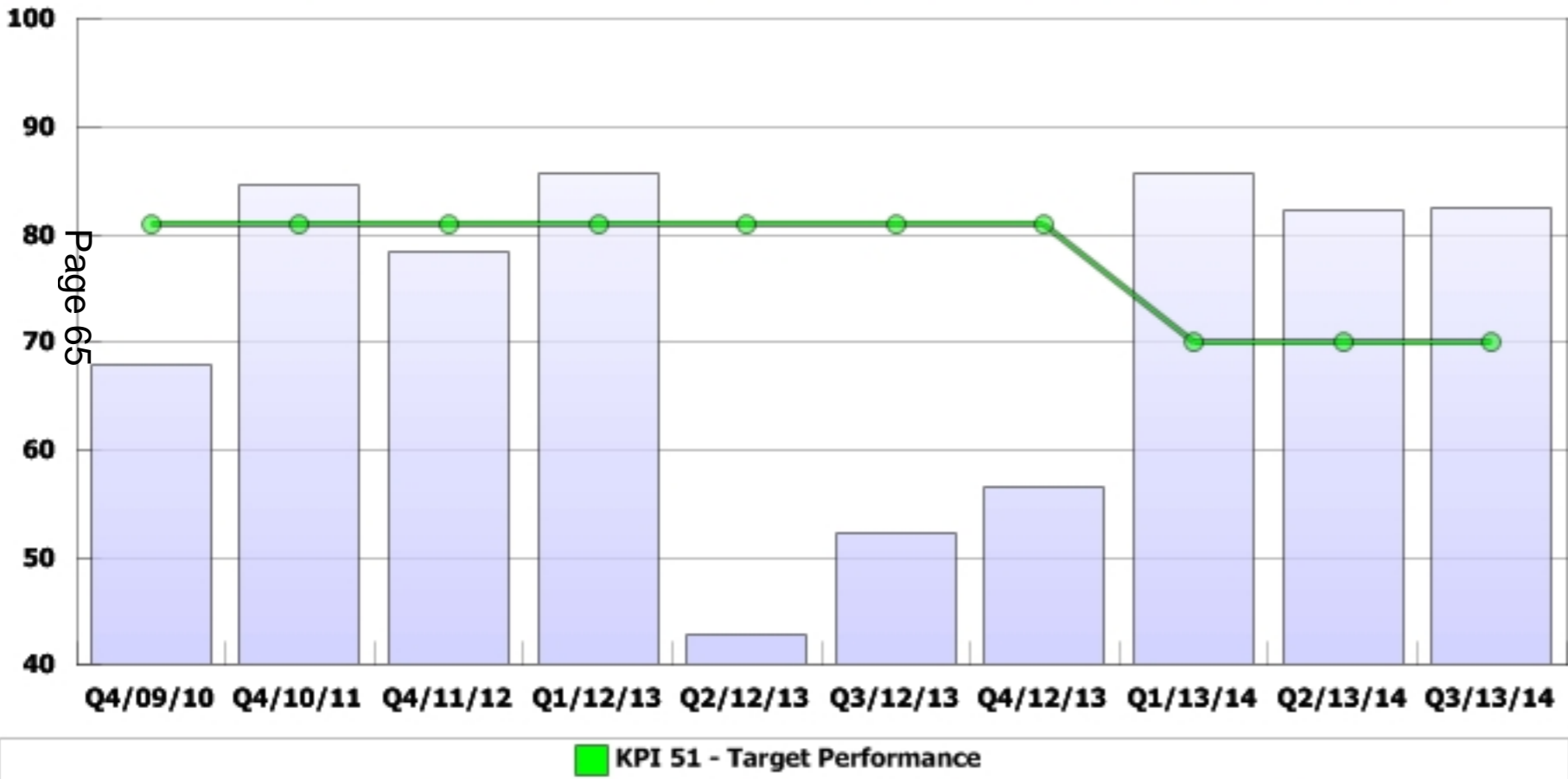


**KPI 51 What percentage of major planning applications were processed within 13 weeks?**

**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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q3/13/14	70.00%	82.61%	✓
Q2/13/14	70.00%	82.35%	✓
Q1/13/14	70.00%	85.71%	✓
Q4/12/13	81.00%	56.67%	✗
Q3/12/13	81.00%	52.38%	✗

**Annual Target: 2013/14 - 70.00%**  
**Target: 2012/13 - 81.00%**

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

**↑ is the direction of improvement**

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



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

(Q3 2013/14) Major applications represent only a small number of the overall number of planning applications received, but they are more complex and generally determined by planning committees, so deadlines for decisions are tight. Because of this, performance can be volatile, but at Quarter 3 performance is on course to achieve target with 19 out of 23 applications decided in time.

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

(Q3 2013/14) Close monitoring of the applications timetable so as to enable applications to be reported to planning committees in time. Front loading of advice at pre-application stage so as to limit amendments to plans once an application is submitted.

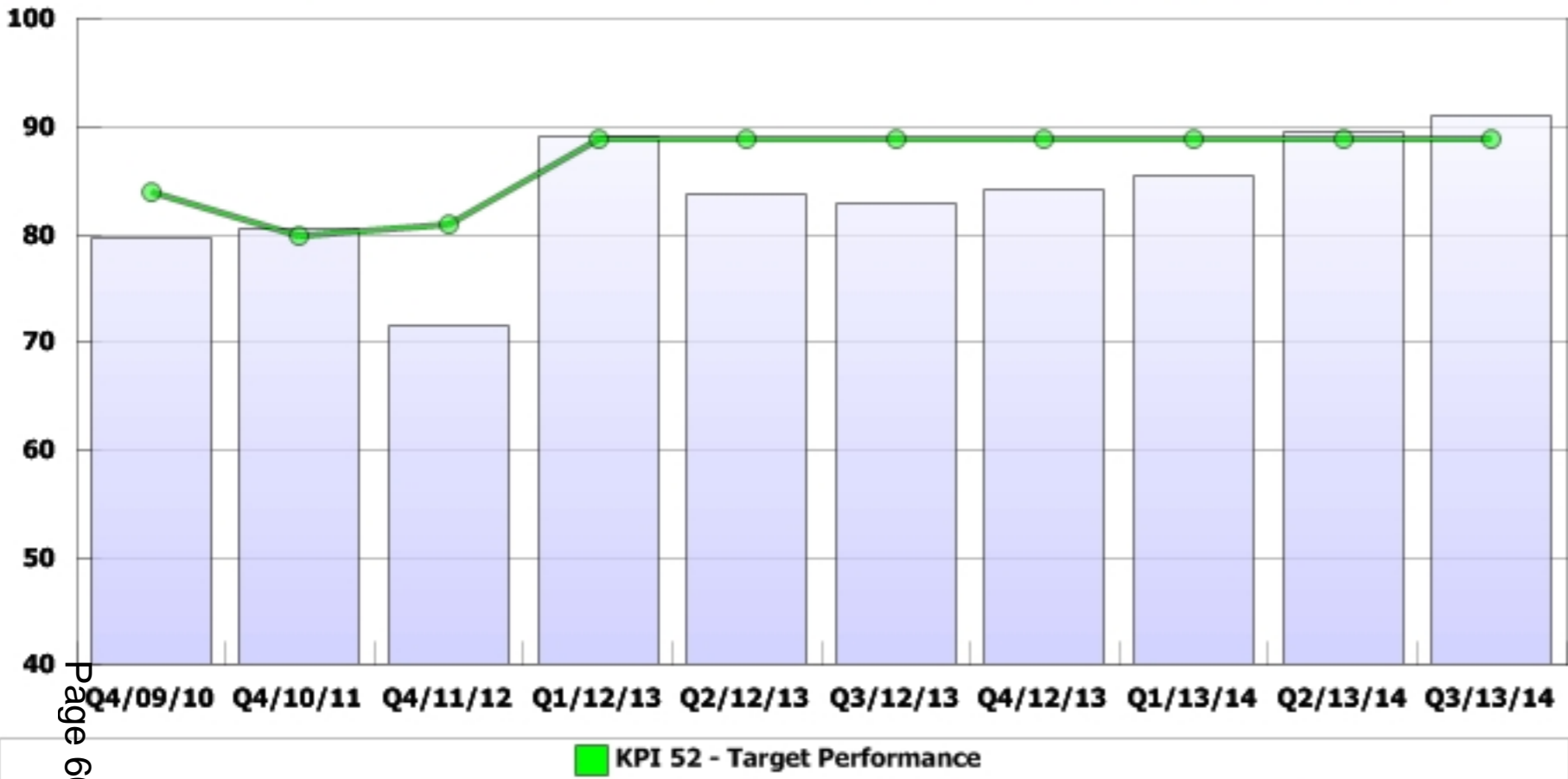
**KPI 52 What percentage of minor planning applications were processed within 8 weeks (Delegated decisions only from 2012/13)?**

**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



**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q3/13/14	89.00%	91.04%	✓
Q2/13/14	89.00%	89.66%	✓
Q1/13/14	89.00%	85.51%	✗
Q4/12/13	89.00%	84.17%	✗
Q3/12/13	89.00%	83.05%	✗

**Annual 2013/14 - 89.00% (delegated)**  
**Target: 2012/13 - 89.00% (delegated)**  
**Indicator of good performance: A higher percentage is good**  
 ↑ is the direction of improvement

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

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

(Q3 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. 19 out of 212 applications in this category were outside the target time, which is a continued improvement on previous quarters, due to a regular managing of workload, but primarily because the Development Control team are fully staffed.

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

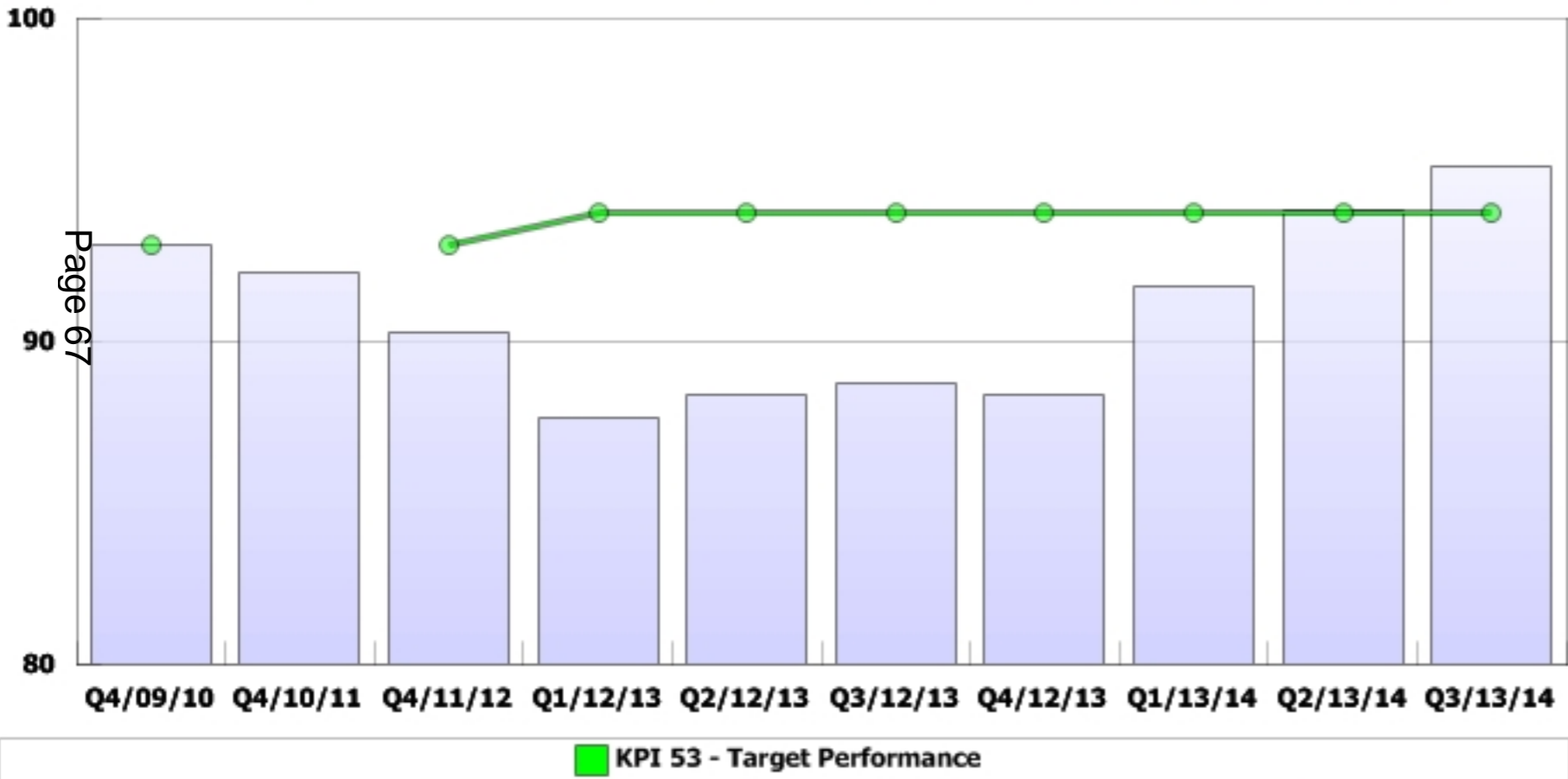
(Q3 2013/14) Regular workload monitoring by the team leaders is being carried out, but full staff compliment has been the main reason for hitting the target this quarter along with officers producing shorter more concise reports where planning permission is recommended for approval and carrying out earlier 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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q3/13/14	94.00%	95.44%	✓
Q2/13/14	94.00%	94.12%	✓
Q1/13/14	94.00%	91.74%	✗
Q4/12/13	94.00%	88.38%	✗
Q3/12/13	94.00%	88.75%	✗

**Annual Target:** 2013/14 - 94.00% (delegated)  
 2012/13 - 94.00% (delegated)  
**Indicator of good performance:**  
 A higher percentage is good  
 ↑ is the direction of improvement

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

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

(Q3 2013/14) KPI 53 represents the highest number out of all planning application types decided under delegated powers. 899 out of 942 applications were decided in time in this category. The recruitment of a planning officer to cover maternity leave and therefore provide full staff level, together with regular managing of workload has resulted in another improved performance this time around.

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

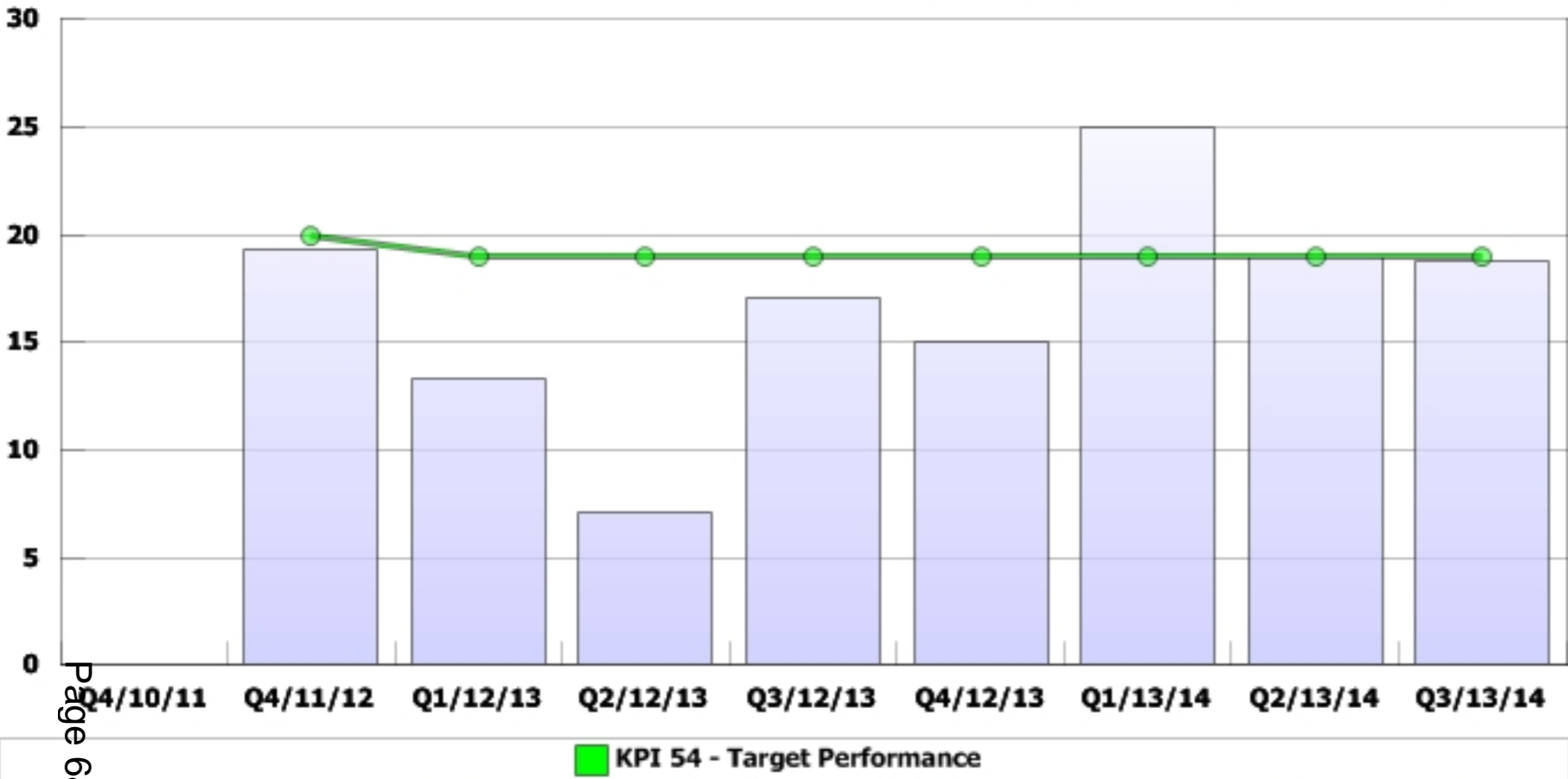
(Q3 2013/14) Regular workload monitoring by the team leaders is being carried out, but full staff compliment has been the main reason for hitting the target this quarter along with officers producing shorter more concise reports where planning permission is recommended for approval and carry out earlier 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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q3/13/14	19.00%	18.75%	✓
Q2/13/14	19.00%	19.05%	✗
Q1/13/14	19.00%	25.00%	✗
Q4/12/13	19.00%	15.10%	✓
Q3/12/13	19.00%	17.10%	✓

Annual Target: 2013/14 - 19.00%  
 Target: 2012/13 - 19.00%

Indicator of good performance:  
 A lower percentage is good

↓ is the direction of improvement

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

Uncertain

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

(Q3 2013/14) Of the 32 appeal decisions, resulting from officer delegated refusals, received in total, only 6 have been allowed. The target of 19% therefore has so far been met and continues an improvement on the performance at Q1 and Q2.

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

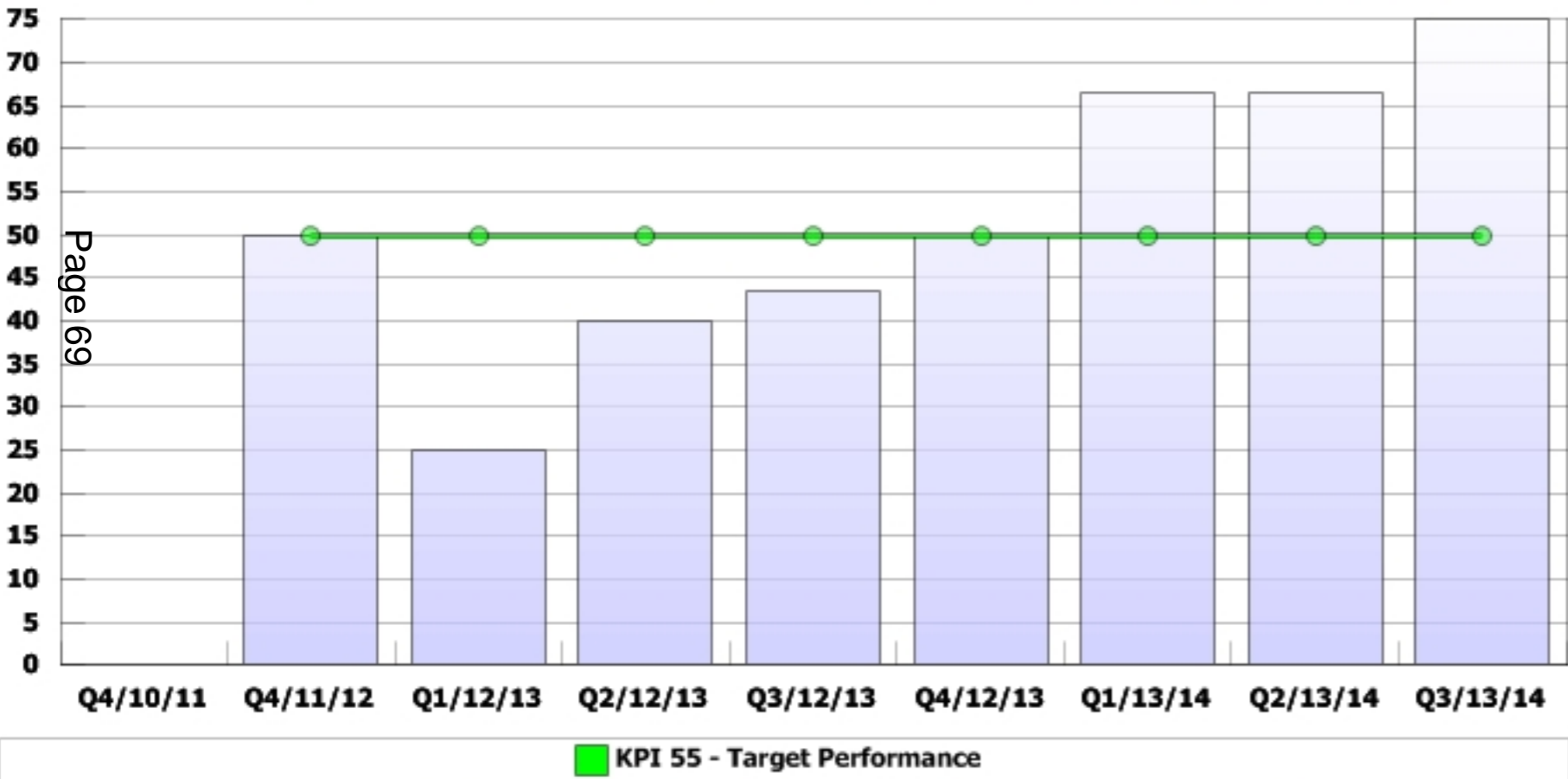
(Q3 2013/14) Officers continue to carefully assess all planning applications before a decision to refuse planning permission is issued and if there is one, do provide a way forward suggestion on a fresh application submission that can avert an appeal being submitted. This may account for why there is 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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q3/13/14	50.00%	75.00%	✗
Q2/13/14	50.00%	66.67%	✗
Q1/13/14	50.00%	66.67%	✗
Q4/12/13	50.00%	50.00%	✓
Q3/12/13	50.00%	43.50%	✓

Annual Target: 2013/14 - 50.00%  
 Target: 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?

✗ No

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

(Q3 2013/14) Member decisions to refuse planning permission by reversing officer recommendations on planning applications were supported on appeal in only 6 out of 24 cases in Quarter 3, so that 75% (18) 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 18 allowed, it is difficult to find a common theme, other than perhaps that Members have a higher perceived level of demonstrable harm to amenity, which is not being supported on appeal or considered contrary to the National Planning Policy Framework. The appeal decisions are reported 6 monthly to Members from which an improved performance could be attained.

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

(Q3 2013/14) Increased analysis and feedback of appeal decisions for Members required, through six-monthly appeal report to the Area Planning Committees. As performance is worsening and now quite a concern, a meeting of Chairman and Vice-Chairman of the planning committees with officers is required to seek improved performance for 2014/15.

This page is intentionally left blank

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

**Date of Meeting: 11 March 2014**



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

**Subject: Key Performance Indicators 2014/15 - Targets**

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

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

---

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

**That the Scrutiny Panel consider the proposed Key Performance Indicators and targets for 2014/15 and comment to the Finance and Performance Management Cabinet Committee as necessary.**

### **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 service priorities and key objectives, are adopted each year. Performance against all of the KPIs is reviewed 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 identify challenging performance targets, could mean that opportunities for improvement are lost and might have negative implications for judgements made about the progress of the Council.

### **Report:**

6. The adoption of challenging but achievable KPIs each year is a key element of the Council's Performance Management Framework. The continued relevance of the existing KPI set for 2014/15 has recently been considered by Management Board.
7. Although a number of new indicators and some revisions to existing KPIs are proposed for 2014/15, it is not intended that significant changes be made to the indicator set for the next year, as the current suite of measures is considered appropriate for the ongoing evaluation of relevant performance factors. Service directors have identified provisional targets for each indicator with the relevant portfolio holder(s), based on third-quarter performance (and the estimated outturn position) for the current year. Details of the proposed KPIs and targets for 2014/15 are set out at Appendix 1 to this report.
8. The Scrutiny Panel is requested to consider the proposed KPIs and targets for 2014/15. These will also be considered by the Finance and Performance Management Cabinet Committee at its meeting on 20 March 2014, and the views of the Scrutiny Panel in this respect will be reported to the Committee.
9. The KPIs will comprise the totality of the Council's corporate performance indicator measures for 2014/15. Improvement plans will be developed for each KPI, identifying actions to achieve target performance, which will be considered and agreed by Management Board. As part of this process, the Board will also review the provisional targets for each KPI with reference to outturn data for 2013/14 when this available. Any revisions to targets on the basis of the outturn position will be reported to the appropriate overview and scrutiny panel in June 2014.

### **Resource Implications:**

Resource requirements for actions to achieve specific KPI performance for 2014/15 will have been identified by the responsible service director 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 2014/15 will have been identified by the responsible service director.

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

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific KPI performance for 2014/15 will have been identified by the responsible service director.

### **Consultation Undertaken:**



The draft KPIs and targets set out in this report have been proposed by service directors in consultation with relevant portfolio holder(s). The indicators and targets have been considered by Management Board and will also be considered by the Finance and Performance Management Cabinet Committee on 20 March 2014.

**Background Papers:**

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

**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 2014/15 will have been identified by the responsible service director.

***Equality:***

There are no equality implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific KPI performance for 2014/15 will have been identified by the responsible service director.

This page is intentionally left blank

## Key Performance Indicators 2014/15 - Targets

Directorate	KPI Ref 2014/15	Description	Target 2013/14	Q3 2013/14	Proposed Target 2014/15	Increased Target Yes/No	Comments/justification for proposed target for 2014/15 and reasons for targeted reductions in performance
Page 75	KPI 40	What percentage of the rent due from our council home tenants was paid?	96.00%	96.45%	96.00%	Same	The effect of the Government's welfare reforms will not be known until the introduction of Universal Credit and direct payments of the housing component. In the meantime, the effects of the Social Sector Size Limits are having an increasingly detrimental effect on rent arrears. In the circumstances, achievement of the current target for this KPI will be a challenge for 2014/15, but is considered to be worth seeking to achieve.
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 0.5% point below target		
	KPI 41	On average, how many days did it take us to re-let a Council property?	33 days	41	37 days	No	
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 1.5 days above target		
	KPI 45	How satisfied were our tenants with the standard of the repairs service they received?	98.00%	100.00%	98.00%	Same	
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			No amber tolerance appropriate		

## Key Performance Indicators 2014/15 - Targets

Directorate	KPI Ref 2014/15	Description	Target 2013/14	Q3 2013/14	Proposed Target 2014/15	Increased Target Yes/No	Comments/justification for proposed target for 2014/15 and reasons for targeted reductions in performance
Page 76	KPI 47	How many households were housed in temporary accommodation?	70	56.6	65	Yes	In view of current (Q3) performance, it appears appropriate to provide a more challenging target for this KPI for 2014/15. However, concerns remain over the long-term effects of the welfare reforms on homelessness and the associated need for temporary accommodation for homeless households. Therefore, setting a more a challenging target and increasing the target figure from 70 to 65 households is considered appropriate.
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 3 days above target		
	KPI 48	What percentage of our council homes were not in a decent condition?	0.00%	0.00%	0.00%	Same	
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			No amber tolerance appropriate		
	KPI 49	KPI 49 - How many of the key building components required to achieve the Modern Homes Standard were renewed?	3300 (2475 for Q3)	2689	3300	Same	
					<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.		

## Key Performance Indicators 2014/15 - Targets

Directorate	KPI Ref 2014/15	Description	Target 2013/14	Q3 2013/14	Proposed Target 2014/15	Increased Target Yes/No	Comments/justification for proposed target for 2014/15 and reasons for targeted reductions in performance
Page 77	<b>KPI 60</b>	What percentage of all emergency repairs (including out of hours emergencies) are attended to within 4 working hours?	99%	99%	99%	Same	In view of the existing challenging target and the fact that it reflects the KPI within the Repairs Management Contract with Mears, it is suggested that the current target for this KPI should continue for 2014/15.
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 1% below target		
	<b>KPI 61</b>	What is the average overall time to complete all responsive repairs, from the time the request is made to the time the job is completed?	7 days	6.4 days	7 days	Same	
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 1 day above target		
	<b>KPI 62</b>	What percentage of appointments for repairs are both made and kept?	98.00%	97.93%	98.00%	Same	
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 1% below target		

## Key Performance Indicators 2014/15 - Targets

Directorate	KPI Ref 2014/15	Description	Target 2013/14	Q3 2013/14	Proposed Target 2014/15	Increased Target Yes/No	Comments/justification for proposed target for 2014/15 and reasons for targeted reductions in performance
Communities	<b>NEW</b>	What percentage of calls are answered by the Council's Careline Service within 60 seconds?	N/A	99.70%	97.50%	New	This proposed new KPIs is suggested in response to the National Audit Office's suggestion that the Council should have more qualitative KPIs. The indicator is a national requirement and target set by the Telecare Services Association (TSA) for all control centres that meet the TSA's stringent accreditation requirements.
		<b>Corporate Comment:</b> Proposed new indicator for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 1% below target		

## Key Performance Indicators 2014/15 - Targets

Directorate	KPI Ref 2014/15	Description	Target 2013/14	Q3 2013/14	Proposed Target 2014/15	Increased Target Yes/No	Comments/justification for proposed target for 2014/15 and reasons for targeted reductions in performance		
Page 79	KPI 04	What percentage of visitors to the Council's website were satisfied with their experience?	77.00%	78.00%	N/A	N/A	<p>It is considered that changes to this KPI are required as the current satisfaction measure causes problems in a number of ways:</p> <ul style="list-style-type: none"> <li>• the survey is misused, often poor satisfaction that is recorded relates to the service offered by the council, not actually to the website, giving misleading results;</li> <li>• feedback obtained is not useful for the purposes of improving the website;</li> <li>• the survey is currently failing for some users; and</li> <li>• the survey causes user dissatisfaction itself as the format (a pop up) is distracting and is hard (or near impossible) to clear from mobile devices.</li> </ul> <p>The Website Development Board favours a move to the new satisfaction measure outlined in the following new KPI.</p>		
		<b>Corporate Comment:</b> Indicator <u>not</u> to be retained for 2014/15.			Amber tolerance = 5% below target				
	NEW KPI	How satisfied with their experience were visitors to the Council's website?	N/A	N/A	3 Stars	N/A		<p>A new website feedback tool being implemented gives users of the Council's website the chance to give feedback on specific pages, both as a 'star' measure (from a 0-5 star range) but also by submitting comments. Unlike the previous system where the comments were difficult to attribute to specific pages, the new approach will give meaningful data that can be used to improve the website. This indicator is one of a range of proposed measures intended to replace KPI 04. Other measures (website visits, uptime, response time, misspellings and broken links) will be reviewed on a regular basis by the Website Development Board).</p>	
		<b>Corporate Comment:</b> Proposed new indicator for 2014/15, to replace KPI 04. Performance to be reviewed quarterly.			No amber tolerance appropriate				
	KPI 11	What percentage of the rent we were due to be paid for our commercial premises was not paid?	3.00%	3.90%	3.00%	No			<p>The target for this KPI was not met in 2012/13 and is unlikely to be met for 2013/14. The reasons are partly due to the economic situation generally and also because of a reduction in the budgeted rent roll for 2013/14 as a result of reducing the rental income for North Weald Market after the target was set. However 3.0% remains a realistic target to strive for and therefore should remain for 2014/15.</p>
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 0.5% below target				

## Key Performance Indicators 2014/15 - Targets

Directorate	KPI Ref 2014/15	Description	Target 2013/14	Q3 2013/14	Proposed Target 2014/15	Increased Target Yes/No	Comments/justification for proposed target for 2014/15 and reasons for targeted reductions in performance
Page 80	<b>KPI 12</b>	What percentage of our commercial premises was let to tenants?	98.00%	97.97%	98.00%	No	The target for this KPI was met in 2012/13 and also during the first quarter of 2013/14. However, it dropped slightly during quarters 2 and 3 of the year and the likely outturn will be there or thereabouts. A single vacant property can make the difference between whether the target is met or not. Therefore it would not be unreasonable to retain the target for 2014/15.
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 1.0% below target		
	<b>KPI 51</b>	What percentage of major planning applications were processed within 13 weeks?	70.00%	82.61%	75.00%	Yes	
	<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 2% below target			
<b>KPI 52</b>	What percentage of minor planning applications were processed within 8 weeks?	89.00%	91.04%	90.00%	Yes	The target for this indicator has remained the same for the last two years, but a 1% increase to 90% for 2014/15 offers more of a challenge, rather than retention at the present level.	
	<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 2% below target			



## Key Performance Indicators 2014/15 - Targets

Directorate	KPI Ref 2014/15	Description	Target 2013/14	Q3 2013/14	Proposed Target 2014/15	Increased Target Yes/No	Comments/justification for proposed target for 2014/15 and reasons for targeted reductions in performance
Page 81	KPI 53	What percentage of other planning applications were processed within 8 weeks?	94.00%	95.44%	94.00%	No	This category accounts for the largest number of planning applications and already achieves high performance. Performance for the third quarter of 2013/14 was the highest yet achieved, although this was chiefly as a result of temporarily having an extra planning officer in post for the quarter. It is proposed that the target for 2014/15 remain at 94%.
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 2% below target		
	KPI 54	What percentage of planning applications recommended for refusal were overturned and granted permission following an appeal?	19.00%	18.75%	19.00%	No	
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 2% above target		
	KPI 55	What percentage of planning applications, refused by members against a recommendation, were granted permission following an appeal?	50.00%	75.00%	50.00%	No	
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 5% above target		

## Key Performance Indicators 2014/15 - Targets

Directorate	KPI Ref 2014/15	Description	Target 2013/14	Q3 2013/14	Proposed Target 2014/15	Increased Target Yes/No	Comments/justification for proposed target for 2014/15 and reasons for targeted reductions in performance		
Page 82	KPI 20	How much non-recycled waste was collected for every household in the district?	380kg	295kg	400kg	Yes	A modest increase is proposed to reflect current operational and economic circumstances. If current performance is extrapolated to the year end, the target output would be 393kg. However, waste does not follow a linear pattern and a figure in excess of 400kg is anticipated for 2013/14. The new contract has a revised specification which will hopefully begin to address this issue, including household sack deliveries and increased levels of awareness education. However, the contract does not commence until November 2014 and service changes are unlikely to have any impact before the commencement of 2015/16. An increase for 2014/15 is therefore suggested, to be reviewed once the new contractor has been appointed. Given the cyclical fluctuations which arise throughout the year, it is also suggested that an amber tolerance of 5% is applied.		
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 5.0% below target				
	KPI 21	What percentage of all household waste was sent to be recycled, reused or composted?	60.00%	60.00%	60.00%	No		This target remains challenging, linked as it is with KPI 20 above. The new contract specification requires the contractor to seek to attain 60% recycling or better, but Member decisions to not fundamentally amend collection methodologies makes exceeding 60% difficult. It is suggested that this is reviewed with the newly appointed contractor in the run up to setting targets for 2015/16.	
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 2.0% below target				
	KPI 22	What percentage of our district had unacceptable levels of litter?	8.00%	7.00%	8.00%	No			Current contract performance is maintained at or around the 8% level. This is a high standard of achievement. As with the KPIs above, it is suggested that this performance level be reviewed with the newly appointed waste contractor in the run up to setting targets for 2015/16.
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			No amber tolerance				

## Key Performance Indicators 2014/15 - Targets

Directorate	KPI Ref 2014/15	Description	Target 2013/14	Q3 2013/14	Proposed Target 2014/15	Increased Target Yes/No	Comments/justification for proposed target for 2014/15 and reasons for targeted reductions in performance		
Page 83	<b>KPI 23</b>	What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?	12.00%	8.00%	10.00%	Yes	The 12% target is routinely exceeded and therefore merits a reduction (to encourage good performance). As with the KPIs above, it is suggested that this performance level be reviewed with the newly appointed waste contractor in the run up to setting targets for 2015/16.		
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			No amber tolerance				
	<b>KPI 25</b>	What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?	95.00%	96.66%	95.00%	No		95% is a very high standard of performance, and is very reliant upon staff availability etc. A small change in resources makes a significant difference to performance. No change is therefore suggested.	
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 1.0% below target				
	<b>KPI 26</b>	What percentage of the recorded incidences of fly-tipping are investigated within 3 working days of the fly-tip being recorded where the fly-tip is on public or privately owned land?;	90.00%	94.00%	90.00%	No			This, and the two indicators which follow are relatively new or have been amended for 2013/14. As with KPI 25 its outcome is resource dependant. The new waste contract may result in some changes in the way fly tips are reported, recorded and dealt with, so no change is suggested for 2014/15, but a review suggested for 2015/16.
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 1.0% below target				

## Key Performance Indicators 2014/15 - Targets

Directorate	KPI Ref 2014/15	Description	Target 2013/14	Q3 2013/14	Proposed Target 2014/15	Increased Target Yes/No	Comments/justification for proposed target for 2014/15 and reasons for targeted reductions in performance
Page 84	<b>KPI 27(a)</b>	KPI 27a - What percentage of the recorded incidences of fly-tipping (contract cleared) are removed within 5 working days of being recorded?	90.00%	93.00%	90.00%	No	This, and the indicator which follows are relativey new or have been amended for 2013/14. As with KPI 25 its outcome is resource dependant. The new waste contract may result in some changes in the way fly tips are reported, recorded and dealt with, so no change is suggested for 2014/15, but a review suggested for 2015/16
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 1.0% below target		
	<b>KPI 27(b)</b>	KPI 27b - What percentage of the recorded incidences of fly-tipping (variation order / non-contract) are removed within 10 working days of being recorded?	90.00%	96.00%	90.00%	No	The new waste contract may result in some changes in the way fly tips are reported, recorded and dealt with, so no change is suggested for 2014/15, but a review suggested for 2015/16.
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 1.0% below target		
	<b>KPI 28</b>	What percentage of out of hours noise complaints that are passed through to the duty noise officer are responded to within 15 minutes	90.00%	96.00%	90.00%	No	This indicator is resource sensitive, and although performance remains well in excess of target, no change is suggested for 2014/15.
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 1.0% below target		

## Key Performance Indicators 2014/15 - Targets

Directorate	KPI Ref 2014/15	Description	Target 2013/14	Q3 2013/14	Proposed Target 2014/15	Increased Target Yes/No	Comments/justification for proposed target for 2014/15 and reasons for targeted reductions in performance
Neighbourhoods	<b>KPI 50</b>	What was the net increase or decrease in the number of homes in the district?	180	284	230	No	The five-year land supply of the Regional Spatial Strategy is still the most recent adopted target for this indicator. However, when the emerging objectively assessed housing need evidence comes forward as part of the Local Plan review, this target may need to be revised.
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = within 5% below target		

## Key Performance Indicators 2014/15 - Targets

Directorate	KPI Ref 2014/15	Description	Target 2013/14	Q3 2013/14	Proposed Target 2014/15	Increased Target Yes/No	Comments/justification for proposed target for 2014/15 and reasons for targeted reductions in performance		
Page 86	KPI 10	How many working days did we lose due to sickness absence?	7.25 days	4.83 days	7.00 days	Yes	The average number of days per employee recording sickness absence has reduced over the past three years and the Council has met its target in each year. Reducing the target by 0.25 days to 7.00 days will be a challenge, but with continued monitoring and management of absence the new target could be achieved.		
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 7.01 days - 7.24 days				
	KPI 30	What percentage of the invoices we received were paid within 30 days?	97.00%	97.00%	97.00%	No		The achievement of the target of 97% for this indicator is a challenge that requires constant monitoring and intervention throughout the year. To achieve performance of more than 97% would require significant additional effort and it is questionable that this would be a good use of resources given the current high level of performance.	
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 1.0% below target				
	KPI 31	What percentage of the district's annual Council Tax was collected?	96.60%	77.55%	97.00%	Yes			So far, the collection of money from Local Council Tax Support cases has been challenging but not as problematic as had been anticipated. If this trend continues, it is appropriate to increase the target for this indicator to 97% for 2014/15.
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 0.5% below target				

## Key Performance Indicators 2014/15 - Targets

Directorate	KPI Ref 2014/15	Description	Target 2013/14	Q3 2013/14	Proposed Target 2014/15	Increased Target Yes/No	Comments/justification for proposed target for 2014/15 and reasons for targeted reductions in performance
Page 87	KPI 32	What percentage of the district's annual business rates was collected?	97.50%	82.66%	97.70%	Yes	Use of the additional funds made available for enforcement cases is proving effective and so the target for this indicator should be increased for 2014/15. Whilst the increase in target against the target for 2013/14 might be considered low, this needs to be seen in the context of the outturn for 2012/13 which saw business rates collection of 96.85%.
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 0.5% below target		
	KPI 33	On average, how many days did it take us to process new benefit claims?	30 days	23.44 days	25 days	Yes	
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 1.5 days above target		
	KPI 34	On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?	6 days	8.07 days	6 days	No	
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 1.0 days above target		

## Key Performance Indicators 2014/15 - Targets

Directorate	KPI Ref 2014/15	Description	Target 2013/14	Q3 2013/14	Proposed Target 2014/15	Increased Target Yes/No	Comments/justification for proposed target for 2014/15 and reasons for targeted reductions in performance
Page 88	KPI 35	How many benefits fraud investigations were completed?	300	20300.0%	250	No	A reduction is proposed in the target for this indicator to reflect uncertainties going forward about staffing and the Single Fraud Investigation Service. The Chief Internal Auditor is developing proposals for the consolidation of the various fraud teams into one corporate team.
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = within 5% below target		
	KPI 36	In what percentage of potential benefit fraud cases investigated by the Benefit Investigation Team, was fraud proven?	30.00%	44.00%	35.00%	Yes	
		<b>Corporate Comment:</b> Indicator to be retained for 2014/15. Performance to be reviewed quarterly.			Amber tolerance = 2% below target		





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

**Date of Meeting: 11 March 2014**

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

**Subject:** Equality Objectives 2012-2016 - Progress

**Officer contact for further information:** B. Copson (01992 564042)

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

---

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

**That the Scrutiny Panel review current progress against the Council's Equality Objectives for 2012-2016 and other work to meet statutory equality duties.**

#### **Executive Summary:**

1. The Equality Act 2010 placed a number of responsibilities on the Council, including a general equality duty to have due regard to equality in the exercise of its functions, the need to eliminate discrimination, to advance equality of opportunity, and to foster good relations between persons who share a relevant characteristic and those who do not. Further specific responsibilities were introduced through the introduction of a Public Sector Equality Duty, requiring the adoption of equality objectives to improve equality for service users and employees, and publishing equality information.
2. In March 2012, the Cabinet agreed a range of equality objectives for the four years from 2012 to 2016, designed to help the Council meet the aims of the general duty and bring about positive improvements to service design and delivery. This report reflects progress against the equality objectives as at the end of the second quarter of 2013/14.

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

3. In view of the corporate importance of the achievement of the equality objectives and ensuring compliance with the Public Sector Equality Duty. From 2013/14, reporting of progress against the equality objectives and performance with other equality work has moved from annual to quarterly monitoring, to ensure adequate review of progress against actions to deliver the objectives.

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

4. None. Failure to monitor and review progress against the Equality Objectives and to take corrective action where necessary, could have negative implications for judgements made about the Council, and might mean that opportunities for improvement are lost.

## Report:

### Equality Objectives

5. The Equality Act 2010 placed an obligation on the Council to adopt equality objectives focused towards those areas which can make a real difference to the communities of the district, and can best enable the Council to make improvements to service design and delivery. In April 2012 the Council adopted four equality objectives for the four years until March 2016 to advance equality for service users and employees. The objectives are based in evidence, proportionate to the organisation, and were subject to public consultation. The equality objectives are focused on the following key areas where improvement in relation to equality has been identified as a priority:

Equality Objective 1: The use of equality intelligence

Equality Objective 2: Ownership of equality

Equality Objective 3: Engagement

Equality Objective 4: The workforce equality profile

6. The achievement of the equality objectives is supported by an action plan spread across their four-year time-frame. A schedule detailing cumulative progress (from 1 April 2012) against individual outcomes and deliverables designed to support the achievement of each of the equality objectives, is attached as Appendix 1 to this report. In reporting progress, the following 'status' indicators have been applied to the current position for each individual outcome or deliverable:

**Achieved (Green)** - specific outcomes or deliverables have been completed or achieved in accordance with in-year targets;

**On-Target (Green)** - specific outcomes or deliverables will be completed or achieved in accordance with in-year targets;

**Under Control (Amber)** - specific outcomes or deliverables have not been completed or achieved in accordance with in-year targets, but completion/achievement will be secured by a revised target date or by year-end;

**Behind Schedule (Red)** - specific outcomes or deliverables have not been completed or achieved in accordance with in-year targets and completion/achievement may not be secured by year-end; and

**Pending (Grey)** - specific outcomes or deliverables cannot currently be fully completed or achieved, as they rely on the prior completion of other actions or are dependent on external factors outside the Council's control.

7. Some of the outcomes and deliverables identified in the action plan can only be achieved incrementally or are dependent upon other pieces of work. The action plan is intended to be fluid to reflect changes in service delivery and the development of work to achieve greater fairness, and is therefore likely to be subject to revision and addition over the four-year life of the equality objectives.

### Equality Analysis

8. A further requirement of the Act involves understanding how the Council's activities impact on service users. This understanding is developed by carrying out equality analysis of relevant functions, the results of which are included as a mandatory consideration in decision-making at a strategic level, and in service delivery.
9. The last programme of equality analysis was completed in March 2013 and feedback from the exercise has been used to develop a new and more user-friendly analysis toolkit. A screening exercise is currently underway to identify activities relevant to equality for inclusion in a new three-year analysis programme.

10. The method of reporting relevant equality information to decision-making bodies such as the Cabinet has been replaced with a Due Regard Record, designed to evidence consideration of equality implications and information relevant to specific issues to enable due regard to be paid to equality in decisions. This approach has been the subject of a pilot exercise over recent months, the results of which are currently being evaluated.
11. The Scrutiny Panel is requested to review current progress against the equality objectives for 2012-2016 and other work to meet the Council's statutory equality duties.

#### **Resource Implications:**

Resource requirements for actions to achieve specific equality objectives will have been identified by the responsible service director/chief officer and reflected in the budget for the year. Compliance with statutory equality duties can currently be met from within existing resources.

#### **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 equality objectives 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 equality objectives will have been identified by the responsible service director/chief officer.

#### **Consultation Undertaken:**

Current progress against the equality objectives for 2012-2016 and other equality work has been reviewed by the Corporate Equality Working Group.

#### **Background Papers:**

Quarterly equality objective progress submissions held by the Performance Improvement Unit.

#### **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 equality objectives will have been identified by the responsible service director/chief officer. The Internal Audit Unit will monitor progress with new three-year equality analysis programme from April 2014.

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

Actions to achieve specific equality objectives cover the full range of the Council's services, and its dual role of service provider and employer. Whilst no equality implications arise from

this the recommendations of report, the appropriateness of actions to deliver the objectives, together with the successful achievement of the objectives, have the potential to impact on service users and employees across all protected characteristics.

## Equality Objectives 2012-2016

## Progress Report – Quarter 3 2013/14

## EO1 – Equality Information

Action	Owner	Target Completion	Status	Progress
EO1.01 - Develop Corporate Equality Monitoring Policy and Guidance and publish on intranet	Performance Improvement Unit	30-Sep-12	Achieved	Policy agreed by Cabinet on 3 Dec 2012 and uploaded to intranet. Action complete.
EO1.02a - Carry out pilot exercise to develop and implement three bespoke equality monitoring systems.	Deputy Chief Executive Director of Housing Director Environmental Services	30-Apr-13	Under Control	Pilot exercise by DCE, and planned exercise by Housing considered by CEWG. The pilot exercise in the Housing Directorate (in C.A.R.E.) has been delayed. It is expected that it will report by 31st March 2014.
EO1.02b - Promote Equality Monitoring Policy and Guidance as required	Performance Improvement Unit	31-Dec-13	Achieved	An article was included in the Winter 2012 edition of The Forester explaining why equality monitoring was undertaken, and further information was included in the November 2013 equality update for staff, Fair Ground. Equality Monitoring will be publicised again when the pilot exercise in Action 1.02a is completed. Further information will be made available as required in the future. Action Complete.
EO1.03 - Develop and implement as necessary, bespoke equality monitoring systems within relevant services	All Service Directors	31-Mar-14	On Target	Work to establish details of services monitored and information collected in progress. Update October 2013: Housing - The effectiveness of the monitoring system being piloted in Housing will be reviewed and consideration will be given to implementing it in other areas of the Directorate as necessary.
EO1.04a - Include evidence of due regard as relevant in reports to the Council's decision-making bodies	All Service Directors	31-Mar-14	On Target	Processes developed for new approach to presenting equality information through a Due Regard Record. Process awaits outcomes of pilot completed in January 2014 (see 1.4b)
EO1.04b - Conduct pilot exercise on use of Due Regard Record as mechanism to ensure decision making bodies are aware of equality implications of reports under consideration	Performance Improvement Unit	30-Apr-14	On Target	Due Regard Record pilot was completed in January 2014 and is currently being reviewed to determine outcomes.

## Equality Objectives 2012-2016

## Progress Report – Quarter 3 2013/14

EO1.05 - Identify and annually update sources of non-service specific equality information and place on intranet	Performance Improvement Unit	31-Mar-13		Achieved	Factsheet produced providing details and links to reports, data, and research providing local and national information about the protected characteristics. The factsheet, Factsheet 2: Sources of Information about Equality Protected Characteristics is one of a set of factsheets produced to support the Equality Analysis Toolkit and guidance). The Toolkit and factsheets are available on the Intranet. Action Complete
EO1.06 - Review committee report guidance and publish on intranet	Performance Improvement Unit	30-Apr-14		Pending	Action awaits results of the pilot testing of the Due Regard Record process which was completed in January 2014 (see 1.4b)
EO1.07 - Deliver briefing session concerning the monitoring of reports for evidence of due regard to Chairs of Agenda Planning Groups	Performance Improvement Unit	21-Oct-13		Achieved	Briefing for Chair of Cabinet APG provided 25 September 2013 Action Complete

## EO2 – Equality Ownership

Action	Owner	Target Completion		Status	Progress
EO2.01 - Explore with the Local Strategic Partnership opportunities to share equality awareness and information	Performance Improvement Unit	31-Mar-14		On Target	LSP Task and Finish Group to be set up to identify the best way to achieving a central repository for the information; to identify which information each of the partner organisations hold and could share; and representatives to the Group.
EO2.02 - Review and refresh as necessary, existing equality training for members	Performance Improvement Unit	31-May-14		Achieved	Equality training for Members has been included in the Councillor Development Programme 2014/15. Action Complete
EO2.03 - Deliver appropriate equality training for members	Performance Improvement Unit	31-Mar-14		On Target	Equality Training for Members is scheduled to be delivered on 28 June 2014 through the Councillor Development Programme 2014/15. (new target 30 June 2014)

## Equality Objectives 2012-2016

## Progress Report – Quarter 3 2013/14

EO2.04 - Introduce arrangements for directorate based reporting of equality achievements as part of the annual 'Equality Report'	Performance Improvement Unit	31-Mar-13		Achieved	Equality Information Publishing Guidance agreed by CEWG 22/11/12. Cross-directorate training delivered to 21 officers on 9 January 2013. Action complete.
--	------------------------------	-----------	--	----------	---

## EO3 – Engagement

Action	Owner	Target Completion		Status	Progress
EO3.01 - Develop and publish an Equality Profile of the District to assist the completion of robust equality analysis and informed decision making	Performance Improvement Unit	31-Mar-14		On Target	Action in progress as part of the development of the Equality Analysis Toolkit (1.4)
EO3.02 - Review how existing engagement activities can be developed.	Consultation Officer, Performance Improvement Unit	30-Apr-14		On Target	The review of engagement by PR & Marketing provides information on the range of engagement currently undertaken by the Council. The potential for delivering the public sector equality duty through existing engagement is being explored by the CEWG in the light of the engagement review, and is due to report in April 2014.
EO3.03 - Develop and adopt an Equality Engagement Plan	Consultation Officer, Performance Improvement Unit	30-Jun-14		Pending	Dependent upon 3.2 above. The Engagement Plan awaits the identification of potential within existing engagement to deliver the range of engagement to comply with the public sector equality duty
EO3.04 - Carry out equality engagement according to equality engagement plan	All Service Directors	31-Mar-16		Pending	Action awaits the identification of engagement opportunities in Action 3.02 and the development of the Engagement Plan in Action 3.03.
EO3.05 - Explore and facilitate opportunities for interaction between council members and community groups and representatives	Policy Officer Performance Improvement Unit	31-Mar-16		Pending	Action awaiting completion of Equality Engagement Plan.

## Equality Objectives 2012-2016

## Progress Report – Quarter 3 2013/14

EO3.06a - Undertake a feasibility study for provision of a fully accessible meeting room facility at the Civic Offices	Assistant Director Facilities Managements; Director Corporate Support Services	31-Mar-15		On Target	Feasibility study to be undertaken as part of wider review of accommodation and access requirements at the Civic Offices, following implementation of senior management restructure.
EO3.06b Subject to 3.6a above, prepare and submit bid for appropriate funding	Assistant Director Facilities Managements; Director Corporate Support Services	30-Sep-15		On Target	Action dependant on completion of EO3.06a above.

## EO4 – Equality in workforce development

Action	Owner	Target Completion		Status	Progress
EO4.01(a) - Annually report anonymised details of the Council's workforce at Grade 8 and above, in the context of the whole staff equality profile to CEWG	Assistant Director HR	30-Jun-13		On Target	10/10/13 HR Workforce profile made available to CEWG and the public in respect of : Age Disability Faith (Religion) Race Sex Sexual orientation. Workforce profile at grade 8 summary made available to CEWG and the public in respect of: Sex (female only) Disability Race. Information is to be analysed to identify trends. An annual report will go to the Management Board, commencing June 2014.
EO4.01(b) Ensure publication of anonymised details of the Council's workforce at Grade 8 and above, in the context of the whole staff equality profile.	Assistant Director HR	30-Jun-13		On Target	10/10/13 HR Workforce profile published on website in respect of: Age Disability Faith (Religion) Race Sex Sexual orientation. Workforce profile at grade 8 summary published on website in respect of: Sex (female only) Disability Race. Information refreshed quarterly. An annual report will go to the Management Board commencing June 2014.
EO4.02 - Carry out analysis of workforce data to identify trends and patterns in areas as identified by CEWG	Assistant Director HR	31-Mar-16		Under Control	Action ongoing as required, led by Corporate Equality Working Group. Action dependent upon 4.01(a). HR waiting on receipt of census information for the District.



## Equality Objectives 2012-2016

## Progress Report – Quarter 3 2013/14

EO4.03 - Undertake a comprehensive review of the Council's recruitment and selection processes to demonstrate transparency, promote equality, and ensure best practice and safeguarding	Assistant Director HR	31-Mar-14		On Target	A review of recruitment and selection processes has been undertaken and presented to CEWG and JCC in January 2014. Implementation through 2014 as part of the Safer Recruitment Policy.
EO4.04 - Investigate, identify and pursue (where agreed) standards and accreditations to help demonstrate the Council's commitment to equality and increase awareness.	Assistant Director HR; Performance Improvement Unit	31-Mar-16		On Target	Two Ticks Disability standard awarded May 2013. Mindful Employer standard awarded 3 October 2013. HR to investigate other relevant accreditations.
EO4.05 - Produce and display appropriate publicity material relating to equality characteristics, such as posters etc. outlining the Council's commitment to equality	Assistant Director HR; Performance Improvement Unit; Public Relations and Marketing	31-Mar-16		On Target	The sexual orientation characteristic has been promoted through the Council's support of LGBT History Month in February 2014. HR to update template for recruitment advertising; and publicise Council's commitment to equality on on-line application form.
EO4.06 - Determine types of equality related employee information (other than data, see 4.01) that can be made available to employees to support awareness of equality issues.	Assistant Director HR	31-Mar-14		On Target	HR to review potential information for consideration by CEWG by April 2014
EO4.07(a) - Undertake a comprehensive review of the Council's existing arrangements for employee engagement	Performance Improvement Unit	31-Mar-13		Behind Schedule	Initial review of employee engagement arrangements considered by Management Board. Range of options (including use of social media) agreed, to be progressed following completion of review of operation and existing terms of reference of Joint Consultative Committee (see 4.7(b)). Other work to engage with Employees has taken place and includes: proposed draft Communications Plan; Chief Executive staff briefings, breakfast meetings, and work shadowing. The Employee Survey 2013 has been completed. The Consultations officer is preparing an article for the next District Lines showing the raw data. Some preliminary analysis has been carried out and discussed. To Be discussed at leadership team Meeting on 29/01/2014

## Equality Objectives 2012-2016

## Progress Report – Quarter 3 2013/14

EO4.07(b) Undertake comprehensive review of current terms of reference of Joint Consultative Committee	Assistant Director HR	31-Mar-14		Behind Schedule	Draft report to be agreed by management Board by the end of March 2014, then to be taken to JCC in April 2014
EO4.08 - Review and analyse the attendance on the Evolution Programme as a comparison of the whole workforce	Assistant Director HR	31-Mar-14		On Target	Analysis of Evolution Programme completed. Report on trends, patterns and equality gaps to be considered by Management Board in February 2014, then to CEWG in April 2014.
EO4.09 - Ensure consistency of application of flexible working practices	Chief Internal Auditor; Assistant Director HR	31-Mar-16		On Target	Agreement to be sought to include in Internal Audit work programme, appropriate checks to determine the consistency of the application of flexible working practices, for example, applications for parental leave and flexible working etc. Regular items advising and promoting flexible working arrangements to be included in District Lines. Further review of Flexi Scheme to be undertaken following comments from Employee Survey 2013.
EO4.10 - Review and refresh as necessary existing equality training for officers	Assistant Director HR	31-Oct-13		On Target	Learning and Development Manager and training providers review content and provide up-to-date cases and examples of good practice. Completed July 2013. To be kept under review.
EO4.11 Deliver appropriate equality training for officers:	Assistant Director HR	31-Dec-13		Behind Schedule	E-Learning course for both induction and refresher training have been developed and are being loaded onto Compoisca. Attendance is analysed and staff and managers who need refresher training are targeted.

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



**Epping Forest  
District Council**

***Date of meeting: 11 March 2014***

**Portfolio: Finance & Economic Development**

**Subject: Quarterly Financial Monitoring**

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

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

---

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

**That the Panel note the revenue and capital financial monitoring report for the third quarter of 2013/14.**

### **Executive Summary**

The report provides a comparison between the original estimate for the period ended 31 December 2013 and the actual expenditure or income as applicable.

### **Reasons for proposed decision**

To note the third 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 third quarterly report for 2013/14 and covers the period from 1 April 2013 to 31 December 2013. The reports are presented based on which directorate is responsible for delivering the services to which the budgets relate. The comparison made is to the Revised Budgets that were updated as part of the 2014/15 budget setting process for revenue and the December Capital Programme update report for Capital expenditure.

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 £174,000 or 1.2%. This compares to 0.8% at this time last year.

4. When compared to the Original budget a 0.2% over spend is showing however when the salaries budget was recast the vacancy allowance was removed and actual vacancies to date included plus an allowance was also included for the filling of some of those vacancies during the last quarter. There were also some additional amounts added into the budget as external funding has been secured to fund additional staffing within the Deputy Chief Executive's Directorate. Overall the budget has reduced marginally by £52,000 from £14.915m to £14.863m for the period to month 9.

5. Savings occurring within the original salaries budget were used to fund a number of agency staff. When the budget is recast it is usual practice to remove these underspends from the salaries budget and create a budget for the agency staff concerned. In order to maintain a consistent approach the related actual expenditure is removed from the salaries monitoring also. The effect is that salaries are now showing an underspend when compared to the revised position.

6. Investment interest levels in 2013/14 are slightly ahead of the revised expectation at quarter 3, but significantly below the prior year. There has been some talk recently about movements in interest rates but it is still unlikely that rates will improve in the short to medium term. Investment returns in the prior year were higher as there were still some longer term deals maturing at better rates than those available now.

7. Development Control income at Month 9 has recovered to the extent that it now exceeds both the prior year actual and revised position for 2013/14. Income from pre-application charges and development control fees are both doing well. January was by far the best month of the financial year so far which is a little unusual and it would be surprising if the full year revised budget was not now exceeded before the end of February.

8. Building Control income was revised down by £73,000 and there are some expenditure savings to offset this but the predicted deficit for this year has increased from £14,000 to £35,000. Given that income is below even the revised position the account will go into overall deficit this financial year. Expenditure is slightly lower than the revised position too so the final outcome probably won't be significantly different than the latest prediction. If the account goes into overall deficit this will position will need to be addressed over the ensuing three year period to ensure the account does not remain in deficit.

9. Hackney Carriage and other licensing income are both below expectations by £6,000 and £4,000 respectively, both income figures were reduced slightly when the revised budgets were compiled and a further small shortfall looks likely.

10. Income from MOT's carried out by Fleet Operations is in line with the revised expectation but income in January was better than expected. The updated target therefore looks likely to be achieved.

11. Local Land Charge income is higher than in the prior year and above the

revised 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 £364,000. 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 are in line with expectations again in that Payments had been made up to the end of November by the end of December.

14. The budget has been revised taking into account latest expectations regarding Expenditure and Income levels. In a number of cases income has been revised downwards and the actual outturn is likely to be generally in line with this though Development Control Income will be better. The Salary estimates have also been recast and now show an underspend due in part at least to filling vacant posts a little later than anticipated.

### **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 December the net rate yield had reduced by £588,459 and as the Council retains 40% of gains and losses this would mean a reduction in funding of £235,384. The position during quarter 3 has worsened somewhat since the end of quarter 2. Things could improve over the remainder of the year but it is a concern as this district faces a challenge from 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 December the total collected was £29,474,306 and payments out were £23,920,351, meaning the Council was holding £5,553,955 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 December the reduction in the overall value of the rating list is a cause for concern, but cash collection is going well. There are also a large number of appeals outstanding against rate assessments and these could cause a significant reduction in income.

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

19. Tables for capital expenditure monitoring purposes (annex 10 -16) are

included for the nine months to 31 December. There is a brief commentary on each item highlighting the scheme progress.

20. The full year budget for comparison purposes is the budget updated in the December Capital Programme review.

### **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 financial year. Annex 17 gives more detail.

### **Conclusion**

22. The budgets have recently been revised and expected expenditure and income levels adjusted as a result. Recent years have seen underspends on the General Fund budget of £601,000 (2011/12) and £456,000 (2012/13) indications are that the outturn should be closer to the original budget than in the previous two years.

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

### **Consultations Undertaken**

This report will also be presented to the Finance Cabinet Committee. An oral update will be provided to that Committee of any additional comments from this panel.

### **Resource Implications**

The final outturn is expected to be close to the budget set.

### **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

This page is intentionally left blank



DIRECTORATE FINANCIAL MONITORING - SALARIES  
DECEMBER 2013 - SALARIES

ANNEX 1

REVISED

<u>DIRECTORATE</u>	<u>2013/14</u>			<u>2012/13</u>		
	<u>EXPENDITURE</u> <u>TO 31/12/13</u>	<u>BUDGET</u> <u>PROVISION</u> <u>(REVISED)</u>	<u>VARIATION</u> <u>FROM BUDGET</u> <u>(REVISED)</u>	<u>EXPENDITURE</u> <u>TO 31/12/12</u>	<u>BUDGET</u> <u>PROVISION</u> <u>(REVISED)</u>	<u>VARIATION</u> <u>FROM BUDGET</u> <u>(REVISED)</u>
	<u>£000</u>	<u>£000</u>	<u>%</u>	<u>£000</u>	<u>£000</u>	<u>%</u>
OFFICE OF THE CHIEF EXECUTIVE	637	641	-0.6	527	527	0.0
DEPUTY CHIEF EXECUTIVE *	1,142	1,144	-0.2	1,073	1,068	0.5
CORPORATE SUPPORT SERVICE DIRECTORATE	1,957	1,965	-0.4	1,867	1,877	-0.5
FINANCE & ICT DIRECTORATE	2,916	2,957	-1.4	2,830	2,842	-0.4
HOUSING DIRECTORATE *	4,018	4,050	-0.8	3,860	3,932	-1.8
ENVIRONMENT & STREET SCENE DIRECTORATE *	2,459	2,473	-0.6	2,485	2,499	-0.6
PLANNING & ECONOMIC DEVELOPMENT DIRECTORATE (Less Building Control)	1,391	1,467	-5.2	1,347	1,353	-0.4
BUILDING CONTROL	169	166	1.8	163	166	-1.8
<b>TOTAL</b>	<b>14,689</b>	<b>14,863</b>	<b>-1.2</b>	<b>14,152</b>	<b>14,264</b>	<b>-0.8</b>

\* Agency costs are included in the salaries expenditure.

	13/14 Full Year Budget £'000	Third Quarter			13/14 Variance Budget v Actual		Comments
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%	
Major expenditure items:							
Grants to Voluntary Groups	127	103	104	82	1	1	Grants carried forward from previous years as committed amount to £42,612, of which £15,690 is still outstanding at the end of Quarter 3. Grants are in line with the profiled budget which are paid out on completion of the project, or in stage payments as work is completed for larger applications. It is therefore inappropriate to make comparisons with previous years.
Voluntary Sector Support	167	153	153	153	0	0	The figures include grants to the CAB and VAEF which are paid twice yearly in 50% instalments in April and October. There have been no increases in the contribution to these organisations in 2013/14, however the VAEF occupy Homefield House and are provided with telephone & network charges for which costs are not fully recovered.
	294	256	257	235			

DIRECTORATE FINANCIAL MONITORING - CORPORATE SUPPORT SERVICES

	13/14 Full Year Budget £'000	Third Quarter			13/14 Variance Budget v Actual			Comments
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%		
Major expenditure items:								
Building Maintenance	607	292	239	212	-53	-18		Building maintenance works are difficult to forecast but generally work is undertaken in the latter part of the year allowing for preparation work to take place. The full year budget now includes building maintenance expenditure items previously allocated to the Civic Offices, the prior year comparative has been adjusted to reflect this change. Expenditure at the end of quarter 3 is below the profiled budget with £89,550 committed to work which will be completed in the fourth quarter. Despite the additional works required due to the flood, the work programme for the year is expected to be completed and the money spent by the end of the financial year.
	607	292	239	212				

	13/14 Full Year Budget £'000	Third Quarter			13/14 Variance Budget v Actual		Comments
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%	
Major income items:							
Hackney Carriages	180	145	139	144	-6	-4	The number of applications and renewals for driver and vehicle licenses for quarter 3 has decreased slightly compared to that achieved in quarter 3 in the prior year.
Licensing & Registrations	118	101	97	100	-4	-4	The third quarter of 2013/14 of fee income is broadly in line with both the prior year actual and current year budget spending profile.
Fleet Operations MOTs	213	162	161	181	-1	-1	MOTs are undertaken by the Fleet Operations Unit at Langston Road depot. The reduction in income in quarter 3 compared to the previous year is as a result of the loss of a significant proportion of business from local dealerships, this is reflected in the probable outturn.
Local Land Charges	204	155	156	142	1	0	Local Land Charges income has exceeded the previous year but is on target with the budget to date. There has been an improvement in the housing market which has led to an increase in the number of searches performed.
	714	563	553	567			

	13/14 Full Year Budget £'000	Third Quarter			13/14 Variance Budget v Actual		Comments
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%	
<u>Major income items:</u>							
Industrial Estates	1,134	1,078	1,062	1,353	-16	-1	Rents from the Industrial units at Brooker Road, Oakwood Hill, Oakwood Hill Workshop units and Langston Road, are slightly below target with the third quarter including income billed in advance for the fourth quarter. The prior year comparative includes back dated rent of £251,000 resulting from reviews in 2012/13. Income from the Langston Road Seedbed Centre is being affected by an increased number of voids.
Business Premises - Shops	1,845	1,845	1,851	1,785	7	0	This income relates to commercial properties which include shops, doctors surgeries, a petrol station and public houses. Income is above target and includes rents billed in advance for the final quarter.
Land & Property	169	70	70	67	0	0	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. Other income relates to unappropriated land and wayleaves.
	3,148	2,993	2,983	3,205			

## 2013/14 DIRECTORATE FINANCIAL MONITORING - PLANNING &amp; ECONOMIC DEVELOPMENT

	13/14 Full Year Budget £'000	Third Quarter			13/14 Variance Budget v Actual		Comments
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%	
<u>Major expenditure items</u>							
Forward Planning	337	108	93	220	-15	-14	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 required to fund this work in 2013/14 is significantly lower than the original forecast, and is reflected in the probable outturn figure.
	337	108	93	220			
<u>Major income items</u>							
Development Control	615	448	474	387	26	6	Development control income which is profiled on a three year average, has recovered significantly by exceeding both the budget and the previous years actual. Pre-application fee income is at £53,500 which is higher than the full year probable outturn of £45,000 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	386	296	285	288	-11	-4	Building Control fees are profiled on the average of the previous three years. The income is lower than the probable outturn for 2013/14, but on target with the third quarter of 2012/13. This reduction in activity is due to increased competition from independent buildings inspectors.
	1,001	744	759	675			

## 2013/14 DIRECTORATE FINANCIAL MONITORING - FINANCE &amp; ICT

	13/14 Full Year Budget £'000	Third Quarter			13/14 Variance Budget v Actual			Comments
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000			
							%	
<u>Major expenditure items:</u>								
Information Technology	770	714	705	654	-8	-1	Expenditure is currently inline with the current budget spending profile. The majority of maintenance contracts for systems are paid at the beginning of the year, with only network charges continuing to be paid throughout the year.	
Telephones	179	135	129	125	-6	-4	Expenditure on telephones in the third quarter is in line with the previous year, and marginally below budget pending installation of the new Switchboard.	
Bank & Audit Charges	169	88	88	126	0	0	The expenditure to date in the third quarter includes invoices for two quarters of the BDO Audit fee, with the third quarter due and payable in the fourth quarter and the final quarter being accrued at the year end.	
	1,117	937	922	905				
<u>Major income items:</u>								
Investment Income	427	320	335	385	15	5	Income is slightly better than expected and should exceed the revised position for the year	
	427	320	335	385				

	13/14 Full Year Budget	Third Quarter			13/14 Variance Budget v Actual		Comments
		13/14 Budget	13/14 Actual	12/13 Actual	Budget v Actual		
	£'000	£'000	£'000	£'000			
					£'000	%	
<u>Major expenditure items:</u>							
Museum	60	48	51	55	3	6	There are no major in-year variances. The major variance between years is that purchases of artefacts etc. for exhibition purposes are greater than this period last year.



	13/14 Full Year Budget £'000	Third Quarter			13/14 Variance Budget v Actual		Comments
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%	
		<u>Major expenditure items</u>					
Bed & Breakfast Accommodation	95	71	80	84	9	13	The Homeless Service is still seeing a high demand level from members of the public. Despite this the Homeless Prevention Service will continue to seek to prevent homelessness on a case by case basis. The number of households being placed in Bed & Breakfast accommodation totalled 6 at the end of quarter 3 (Average for first 2 quarters was 7).
<u>Major income items</u>							
Bed & Breakfast Accommodation	107	81	81	82	0	0	

	13/14 Full Year Budget £'000	Third Quarter			13/14 Variance Budget v Actual		Comments
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Refuse Collection	1,430	812	818	820	6	1	Timing differences are the cause of variances on publicity and wheeled bin replacements.
Street Cleansing	1,404	839	777	841	-62	-7	The contractor is yet to invoice for summer weed-spraying.
Recycling	3,217	2,057	2,072	1,956	15	1	Due to higher than expected levels of recycling in October and a timing difference on the purchase of clear sacks shows an over-spend at the end of the quarter. This is off-set slightly by under-spends on bring sites and lower than expected contract variation orders.
Highways General Fund	183	125	94	85	-31	-25	Timing differences arise on Tree Maintenance (over-spend) and General Maintenance of street furniture (under-spend).
Off Street Parking	429	331	326	357	-5	-2	The main variance is due to an under-spend on maintenance items.
On Street Parking	0	0	0	217	0	0	Now part of North Essex Parking Partnership.
North Weald Centre	199	157	150	149	-7	-4	Under-spends on Fixed Plant Maintenance account for the variance.
Land Drainage & Contaminated Land	66	47	33	70	-14	-30	Timing differences on the receipt of invoices and the commissioning of works account for the variance.
	6,928	4,368	4,270	4,495			

	13/14 Full Year Budget £'000	Third Quarter			13/14 Variance Budget v Actual		Comments
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%	
<u>Contract cost Monitoring</u>							
Leisure Facilities:-							
Loughton Leisure Centre	-172	-111	-95	-54	16	-14	} } } } } In year variances relate to the contractor being one month behind in invoicing. This accounts for the difference between actual 12/13 and actual 13/14.
Epping Sports Centre	307	206	180	197	-26	-13	
Waltham Abbey Pool	500	334	289	320	-45	-13	
Ongar Sports Centre	287	192	166	184	-26	-14	
	922	621	540	647			
<u>Major income items:</u>							
Refuse Collection	79	50	29	53	-21	-42	The major variance relates to the Tipping Away payments which are due to be invoiced shortly.
Recycling	2,472	1,664	1,520	1,667	-144	-9	Timing difference in invoicing for Recycling Credits is the main cause of the variance on in-year operations, and against that collected in 12/13.
Off Street Parking	927	688	714	646	26	4	Pay and Display and Season Ticket income are over achieving against estimate, but PCN income is reducing this surplus.
On Street Parking	0	0	0	284	0	0	Now part of North Essex Parking Partnership
North Weald Centre	1,049	905	881	1,080	-24	-3	Rental income is down due to tenants awaiting new leases from Estates Management/Legal clearance before clearing arrears.
	4,527	3,307	3,144	3,730			

	13/14 Full Year Budget £'000	Third Quarter			13/14 Variance Budget v Actual		Comments
		13/14 Budget £'000	13/14 Actual £'000	12/13 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Management & General	303	182	169	173	-13	-7	There are under-spends on external printing costs and Professional/Consultants fees.
Housing Repairs	5,722	4,158	3,859	3,843	-299	-7	The underspend relates to the responsive repairs and planned maintenance areas. Responsive repairs are phased evenly over the 12 months as it is unsure as to when they will arise. Planned maintenance is under-spent as valuations are expected in early in the new year in respect of the Gas Servicing Contract.
Special Services	515	316	275	252	-41	-13	The main under-spends are in relation to utility bills.
Interest on Loans	5,532	2,762	2,762	2,773	0	0	Interest is payable on the loans totalling £185.456 million. £31.8 million is due for repayment in March 2022 and is a variable rate loan with remainder due for repayment at annual intervals between March 2038 and March 2042. Any variation to the budget will be due to variations in the variable rate payable.
	12,072	7,418	7,065	7,041			
<u>Major income items:</u>							
Non-Dwelling Rents	875	637	633	636	-4	-1	The shortfall is in relation to the Broadway Market. We are no longer going to receive this rent under the new terms of their lease.
Gross Dwelling Rent	30,966	22,787	22,814	21,945	27	0	The year on year variance due to the annual rent increase. The in year variance is due to increased void levels.
	31,841	23,424	23,447	22,581			

	13/14 Full Year Budget £'000	Third Quarter		13/14 Variance Budget v Actual		Comments
		13/14 Budget £'000	13/14 Actual £'000	£'000	%	
Planned Maintenance Programme	468	211	184	-27	-13	This allocation includes budgets for 30 capital projects being undertaken within the Planned Maintenance Programme. The largest projects include major upgrades of electrical & lighting works and energy conservation works at the Civic Office. Other works include fire safety upgrades, DDA compliant works and environmental improvement works to the Civic Offices. Although the majority of these schemes are progressing well, some of the energy efficiency works and the upgrade of the fire escape stair case have been delayed and are expected to slip into 2014/15. The Planned Maintenance Programme also covers capital works on other Council-owned offices, North Weald Airfield, Chigwell Row Recreation Ground and the Upshire Road shops. Most of these works are expected to be completed by the year end. However, the planned upgrade of the fire escape at the North Weald Airfield Control Tower has been delayed as the tower has recently been designated a listed building. It is anticipated that there will be an underspend in the order of £80,000 to £90,000 over all projects within this section, most of which is likely to be requested as a carry forward although there may be some savings.
Upgrade of Industrial Units	13	2	2	0	0	The planned work to upgrade the roofs on the industrial units at Oakwood Hill is expected to start next financial year, for which there is allocation of £300,000. The actual costs shown in this table relate to the consultant's report completed earlier this year. It is unlikely that any more feasibility work will take place until the results of the tenant consultation has been received and reported to Cabinet. The unspent budget of £11,000 is therefore expected to be carried forward to 2014/15.
Other Capital Investments	1,059	76	51	-25	0	This budget includes £654,000 for the purchase of the lease of the second floor of Bridgeman House, Waltham Abbey; £89,000 for the Bakers Lane toilet block refurbishment works; £35,000 for a new property management system; and £281,000 for three areas of feasibility works. The feasibility works cover new developments; solar energy panels; and the Waltham Abbey swimming pool roof. Negotiations for the lease of Bridgeman House are in hand and, although it is hoped that completion will be achieved by the year end, it is more likely that this will take place in 2014/15. The Bakers Lane toilet refurbishment is complete, for which £51,000 has been paid to date, and the property management system is expected to be purchased by the end of the financial year. Legal work has commenced on preparing and negotiating a Development Agreement for the redevelopment of the Sir Winston Churchill site. Consultants have undertaken feasibility works for solar panels and a report will be presented to Cabinet before further work is undertaken. The feasibility study for the roof at Waltham Abbey Swimming Pool is due to be commissioned but will not take place until 2014/15. It is anticipated that there will be a total carry forward in this section of approximately £50,000 to £60,000 but this would increase to over £700,000 if the Bridgeman House purchase is delayed.
<b>Total</b>	<b>1,540</b>	<b>289</b>	<b>237</b>			

	13/14 Full Year Budget £'000	Third Quarter		13/14 Variance Budget v Actual		<u>Comments</u>
		13/14 Budget £'000	13/14 Actual £'000	£'000	%	
		ICT Projects	467	351	347	
<b>Total</b>	<b>467</b>	<b>351</b>	<b>347</b>			

	13/14 Full Year Budget £'000	Third Quarter		13/14 Variance Budget v Actual		Comments
		13/14 Budget £'000	13/14 Actual £'000	£'000	%	
Waste Management Equipment & Vehicles	313	283	258	-25	-9	The budget of £223,000 for waste collection vehicles has been fully spent on the purchase of two mechanical sweepers. However, the £90,000 budget for waste and recycling containers is underspent to date because the purchase of new bins has been kept to a minimum, pending the re-letting of the new waste management contract. It is likely that this budget will be underspent by the year end and it is estimated that a carry forward of approximately £30,000 to £40,000 to 2014/15 will be requested.
Parking Reviews	202	51	-10	-51	-100	There has been no spending on this budget in the first nine months of this financial year and there is still an outstanding liability relating to the Epping scheme. Although, the Epping parking scheme is complete, the council is yet to be invoiced for works already carried out; a £10,000 budget is available for this. Design work and surveys have now commenced on the Buckhurst Hill parking scheme and the formal consultation process (including planning applications and advertising) is due to be carried out in March/April 2014. The scheme is unlikely to be completed in this financial year and significant slippage is expected on this budget. The parking scheme in Loughton will follow once the Buckhurst Hill scheme is completed, this is expected to start in 2014/15.
North Weald Airfield	74	37	12	-25	-68	This budget is funded from contributions from the airfield's market operator Hughmark. The current position remains unchanged from the last quarter following the decision that the Council is to carry out essential work only in response to a negotiated reduction in Hughmark's capital contributions this year.
Other Environmental works	157	85	64	-20	-24	This category includes £39,000 for the Council's grounds maintenance vehicle replacement scheme; £95,000 for the provision of new and upgraded CCTV systems; and £23,000 for flood alleviation improvement work . Expenditure on grounds maintenance vehicles is in line with the profiled budget but no further spending is expected before the end of the financial year. The programme of CCTV upgrades is in progress and several systems have already been installed including the one at Langston Road Depot. The Loughton CCTV upgrade is being tendered and the contractor is expected to be appointed before the end of the financial year. Slippage on the Loughton system and also the Lower Queen's Road upgrade is anticipated and a carry forward to 2014/15 is likely to be requested. No expenditure has been incurred on the flood alleviation improvement programme although a full procurement exercise is currently under way for the purchase of flood warning telemetry systems equipment. It is likely that the majority of this budget will need to be carried forward.
<b>Total</b>	<b>746</b>	<b>455</b>	<b>324</b>			

2013/14 DIRECTORATE CAPITAL MONITORING -  
DEPUTY CHIEF EXECUTIVE

ANNEX 13

	13/14 Full Year Budget £'000	Third Quarter		13/14 Variance Budget v Actual		<u>Comments</u>
		13/14 Budget £'000	13/14 Actual £'000	£'000	%	
Limes Farm Hall Development	11	8	-22	-30	-369	Snagging works at Limes Farm Hall have been completed. The negative actual expenditure relates to unpaid retention monies. A number of building control issues have been identified and remedial actions are in progress. The retention monies will only be released when these issues have been fully addressed.
Waltham Abbey All Weather Pitch	12	12	18	6	46	This budget is showing an overspend. Although work on the pitch surface is now complete, there have been issues with regard to the installation of floodlights on the pitch. These are currently being addressed and it is likely that extra funding will be required to complete this project. The overspend will be dependant on how much of the retention will be released and this is subject to contractual negotiations.
Museum Property Purchase	650	163	0	-163	-100	Funds amounting to £1,165,000 have been secured from the Heritage Lottery Fund for this project of which £495,000 is allocated for the purchase of the lease of the first floor at 37 Sun Street. A three-way negotiation between the Council, Bridgeman and Essex County Council for the lease purchase is in progress and anticipated to be completed by the end of the financial year. Some slippage on this budget is anticipated as it is unlikely that works will commence on this project before the end of the financial year. Approximately £130,000 is expected to be carried forward to the next financial year.
<b>Total</b>	<b>673</b>	<b>183</b>	<b>-5</b>			



	13/14 Full Year Budget	Third Quarter		13/14 Variance Budget v Actual		<u>Comments</u>
		13/14 Budget	13/14 Actual	£'000	%	
	£'000	£'000	£'000			
Housing Estate Off Street Parking	150	68	64	-4	-6	<p>A report on the outcome of current off street parking schemes on housing estates and future schemes was reported to Cabinet on 3 February 2014. Progress is being made on the third and fourth phases of the programme with three schemes already completed. Work on the Harveyfields site is due to start in late February, having been delayed following concerns from British Telecom with regards to their infrastructure on this site. Planning permission has now been submitted for approval for the Parndon House site, where work is expected to be carried out in the next financial year. These schemes are jointly funded between the General Fund and the HRA, and in the past, this has been split based on a 51:49 ratio to reflect the proportion of Council properties compared to the number of Right to Buys across the district as a whole. However, Cabinet has agreed to split the funding on a scheme by scheme basis from 2013/14 onwards. The effect of this change is difficult to assess at present but will be reflected in the Outturn figures and any explanations will be provided as necessary.</p>
<b>Total</b>	<b>150</b>	<b>68</b>	<b>64</b>			

	13/14 Full Year Budget £'000	Third Quarter		13/14 Variance Budget v Actual		Comments
		13/14 Budget £'000	13/14 Actual £'000	£'000	%	
Housing Developments	566	164	160	-4	-2	This budget category includes new housebuilding, conversions and an acquisition. For new housebuilding, see comments on the major schemes schedule (Annex 17). Conversion works include the re-development of Marden Close and Faversham Hall, which are expected to go ahead in the next financial year once planning permission for Faversham Hall is obtained. It has been agreed that these conversions will be funded from the Service Enhancement Budget and there is a budget of £29,000 in 2013/14 for preliminary work. There is a further allocation £254,000 for the acquisition of a property at Pyrles Lane; this is in progress and expected to be finalised in the final quarter.
Heating/Rewiring /Water Tanks	3,282	1,901	2,150	249	13	The overall budget is currently showing as overspent. This is mainly due to the gas heating programme of replacement gas boilers being ahead of schedule where good progress is being made. Conversely, there are underspends on the other budgets in this category, including electrical heating, rewiring and communal water tank replacement. It is anticipated that overall, this category will be underspent by £78,000 at the end of the financial year.
Windows/Doors/Roofing	3,008	2,102	1,556	-546	-26	All budgets in this category are currently underspent. Work on the windows and doors programme was delayed awaiting the outcome of a fire risk assessment. This has now been completed and the replacement programme has been accelerated in order to meet fire precautions guidelines as soon as possible; expenditure is now expected to be roughly on target. On the other hand, roofing budgets are expected to be underspent due to the re-letting of contracts. Portfolio holder approval is being sought for the tiled roof contract and the tender for the flat roof replacement and balcony resurfacing works is expected to be in place by April 2014. Overall, this category is expected to be underspent by £166,000.
Other Planned Maintenance	400	297	90	-206	-70	This category includes Norway House improvements, communal TV upgrades, door entry system installation and energy efficiency works. Improvement works at Norway House are on target but the other two budgets are underspent, particularly the energy efficiency works. These have been put on hold following the withdrawal of the anticipated British Gas ECO grant funding for the external wall insulation programme. Officers are consulting with other utilities companies to secure ECO funding which could be used to fund up to 50% of energy efficiency works. It is anticipated that only £137,000 of the £400,000 available budget will be spent in this financial year.
Kitchen Replacements	850	410	250	-160	-39	The underspend on this budget has occurred as a result of unexpected delays on the contract. The original contractor, appointed in October 2013, withdrew their tender after a number of trial kitchen installations were completed. The need to gain approval and appoint the second contractor delayed the commencement of the programme. Despite this, the planned number of kitchen replacements is still expected to be achieved as about half of the total programmed replacements are being carried out within the voids programme. Approval for a £431,000 virement from this budget to the voids budget was sought at the February Cabinet meeting to reflect the kitchen replacement works carried out within the voids programme.
Bathroom Replacements	1,200	558	280	-278	-50	The planned and ad-hoc bathroom replacement programmes also commenced late in the year with the appointment of two contractors in October 2013. The planned programme will span over three years and see the replacement of non-standard bathrooms in approximately 600 properties on the Limes Farm estate. Progress has been hampered by a number of practical issues, primarily relating to problems of access to the properties and also because works have to be completed in floor order, starting with lower floors. This budget is expected to be £573,000 underspent by the end of the financial year.
Total c/f	9,306	5,431	4,487			

	13/14 Full Year Budget	Third Quarter		13/14 Variance Budget v Actual		Comments
		13/14 Budget	13/14 Actual			
	£'000	£'000	£'000	£'000	%	
Total b/f	9,306	5,431	4,487			
Void Refurbishments & Other Small Works	1,229	922	1,013	91	10	This budget is overspent as at 31 December 2013. As part of the repairs refresh programme, increased capital improvements including kitchen and bathroom replacements are now being undertaken while properties are void. There has been a significant increase in the number of void numbers since the introduction of the benefit cap within the Welfare Reform Act; this has resulted in a number of tenants downsizing due to under-occupancy. The original budget was increased by £791,000 to accommodate this increase in void works.
Council Estate Parking, Garages & Other Environmental Works	709	294	246	-48	-16	This category includes garages, fencing, off street parking, estate environmental works, environmental improvements, watercourse repairs, CCTV, drainage works, external lighting schemes and Ninefields gas pipeworks. Overall, the category is underspent, mostly due to delays on the Ninefields gas pipework renewal project. This project involves working on National Grid infrastructure and can only be undertaken by approved Lloyd registered contractors. Although originally tendered in November 2013, a re-tendering exercise is currently in progress, which will result in the full allocation of £267,000 slipping into 2014/15. The CCTV upgrade programme has also slipped and some systems have been re-scheduled into next year. Variations between budgets and actuals on the other schemes in this category are relatively small. The off-street parking programme is on target; this scheme is jointly funded between the HRA and General Fund and more information is given on annex 14. The temporary hold on works to garage sites is still in place, pending the confirmation of potential development sites for the house building programme. However, some additional essential emergency works have been identified on some garages, which will result in a small overspend. Underspends in other areas, which are essentially demand led, are expected to offset these overspends to some extent but, overall, this category is expected to be underspent by about £290,000.
Structural & Other Works	600	431	351	-81	-19	Although structural works are currently being carried out at a number of properties, expenditure to date is relatively low and it is likely that the budget will be underspent by the end of the financial year.
Disabled Adaptations	446	320	304	-16	-5	Although this budget is showing a small underspend as at 31 December 2013, work is progressing well and it is expected to be fully spent by the end of the financial year.
Other Repairs and Maintenance	221	133	80	-53	-40	This category includes feasibility studies and asbestos removal, and both areas of work are currently underspent. New projects for feasibility studies have been lower than expected, primarily due to resources being directed towards the new housebuilding project. Asbestos removal works are demand led and will only pick up if asbestos materials are found on Council properties.
Capital Service Enhancements	194	106	72	-33	-32	This category includes all works to be financed from the Service Enhancement Budget in 2013/14, except for the conversions at Marden Close and Faversham Hall, which are covered in the Housing Developments section above. Works include: DDA works to communal toilets; fitting smoke detectors; and installing the Locata computer system & module. DDA conversion works at Barrington Hall are due to start in February with a predicted mid-March finish date. Although the smoke detector & rewiring programme is currently showing an underspend, this budget is expected to be fully spent by the end of the financial year. Progress on the procurement of a review module to complement the existing Locata housing system is on-going and still expected to be purchased this financial year.
Housing DLO Vehicles	82	64	64	0	0	Five vehicles have been bought and no further spending is expected on this budget. The unspent budget is likely to be requested as a carried forward in the next financial year.
<b>Total</b>	<b>12,787</b>	<b>7,701</b>	<b>6,616</b>			

2013/14 DIRECTORATE CAPITAL MONITORING -  
Revenue Expenditure Financed from Capital under Statute

	13/14 Full Year Budget £'000	Third Quarter		13/14 Variance Budget v Actual		<u>Comments</u>
		13/14 Budget £'000	13/14 Actual £'000	£'000	%	
Disabled Facilities Grants	330	248	210	-38	-15	Expenditure on Disabled Facilities Grants was low last year due to the reduced number of occupational therapist referrals received at the end of the previous financial year. Essex County Council has now taken action to address the situation and, as a result, there has been a significant increase in the number of referrals received in 2013/14; for example in quarter 3 this year there were 39 referrals compared to 18 over the same period last year. It was established at a meeting with Essex County Council officers in December 2013 that this steady increase in referrals is likely to continue. Despite this, the budget is currently underspent. Although every effort is being made to process and approve the grant referrals as quickly as possible and arrangements are being made for the works to be done quickly, some grant payments will inevitably slip into 2014/15. Any unspent budget will be carried forward to 2014/15 to accommodate this.
Other Private Sector Housing Grants	100	63	73	10	17	This budget covers private sector housing grants approved under the previous system of non-repayable grants for decent homes, small works and thermal comfort assistance. The budget is expected to be fully spent by the end of the financial year when all the works for approved discretionary grants are completed and paid for. The Council now offers financial assistance in the form of repayable loans instead of grants and this is reported on separately in the capital loans section below.
Waltham Abbey Regeneration	35	17	27	10	59	This regeneration initiative started in 2011/12, financed from the £165,000 premium paid by Lidl in respect of 1 Cartersfield, Waltham Abbey. It consists of a number of grants to Waltham Abbey Town Council for various projects. As the projects do not enhance EFDC assets, these grants are now classified as revenue expenditure, although they can be financed from capital resources. The projects are progressing well and three more grant payments have been made this financial year. It is anticipated that the initiative will be completed this year.
<b>Total</b>	<b>465</b>	<b>328</b>	<b>310</b>			

	13/14 Full Year Budget £'000	Third Quarter		13/14 Variance Budget v Actual		<u>Comments</u>
		13/14 Budget £'000	13/14 Actual £'000	£'000	%	
Home Ownership Schemes	375	281	316	35	12	The Open Market Shared Ownership Scheme is now in its second phase and, to date, the Council has provided a total of 10 interest-free loans to B3Living (formerly Broxbourne Housing Association) to enable first time buyers to purchase properties on the open market. Three extra loans have been approved and will be released pending the first time buyers finding suitable properties. This is not expected to happen before the end of the financial year. Any unspent budget will be carried forward to the next financial year. An option of a third phase will be considered when the second phase is successfully completed.
Repayable Private Sector Housing Loans	139	101	55	-46	-46	This scheme offers discretionary loans to provide financial assistance for improving private sector housing stock and replaces the old non-repayable grants scheme referred to above. The initial uptake for loans was low but demand is growing. An overall underspend on this budget is anticipated and it is likely that a request will be made to carry forward any unspent allocation to 2014/15.
<b>Total</b>	<b>514</b>	<b>382</b>	<b>371</b>			

2013/14 HOUSE BUILDING - PACKAGE 1										
Original Start on Site Date	Original Finish Date	Proposed Start on Site Date	Proposed Finish Date	Original Pre-Tender Forecast £'000	Updates £'000	Latest Forecast £'000	Actual Expenditure To Date £'000	Anticipated Outturn £'000	Variance to Original Cost %	Variance to Approved Budget %
Apr-14	Jun-15	Jun-14	Aug-15	3,948	-565	3,383	67	TBA	-14%	N/A

In July 2013 the Housebuilding Cabinet Committee met to consider the Council's Housebuilding Strategy and to agree a report on how the housebuilding programme will be funded as well as the financial appraisals and feasibilities for the schemes to be included in the first phase.

Package 1 centres on Waltham Abbey, on the Roundhills and Harveyfields estates in particular. The principle reason for these areas being the first to be selected was that the Council was successful in securing a grant of £90,000, through a bidding process from the Harlow Growth Area Fund for flood mitigation works to enable development of the former Red Cross Hall site on Roundhills. East Thames, who are the Council's Development Agent, prepared individual feasibility study reports for the five individual sites originally included in Package 1: the former Red Cross Hall site; 3 further garage sites on the Roundhills Estate, Waltham Abbey; and a garage site in Harveyfields. In total, this package was expected to deliver 25 new affordable Council dwellings, subject to planning approval, with the first applications submitted in September 2013.

A financial viability assessment was undertaken for each site individually and collectively as a package and a pre-tender forecast of £3,948,000 was agreed for Package 1 at the Housebuilding Cabinet Committee in July 2013. This forecast covered all five sites originally included in Package 1. However, the forecast has been re-assessed and revised down to £3,383,000 since the withdrawal of one of the Roundhills sites, which reduces the overall number of new affordable Council homes to 23 in Package 1. These costs are subject to tender, so the forecast will need be updated again after the scheme is tendered in March 2014.

Subject to planning approval, it is now anticipated that the first phase will be tendered using the East Thames Framework Agreement and that work will commence on site in June 2014. If these timescales are achieved, the first phase of the housebuilding programme is expected to be completed by August 2015.

This page is intentionally left blank