

Scrutiny Panel Agenda



SCRUTINY

 Epping Forest District Council

Finance and Performance Management Scrutiny Panel Wednesday, 16th July, 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 Wednesday, 16th July, 2014
at 7.00 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer**

A Hendry - Directorate of Governance
Tel: 01992 564246 Email:
democraticservices@eppingforestdc.gov.uk

Members:

Councillors T Church (Chairman), A Mitchell MBE (Vice-Chairman), K Angold-Stephens, D Dorrell, J Knapman, H Mann, G Mohindra, H Ulkun, J M Whitehouse, Ms S Watson and Mrs E Webster

SUBSTITUTE NOMINATION DEADLINE:

18:00

1. APOLOGIES FOR ABSENCE

2. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

(Assistant to the Chief Executive) To report the appointment of any substitute members for the meeting.

3. DECLARATION OF INTERESTS

(Director of Governance). To declare interests in any items on the agenda.

In considering whether to declare a personal or a prejudicial interest under the Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 11 of the Code in addition to the more familiar requirements.

This requires the declaration of a personal and prejudicial interest in any matter before an OS Committee which relates to a decision of or action by another Committee or

Sub Committee of the Council, a Joint Committee or Joint Sub Committee in which the Council is involved and of which the Councillor is also a member.

Paragraph 11 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a matter.

4. MINUTES OF THE LAST MEETING (Pages 5 - 12)

To consider and agree the notes of the meeting held on 11 March 2014.

5. KEY PERFORMANCE INDICATORS 2013/14 - OUTTURN (Pages 13 - 54)

(Director of Governance) To consider the attached report.

6. SICKNESS ABSENCES (Pages 55 - 64)

(Director of Resources) To consider the attached report

7. CONSULTATION AND ENGAGEMENT REPORT (Pages 65 - 72)

(Director of Governance) To consider the attached report.

8. PROVISIONAL CAPITAL OUTTURN REPORT 2013/14 (Pages 73 - 86)

(Director of Resources) to consider the attached report.

9. PROVISIONAL REVENUE OUTTURN REPORT 2013/14 (Pages 87 - 102)

(Director of Resources) to consider the attached report.

10. TERMS OF REFERENCE / WORK PROGRAMME (Pages 103 - 106)

(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.

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

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

12. FUTURE MEETINGS

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

9 September 2014;
11 November;
19 January 2015; and
10th March.

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**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF FINANCE AND PERFORMANCE MANAGEMENT SCRUTINY
PANEL
HELD ON TUESDAY, 11 MARCH 2014
IN COUNCIL CHAMBER, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.00 - 8.40 PM**

Members Present: A Lion (Chairman), Mrs R Gadsby (Vice-Chairman), K Angold-Stephens, D Jacobs, J Knapman, Mrs J Lea and Ms S Watson

Other members present: D Stallan, Ms S Stavrou and C Whitbread

Apologies for Absence: H Mann, G Mohindra and J Wyatt

Officers Present S Tautz (Performance Improvement Manager), J Gilbert (Director of Environment and Street Scene), A Hall (Director of Housing), P Maddock (Assistant Director (Accountancy)), N Richardson (Assistant Director (Development Control)) and A Hendry (Democratic Services Officer)

37. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

The Panel noted that Councillor J Lea was substituting for Councillor Mohindra.

38. MINUTES OF THE LAST MEETING

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

39. DECLARATION OF INTERESTS

No declarations of interest were made.

40. TERMS OF REFERENCE / WORK PROGRAMME

1. The Panel noted their Terms of Reference and Work Programme.

2. The Chairman noted that there were a significant number of consultants working in the council at present. Did we know how much we spent on them? Mr Maddock noted that they had provided this information before and could do so again. Councillor Knapman noted that we needed to compare how much it would cost for officers to do this same job. We also needed to compare data that was meaningful. Councillor Watson agreed with Councillor Knapman, some consultants are employed for very specific jobs and some were more general. What were the outcomes and how much money did it save or make for us?

Councillor Whitbread added that we needed meaningful data put into this report. It also depended on what you classed as a consultant. This was a good thing to look at but only in the right light as suggested by Councillor Knapman.

AGREED: that a report be brought to a future meeting on the use, cost and saving made of Consultants by this Council.

3. Councillor Lion also wanted to look at the question of Solar panels. He was concerned that the financial analysis was speculative. Was this something the Panel could look at? Councillor Jacobs noted that this had already been agreed and perhaps the Panel should look at this in a few years time to see what the outcome was.

41. KPI 41 PERFORMANCE ON RE-LETTING COUNCIL PROPERTIES

The Director of Housing, Alan Hall introduced the report on KPI 41, performance on re-letting Council properties. At its last meeting this Panel asked for a report on this indicator as they were concerned that the performance was well below target. This report set out the reasons for refusals of properties and why certain properties were difficult to let. It seemed that the most common reason was a dislike of the neighbourhood or the estate, which was surprising as they should know the area. It also showed the type of property that was difficult to let. The properties most often refused were those in sheltered accommodation, which were therefore the most difficult to let. It was also noted that a lot of people were staying at home for longer periods and skipping sheltered housing altogether. Officers were trying to make Sheltered Housing more desirable for people to move into. In an attempt to reduce void properties further they were looking at introducing tougher penalties for refusals of offers of accommodation should be introduced to encourage home seekers to only bid on properties they were likely to accept. They were also looking to moving to a weekly choice based letting system, but this would have cost implications and members would need to know what they were.

It was noted that the quarter 3 figures were a lot better, the average void figures reduced by 8 days, going in the right direction.

Councillor Angold-Stephens noted that one of the reasons given were that pets were not allowed. Were they told of the pet's policy for that property before hand? Also if the Choice based letting system moved from two weeks to one week, would they have only have one week to respond? Mr Hall noted that it was easier and quicker to bid on line. As for pets, he was not sure if they specifically said this in the adverts. He would check.

Councillor Jacobs said that people needed to know if a property accepted animals. As for the KPI, any further scrutiny was really for the Housing Scrutiny Panel. Councillor Lion asked if this would be going to that Panel and was told that it was the intention to do so once they had commissioned the proposed in-depth void study mentioned in the report.

Councillor Watson asked what the loss in rental revenue due to voids was for the year. Mr Hall said he did not have the figures with him, but he knew it was less than 2%, probably around 1.6% and compared to other authorities that was very good. Councillor Watson said that if it was that low should we be paying someone to look into this; also there seemed to be a lot of void one bed properties. Mr Hall noted that it was low, but in monetary terms it was quite a lot and they were looking to make it better. As for one bedroom properties, he was not sure why this was; it maybe that some of the people were looking to downsize and could be more choosy on what properties they move into.

Councillor Lion noted that there was an option to select three choices, the private sector would not do that, were we being too generous? Some people may want to downsize, but not move out of their current estate. Mr Hall replied why, then would

they put in a bid for another area? As for three bids, that would be something to look at.

Councillor Gadsby said some refusals were about the poor state of repair and cleanliness; what was being done about this? Mr Hall said they did look at the properties and obviously people's views differ. But they do look to see what work needed to be done, but as always more can be done.

Councillor Lion noted that a lot of people were looking to downsize, could we accommodate them? Mr Hall agreed that a lot of people were looking to downsize for financial reasons, however a lot of people were also happy to pay the extra in less benefits and stay put.

Councillor Stallan commented that for a number of years, voids had been causing concerns. The Tenants and Leaseholders Association were also looking into this. Not only would a property stay empty but there was also the loss in rent to the Council. One of the refusals highlighted was in Sheering which was bid for but not wanted as they did not want to go that far out. If someone bids they must be serious about it and that has to be managed. He could understand the refusals on repair and decoration, but we do make sure a property was up to a high standard. We needed to maximise the lettings as much as possible and any comments could be directed to the Housing Scrutiny Panel later on in the year.

Councillor Gadsby asked if a property was refused how fast did it go back on to the website. She was told it would be up again within the week.

Councillor Knapman thought that most of the reasons for refusal, such as location, was not something we could do something about. What were the ones we could do something about?

RESOLVED:

That the report on KPI 41, performance on re-letting Council properties and the initiatives set out were noted.

42. KEY PERFORMANCE INDICATORS 2013/14 - THIRD QUARTER

The Performance Improvement Manager, Mr S Tautz, introduced the report on the third quarter outturns of the Key Performance Indicators for 2013/14. It was noted that 28 or 80% of the indicators had achieved their cumulative third-quarter target with 7 or 20% not achieving the cumulative target. 83% of indicators were anticipated to achieve the cumulative year-end target.

The panel reviewed the nine-month performance in relation to the KPIs for 2013/14.

KPI 11 – *what % of the rent we were due to be paid for our commercial premises was not paid* – Councillor Watson noted that our economy was on the up and that these figures needed to be looked at more closely, specific reasons were needed as to why this was. Councillor Jacobs agreed as the figures should be gradually improving and we should slowly be coming out of a bad position. Councillor Stavrou noted that these were historic figures and things were only just improving. Councillor Knapman said that we were now seeing movement in the right direction and there was an explanation from the officers in the report. 3% as a target seemed to him to be set at the right level and we were moving in the right direction. Councillor Angold-Stephens noted that write-offs may have a part in this.

Councillor Lion agreed and noted that the Panel should monitor the next quarter to check for improvements.

Mr Tautz noted that at the last meeting of the Panel, they had asked for a report on KPI 11 to be brought to a meeting. This would be brought to the next one.

KPI 12 – *what % of our commercial premises was let to tenants* – noted that this was largely the same as KPI 11.

KPI 20 – *how much non-recycled waste was collected for every household in the district* – Councillor Jacobs noted that he had queried this at the last meeting as the target figures were incorrect. As quarter 3 covers the Christmas period he had suggested that the target should be 270 to 280. The Director of Environmental Services, Mr Gilbert agreed that this had been mentioned last time. This years target was based on last year's performance. He suspected that they may need to correct this as the 2012/13 period was out of the ordinary. They were relying on the new waste contract that would come in, in November. He noted that KPI 21 was also linked to this indicator. There was also a problem of food waste going in the residual bins that was collected every two weeks although food waste was collected weekly. The commentaries on both indicators say that they continue to be worked on. If we wanted to do better than 60% we would have to invest more.

Councillor Knapman raised concerns about recyclate collection from flats. There had been no offer of food waste or glass collection at his block. This should be easy to put in. Mr Gilbert said that they had put in a lot of effort into recycling in flats. They needed to get agreement from the people who lived there to improve things. Councillor Knapman suggested that we needed to impose certain standards on recycling, especially in private flats. Mr Gilbert also noted that the problem they faced in some areas was that they got high levels of contamination which results in the rejection of entire loads by the processor. This then all ends up in landfill.

On KPI 21, Councillor Jacobs suggested that we could introduce kerbside caddie collection for food waste as people may not want to drag out their large green wheeled bins and kerbside food caddies would be just the job. Mr Gilbert agreed the council needed to introduce flexibility into the system and offer residents more choice in how they dispose of their waste. He hoped that this could be achieved through the new contract.

KPI 35 – *how many benefits fraud investigations were completed by the Council* – it was noted that the target line on the graph was not right but the figures were correct.

Councillor Knapman noted that the explanation was quite clear that with staff shortages it was hard to undertake fraud investigation.

Councillor Jacobs noted that what was important was the percentage of people caught; this would mean a lower target and would achieve a better result.

KPI 55 – *what % of planning applications, refused by council members against the planning officer's recommendation, were granted permission on appeal* – it was noted that the newest figures had dropped down to 60% - a positive result.

RESOLVED:

1. That the performance for the third quarter of 2013/14 in relation to the Key Performance Indicators adopted for the year be noted; and
2. That as previously requested, the Director of Corporate Support Services make a comprehensive report to the next 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.

43. KEY PERFORMANCE INDICATORS 2014/15 - REVIEW TARGETS

Mr S Tautz introduced the report on the targets for the Key Performance Indicators for 2014/15. The KPIs provide an opportunity for the Council to focus attention on how specific areas for improvement would be addressed. The targets were based on the quarter 3 performance and would be considered by the Finance and Performance Management Cabinet Committee.

The adoption of challenging but achievable KPIs each year is a key element of the Council's Performance Management Framework. Although a number of new indicators and some revisions to existing KPIs were proposed for 2014/15, it was not intended that significant changes be made to the indicator set for the next year, as the current suite of measures was considered appropriate for the ongoing evaluation of relevant performance factors. Service directors had 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.

Councillor Angold-Stephens noted that KPI 41 came under the new asbestos regulations. If we had significant amounts of asbestos in our properties this would not help our void times. Mr Hall, Director of Housing Services replied that it took a lot of time to find out if there was any asbestos in a property. They needed an achievable target for this KPI and 37 days seemed reasonable. Next year if this was achieved they could bring it down. It should be remembered that the longer the void period the greater the loss. They would continue to minimise the loss as much as possible by reducing the void period.

Councillor Jacobs noted that with KPI 20 we seemed to be getting ahead of ourselves. He was loath to see us go above a 390kg target; other authorities have a lower recycling figure than us. Mr Gilbert, the Director of Environmental Services, noted that this reflected what they were doing at present. But as we were changing contracts at present we may be giving ourselves a difficult time on this. A more realistic target could be set for next year.

Commenting on the proposed new KPI on the percentage of calls answered by the Council's Careline Services within 60 seconds, Councillor Knapman asked how long would an ordinary member of the public have to wait before they are answered by our switchboard. This would be a good indicator to monitor. Essex County Council was good at this and this was something we should look at. Mr Tautz replied that he would take this suggestion back to the Assistant Director of ICT and ask him to put something together for the next meeting.

Councillor Knapman was unsure of the value of KPI 55 as it reflected what the members did on planning applications by going against officer's recommendations. They would always do what they thought best and what they thought was right. And there was nothing that officers could do about this, so what was the point. Mr Richardson, Assistant Director Planning, noted that this was an indicator of Council performance, it could be altered by member training and members had hit the target in previous years. We could always go back to how we used to monitor it by merging it with KPI 54.

Councillor Jacobs noted that KPI 36 was doing better than KPI 35. Also it was noted that the 2013/14 percentage figure for KPI 35 had a typographical error and would have to be rectified.

RESOLVED:

1. That the proposed Key Performance Indicators and targets for 2014/15 be agreed and recommended to the Finance and Performance Management Cabinet Committee for adoption; and
2. That the Cabinet Committee be requested to consider the development of an additional KPI for 2014/15, in connection with the quality and response time for telephone calls answered by the Council's switchboard.

44. EQUALITY OBJECTIVES 2012-2016 - PROGRESS

The Performance Improvement Manager, Mr S Tautz, introduced the report on the current progress made against the Council's Equality objectives for 2012 to 2016.

It was 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. This report reflects progress against the equality objectives as at the end of the second quarter of 2013/14.

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

The achievement of the equality objectives is supported by an action plan spread across their four-year time-frame.

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

The last programme of equality analysis was completed in March 2013 and feedback from the exercise had been used to develop a new and more user-friendly analysis toolkit. A screening exercise was currently underway to identify activities relevant to equality for inclusion in a new three-year analysis programme.

The method of reporting relevant equality information to decision-making bodies such as the Cabinet had been replaced with a Due Regard Record, designed to evidence consideration of equality implications. This approach has been the subject of a pilot exercise over recent months, the results of which are currently being evaluated.

Councillor Knapman noted that if this was what the law required then the Panel should monitor it but it should be paired down to only the essential information required to review current progress. Mr Tautz said that he would investigate what could be done, but pointed out that the report was already designed just to give a summary of current progress against individual actions. Councillor Angold-Stephens wondered if this could be reported on an exception basis, looking at the things that had missed their targets.

Councillor Jacobs noted that the report updated the equality item on undertaking a comprehensive review of the Council's existing arrangements for employee engagement (EO4.07 (a)) and that it had been discussed at a leadership team meeting in January. He wondered what the outcome was for that meeting. Mr Tautz said he would find out and report back.

Councillor Lion proposed that this report should come to this Panel on a six monthly, rather than quarterly basis, highlighting only the failing items on an exception basis. This was agreed by the meeting.

RESOLVED:

1. That the current progress against the equality objectives for 2012-2016 be noted; and
2. That from the 2014/15 municipal year, progress against the equality objectives be reported to the Panel on a six monthly basis highlighting only items on an exception basis.

45. QUARTERLY FINANCIAL MONITORING REPORT

The Assistant Director of Finance, Peter Maddock, introduced the quarterly financial monitoring report that provided a comparison between the original estimates for the period ended 31 December 2013 and the expenditure or income applicable. This was the third quarterly report for 2013/14 and covered the period from 1 April 2013 to 31 December 2013.

The Panel noted that at month 9 Development Control had recovered to the extent that it now exceeded both the prior year actual and revised position for 2013/14. Building Control income was revised down by £73,000, there were some expenditure savings to offset this, but the predicted deficit for this year had increased from £14,000 to £35,000. If the account goes into overall deficit this position will have to be addressed over the ensuing three year period to ensure the account did not remain in deficit.

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.

Cash collection was important as the Council was required to make payments to the Government and other authorities based on their share of the rating list. These payments were fixed and had to be made even if no money was collected. Therefore, effective collection was important as this could generate a cash flow advantage to the Council.

In summary, at the end of December the reduction in the overall value of the rating list was a cause for concern, but cash collection was going well. There were also a large number of appeals outstanding against rate assessments and these could cause a significant reduction in income.

Councillor Angold-Stephens noted that there have been some disgruntled taxi drivers who have claimed that we were making a lot of money out of them. It does look like we are making a surplus but there may be some recharges connected to this. Do we have accurate figures on this as we may get a Freedom of Information request. Mr Maddock said that they had already received a FOI request on this subject. They were currently running a surplus and recharging would come into play. This was difficult as this fluctuates from year to year. We have not put the charges up for some years so the surplus would come down.

RESOLVED:

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

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

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

Report to: Finance and Performance Management Scrutiny Panel

Date of Meeting: 15 July 2014



Portfolio: Governance & Development Management (Councillor J. Philip)

Subject: Key Performance Indicators 2013/14 - Outturn

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

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

That the Scrutiny Panel:

- (1) review outturn performance in relation to the key performance indicators for 2013/14; and**
- (2) note reporting arrangements for the quarterly review of KPI performance for 2014/15 and future years.**

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 its approach to the continuous improvement duty, a range of Key Performance Indicators (KPI) relevant to the authority's services and key objectives are adopted each year. Performance against the KPIs is reviewed on a quarterly basis, and has previously been an inspection theme in external judgements of the Council's overall progress.

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 services and outcomes delivered.
4. A number of KPIs are used as performance measures for the authority's key objectives. It is important that relevant performance management processes are in place to review and monitor performance against key objectives and indicators, to ensure their continued achievability and relevance, and to identify and implement 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 and monitor KPI performance and to identify corrective action where necessary could have negative implications for judgements made about the Council's progress, and might mean that opportunities for improvement were lost. The Council has previously agreed arrangements for reviewing and monitoring performance against the KPIs.

Report:

6. A range of thirty-five Key Performance Indicators (KPI) for 2013/14 was adopted by the Finance and Performance Management Cabinet Committee in March 2013. The KPIs are important to the improvement of the Council's services and the achievement of its key objectives, and comprise a combination of former statutory indicators and locally determined performance measures. The aim of the KPIs is to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district, that are the focus of the key objectives.
7. 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 also 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 several 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 are agreed by Management Board and are subject to ongoing review between the relevant service director and portfolio holder over the course of the year.

Outturn Performance 2013/14

9. The position with regard to the achievement of cumulative target performance for the KPIs at the end of the of the year, was as follows:
 - (a) 28 (80%) indicators achieved the cumulative target; and
 - (b) 7 (20%) indicators did not achieve the cumulative target, although 2 of these indicators performed within the agreed tolerance for the indicator.
10. A headline outturn 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 was 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 year-end performance in relation to the KPIs for 2013/14. This report was considered by the Cabinet Committee on 1 July 2014.

Quarterly Review 2014/15

12. As part of the overview and scrutiny review undertaken in 2013/14, changes have been made to the existing arrangements for the quarterly review of KPI performance.

13. From the first quarter of the year, the existing scrutiny panels (Finance and Performance Management, Housing, Planning, Safer, Greener, Cleaner) will in future each be responsible for the review of quarterly performance against specific KPIs, rather than all indicators being considered by the Finance and Performance Management Scrutiny Panel as at present.

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.

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Overall summary of KPIs achieving target

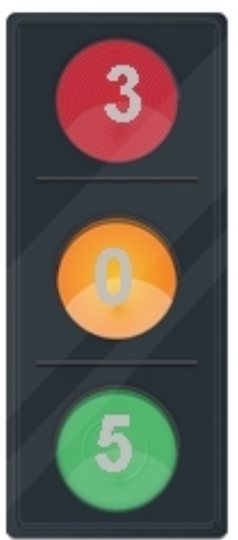


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Communities Directorate



Governance Directorate



Neighbourhoods Directorate



Resources Directorate



Headlines - Reflecting on our performance

Headlines - Reflecting on our performance

Q4 End of Year 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 been reported as missing their target, 2 were marginal fails and performed within the agreed 'amber' tolerance. Both of these indicators have moved into an 'Amber' position from a 'failing' position in the last quarter of the year.

Two 'Failing' indicators have moved into that position in the last quarter from a previous position of 'Achieving' at Q3. One indicator has moved the other way to an 'Achieving' position from a previous position of 'Failing' in Q3.

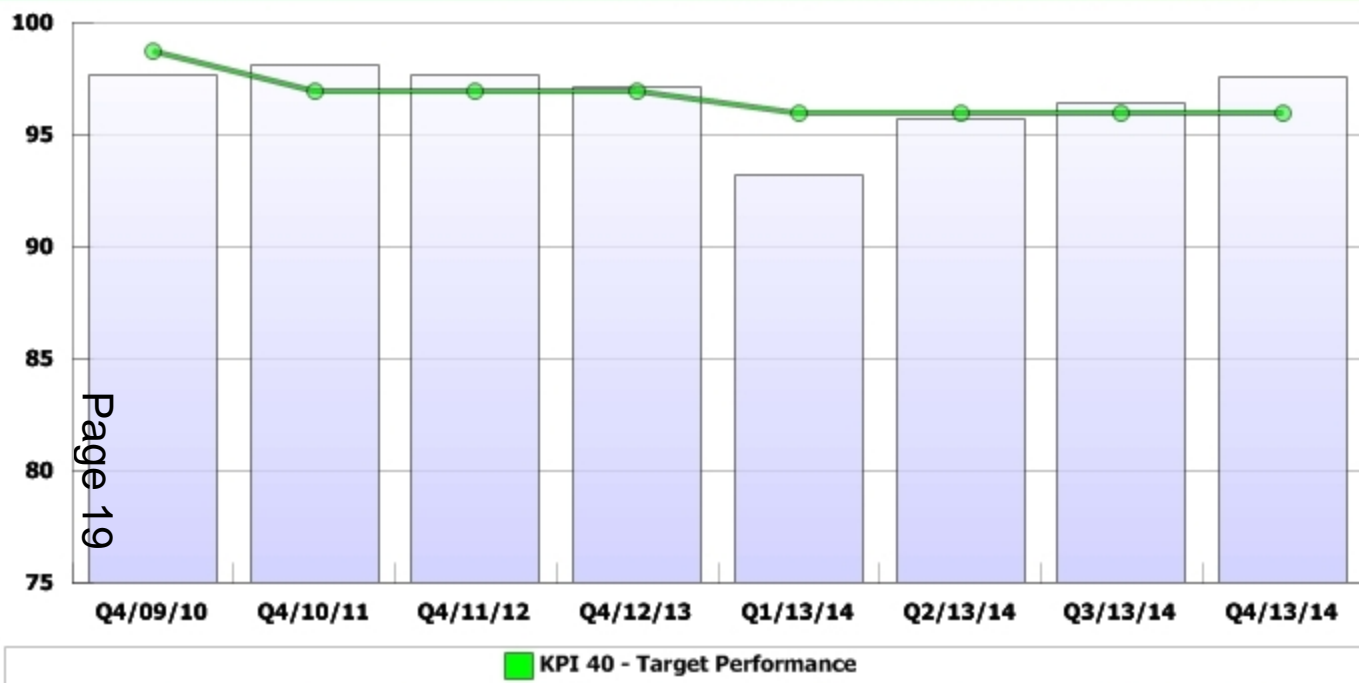
Indicators		Quarter 1			Quarter 2			Quarter 3			Quarter 4		
		Tgt	Actual		Tgt	Actual		Tgt	Actual		Tgt	Actual	
Communities Quarterly KPIs													
KPI 40	(Housing rent) (%)	96.00%	93.27%	■	96.00%	95.77%	■	96.00%	96.45%	■	96.00%	97.60%	■
KPI 41	(Void re-lets) (days)	33	40	■	33	44	■	33	41	■	33	37	■
KPI 45	(Tenant satisfaction) (%)	98.00%	99.00%	■	98.00%	99.61%	■	98.00%	100.00%	■	98.00%	99.00%	■
KPI 47	(Temp. accommodation) (no.)	70	57	■	70	60	■	70	51	■	70	53	■
KPI 48	(Non-decent homes) (%)	0.00%	0.00%	■	0.00%	0.00%	■	0.00%	0.00%	■	0.00%	0.00%	■
KPI 49	(Modern Homes Std) (%)	825	905	■	1,650	1,898	■	2,475	2,689	■	3,300	4,076	■
KPI 60	(Emergency repairs) (%)	99%	99%	■	99%	99%	■	99%	99%	■	99%	99%	■
KPI 61	(Responsive repairs) (days)	7.0	6.0	■	7.0	6.4	■	7.0	6.4	■	7.0	7.8	■
KPI 62	(Repair Appointments) (%)	98%	99%	■	98%	98%	■	98%	98%	■	98%	98%	■
Governance Quarterly KPIs													
KPI 04	(Website Satisfaction)	77.0%	75.0%	■	77.0%	78.0%	■	77.0%	78.0%	■	77.0%	69.0%	■
KPI 11	(Commercial rent arrears) (%)	3.00%	4.60%	■	3.00%	4.60%	■	3.00%	3.90%	■	3.00%	3.80%	■
KPI 12	(Commercial premises let) (%)	98.00%	98.31%	■	98.00%	97.97%	■	98.00%	97.97%	■	98.00%	98.31%	■
KPI 51	(Major planning) (%)	70.00%	85.71%	■	70.00%	82.35%	■	70.00%	82.61%	■	70.00%	70.97%	■
KPI 52	(Minor planning) (%)	89.00%	85.51%	■	89.00%	89.66%	■	89.00%	91.04%	■	89.00%	91.97%	■
KPI 53	(Other planning) (%)	94.00%	91.74%	■	94.00%	94.12%	■	94.00%	95.44%	■	94.00%	95.84%	■
KPI 54	(Appeals - officers) (%)	19.00%	25.00%	■	19.00%	19.05%	■	19.00%	18.75%	■	19.00%	18.18%	■
KPI 55	(Appeals - members) (%)	50.00%	66.67%	■	50.00%	66.67%	■	50.00%	75.00%	■	50.00%	62.20%	■
Neighbourhoods Quarterly KPIs													
KPI 20	(Non-recycled waste) (kg)	94	100	■	190	197	■	249	295	■	380	396	■
KPI 21	(Household recycling) (%)	59.01%	59.93%	■	62.90%	61.00%	■	64.80%	60.00%	■	60.00%	59.00%	■
KPI 22	(Litter) (%)	8%	8%	■	8%	6%	■	8%	7%	■	8%	6%	■
KPI 23	(Detritus) (%)	12%	5%	■	12%	7%	■	12%	8%	■	12%	9%	■
KPI 25	(Neighbourhood issues) (%)	95.00%	96.76%	■	95.00%	97.23%	■	95.00%	96.66%	■	95.00%	98.00%	■
KPI 26	(Fly-tip investigations) (%)	90%	92%	■	90%	93%	■	90%	94%	■	90%	95%	■
KPI 27a	(Fly-tip: contract) (%)	90%	85%	■	90%	93%	■	90%	93%	■	90%	93%	■
KPI 27b	(Fly-tip: non-contract) (%)	90%	92%	■	90%	95%	■	90%	96%	■	90%	96%	■
KPI 28	(Noise investigations) (%)	90%	95%	■	90%	95%	■	90%	96%	■	90%	96%	■
KPI 50	(Increase in homes) (no.)	42	88	■	83	243	■	121	284	■	180	299	■
Resources Quarterly KPIs													
KPI 10	(Sickness absence) (days)	1.66	1.69	■	3.51	3.05	■	5.40	4.83	■	7.25	7.01	■
KPI 30	(Invoice payments) (%)	97%	97%	■	97%	97%	■	97%	97%	■	97%	97%	■
KPI 31	(Council Tax collection) (%)	27.06%	27.20%	■	51.87%	52.27%	■	76.90%	77.55%	■	96.60%	97.62%	■
KPI 32	(NDR Collection) (%)	31.04%	29.80%	■	56.70%	56.19%	■	81.88%	82.66%	■	97.50%	98.09%	■
KPI 33	(New benefit claims) (days)	30.00	26.42	■	30.00	25.59	■	30.00	23.44	■	30.00	23.00	■
KPI 34	(Benefits changes) (days)	10.00	8.53	■	10.00	8.23	■	10.00	8.07	■	6.00	4.58	■
KPI 35	(Benefit fraud) (no.)	75	56	■	150	151	■	225	203	■	300	301	■
KPI 36	(Proven fraud) (%)	30%	43%	■	30%	43%	■	30%	44%	■	30%	48%	■

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

Responsible officer: Alan Hall

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

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	96.00%	97.60%
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%



Annual 2013/14 - 96.00%
Target: 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):

(Q4 2013/14) Despite the introduction of the welfare reforms (removal of single room subsidy and introduction of Benefit cap and Local Council Support Scheme) the target has been achieved.

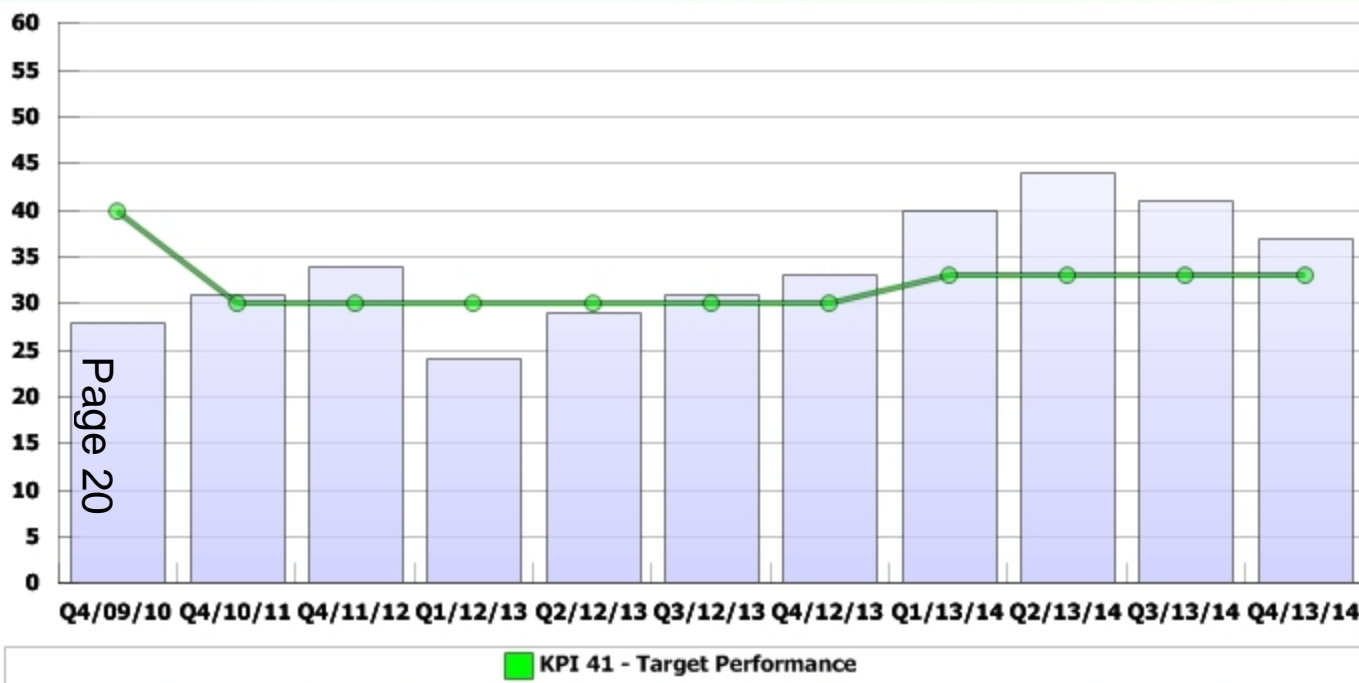
Corrective action proposed (if required):

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

Responsible officer: Alan Hall

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'.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/13/14	33	37	❌
Q3/13/14	33	41	❌
Q2/13/14	33	44	❌
Q1/13/14	33	40	❌
Q4/12/13	30	33	❌

Annual Target: 2013/14 - 33 days
2012/13 - 30 days

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

↓ is the direction of improvement



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

No

Comment on current performance (including context):

(Q4 2013/14) All figures shown are cumulative (i.e. from April 2013). The performance in this quarter is 26 days, which is 7 days less than the target for the year. In terms of cumulative figure, this has reduced from 41 in Q3 to 37 days at year end. As next year's target is 37 days, it is a clear indication that this is achievable.

Corrective action proposed (if required):

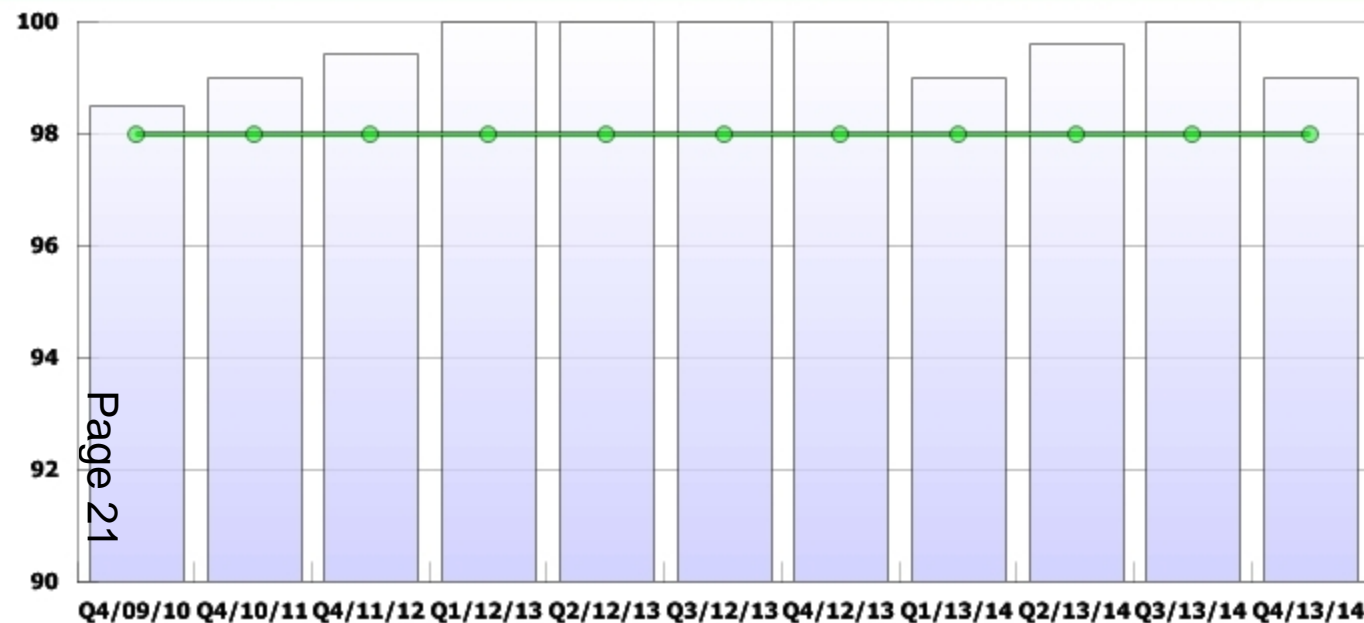
(Q4 2013/14) The following actions are proposed:
 a) Possible re-introduction of pre-inspections prior to tenants transferring. Permission will be withheld where properties are in a poor state of repair. This will avoid undertaking extensive works following vacation thereby extending the void period;
 b) Undertake pre-verification of "top bidders" so all supporting documents have been received and checked, visits and assessments completed prior to any successful bid;
 c) Complete fortnightly checks with Allocation Officers on progress of Allocations for each cycle and greater liaison with Voids team on ready dates; and
 d) 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?

Responsible officer: Alan Hall

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

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	98.00%	99.00%
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%



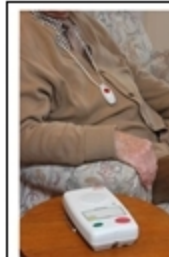
Annual 2013/14 - 98.00%
Target: 2012/13 - 98.00%

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?

Yes



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KPI 45 - Target Performance

Comment on current performance (including context):

Corrective action proposed (if required):

(Q4 2013/14) Performance outturn is higher than the target set and has remained above the target for the full year.

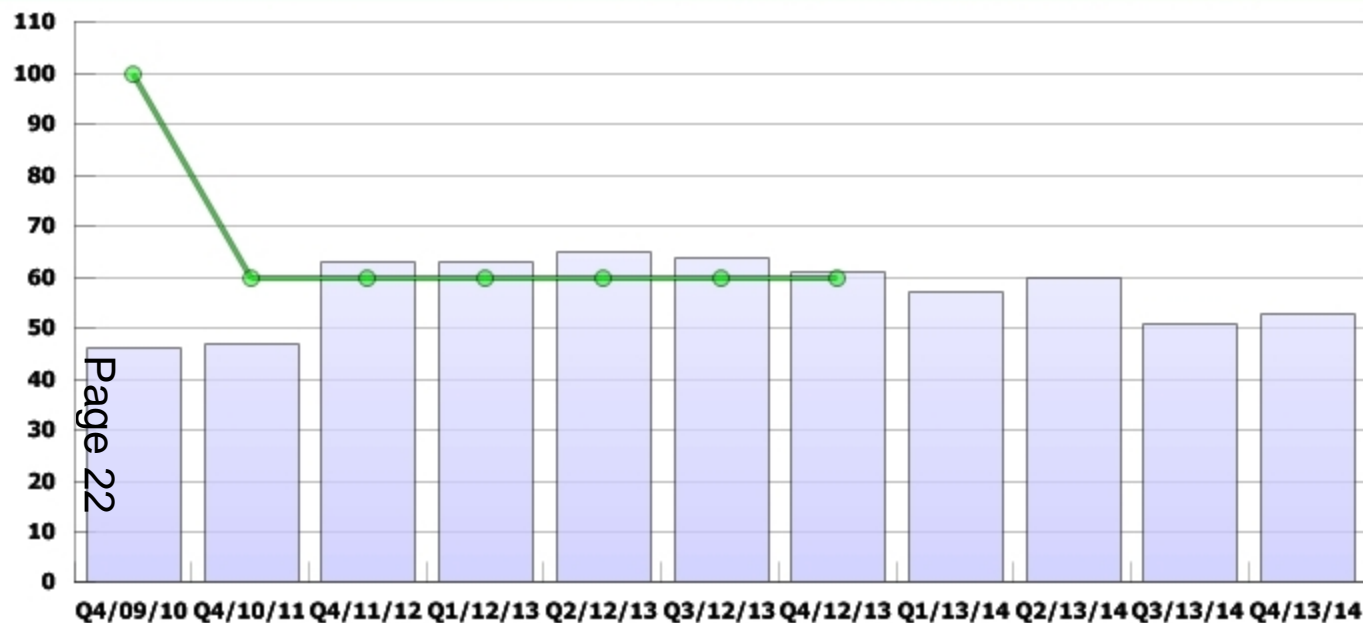
(Q4 2013/14) No corrective action currently proposed.

KPI 47 How many households were housed in temporary accommodation?

Responsible officer: Alan Hall

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.

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	70	53
Q3/13/14	70	51
Q2/13/14	70	60
Q1/13/14	70	57
Q4/12/13	60	61

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 47 - Target Performance

Comment on current performance (including context):

(Q4 2013/14) In September 2013 the Council's new Housing Allocation Scheme changed the way statutorily homeless households are rehoused. Prior to the change, statutorily homeless households were able to express an interest ("bid") on vacant properties 'of their choosing'. Under the new allocation scheme, statutorily homeless applicants receive one offer of suitable accommodation. If the offer is refused, the Council's homelessness duty will end. It is expected that some homeless applicants will take up private rented accommodation or stay with family and "bid" for accommodation on the Housing Register ('waiting list') rather than make a homelessness applications requiring the provision of temporary accommodation. This may lead to a reduction in the numbers in temporary accommodation. The corrective action of amending the Council's Housing Allocation Scheme is against a background of welfare reform and a shortage of affordable accommodation in the district which may lead to increasing numbers of people seeking housing assistance.

Corrective action proposed (if required):

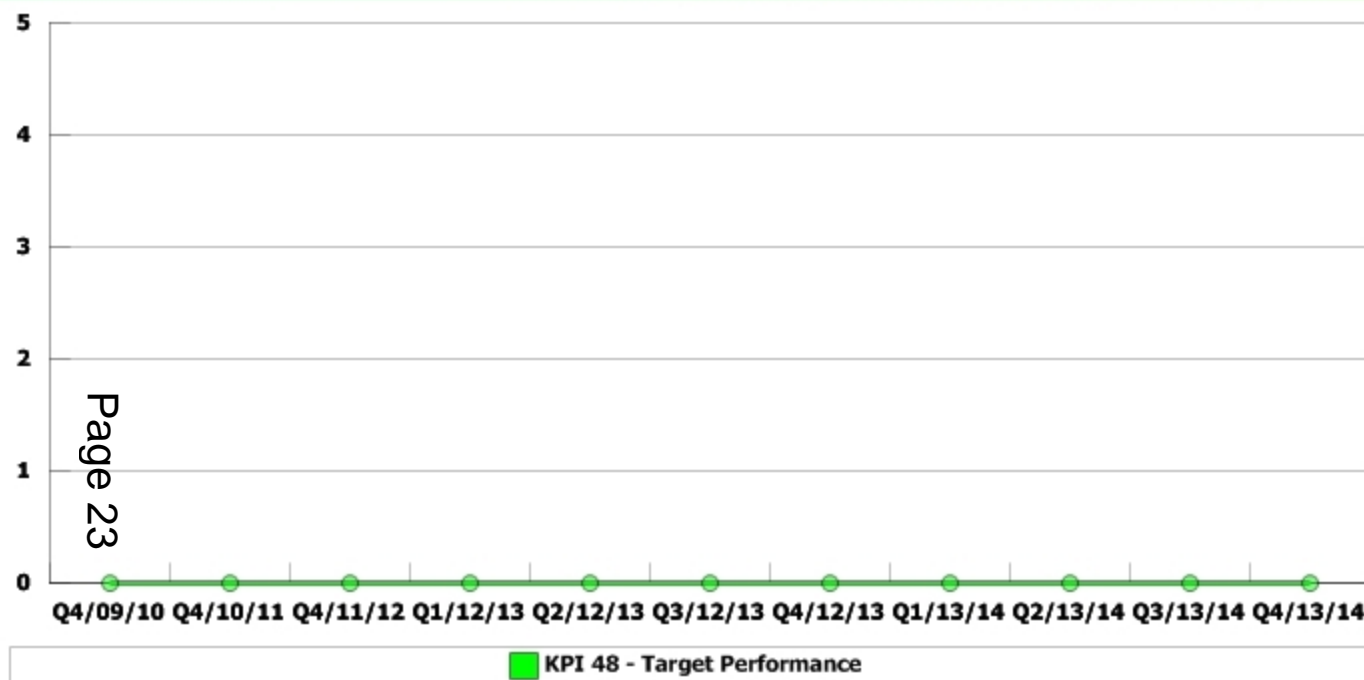
(Q4 2013/14) No corrective action currently proposed.

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

Responsible officer: Alan Hall

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.

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	0.00%	0.00%
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%

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

Yes

is the direction of improvement

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

Indicator of good performance:
A lower percentage is good

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

Yes

Comment on current performance (including context):

(Q4 2013/14) It is anticipated that works to all potential Non-Decent properties will be completed as part of the planned Capital and Revenue works programmes 2014-15.

Corrective action proposed (if required):

(Q4 2013/14) Potential building element failures have been identified on the Stock Condition Survey Baseline 2014-15 and appropriate Capital and Revenue works programmes have commenced to prevent these properties falling into the Non-Decent Category.

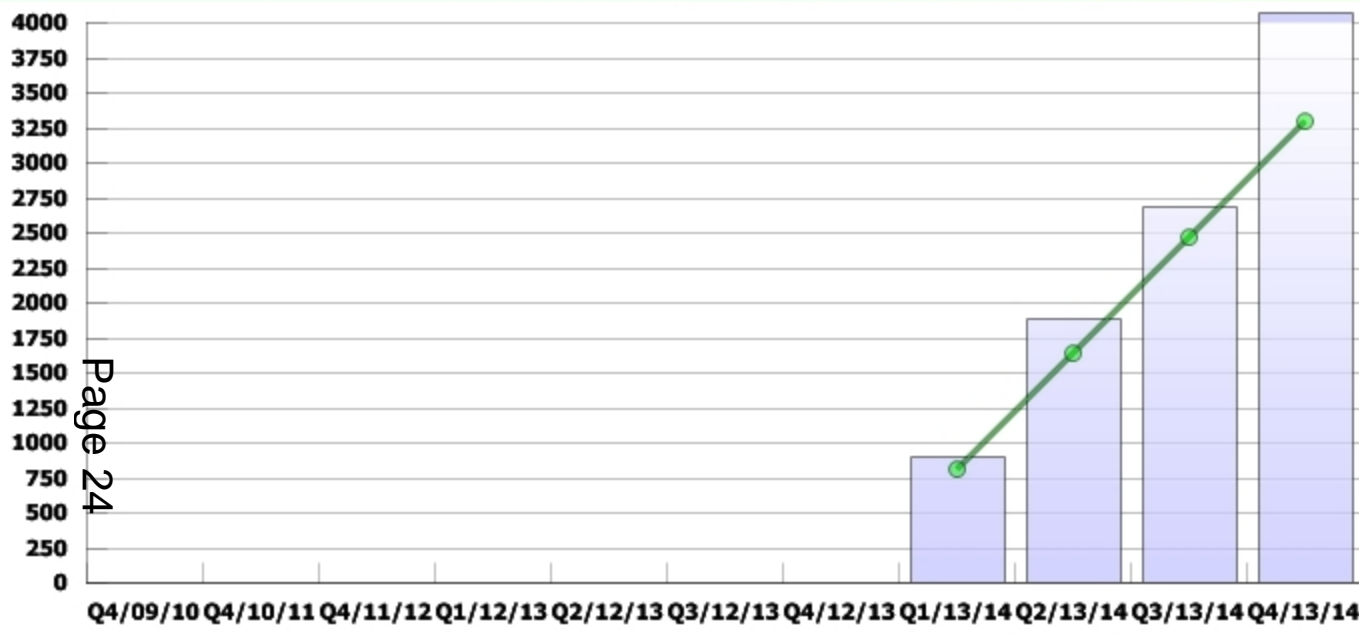
During 2013-14 over 998 Stock Condition Surveys were completed and during 2014-15 the same number of surveys are planned to ensure no properties fall into the Non-Decent category.

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

Responsible officer: Alan Hall

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.

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	3,300	4,076
Q3/13/14	2,475	2,689
Q2/13/14	1,650	1,898
Q1/13/14	825	905
Q4/12/13		



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):

(Q4 2013/14) It is pleasing to note that the target for the Modern Home Standard has been achieved in the first year of both the standard being introduced and being a KPI.

Corrective action proposed (if required):

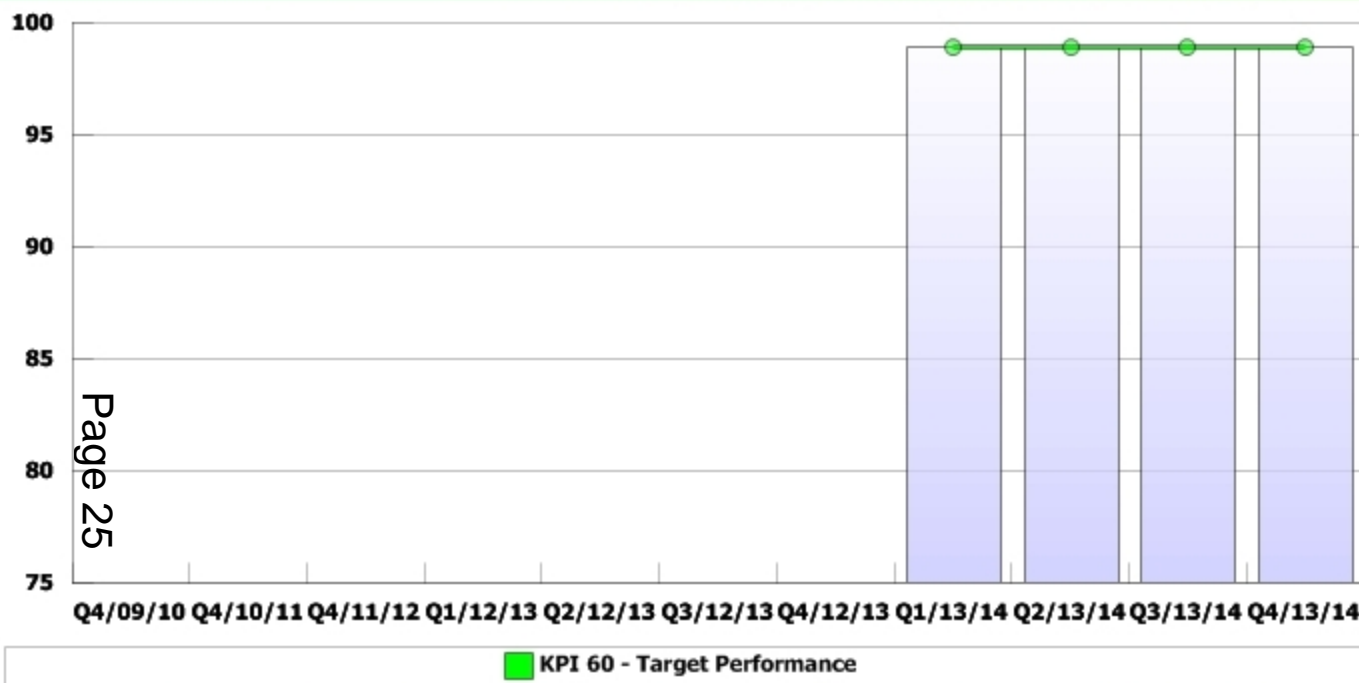
(Q4 2013/14) No corrective action currently proposed.

KPI 49 - Target Performance

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

Responsible officer: Alan Hall
 Additional Information:

Current and previous quarters performance



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

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 - 99%
 2012/13 - N/A
 Indicator of good performance: A higher percentage is good

Comment on current performance (including context):

(Q4 2013/14) Performance on this indicator has achieved target level for the full year position. Quarter 4 on its own saw performance achieve a 99.62% success rate of attending within 4 hours.

Corrective action proposed (if required):

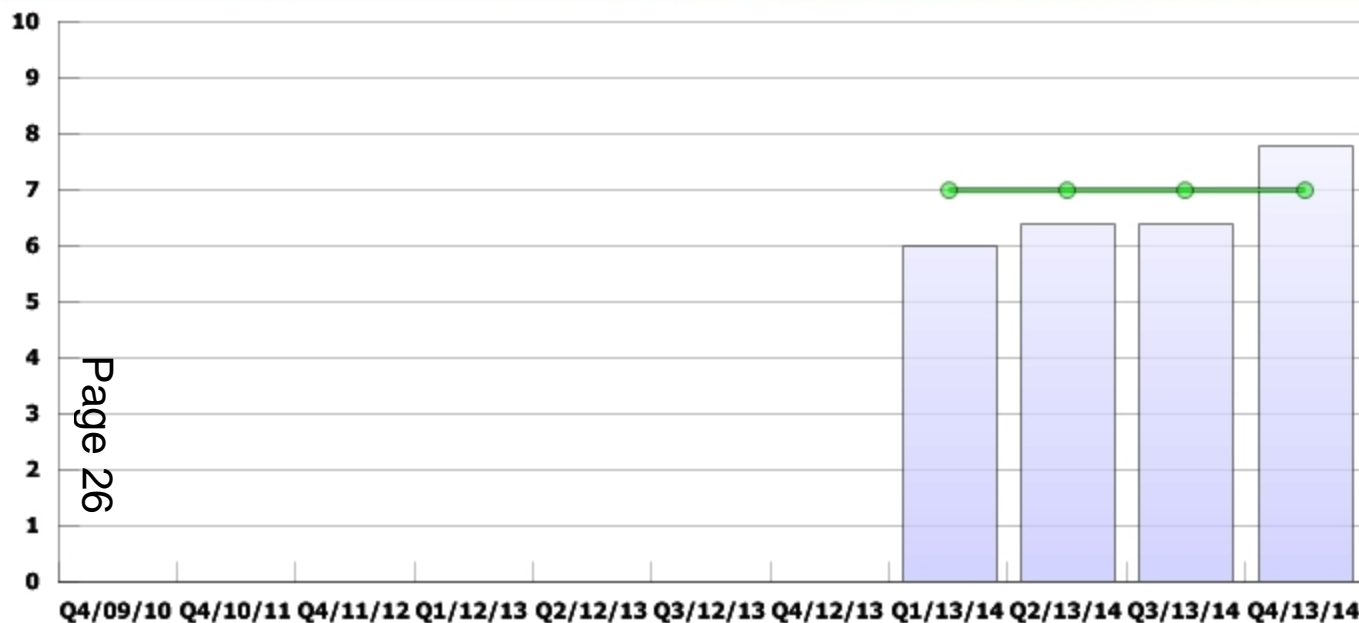
(Q4 2013/14) No corrective action currently proposed.

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

Responsible officer: Alan Hall

Additional Information:

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/13/14	7.0	7.8	✗
Q3/13/14	7.0	6.4	✓
Q2/13/14	7.0	6.4	✓
Q1/13/14	7.0	6.0	✓
Q4/12/13	-	-	-

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?

No



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KPI 61 - Target Performance

Comment on current performance (including context):

(Q4 2013/14) This indicator has failed to achieve the full year target. Performance for Q1 to Q3 was 6.4 working days.

The impact of the excessive rain and high winds in January increased the number of work orders received this increased the time taken to 9.58 working days in Quarter 4. This was particularly noticeable in the increase of fencing jobs that were reported. The full year effect was 7.79 working days which is still excellent performance in the social housing sector but higher than the 7 working day target set. This performance was also impacted by staff absenteeism in the quarter.

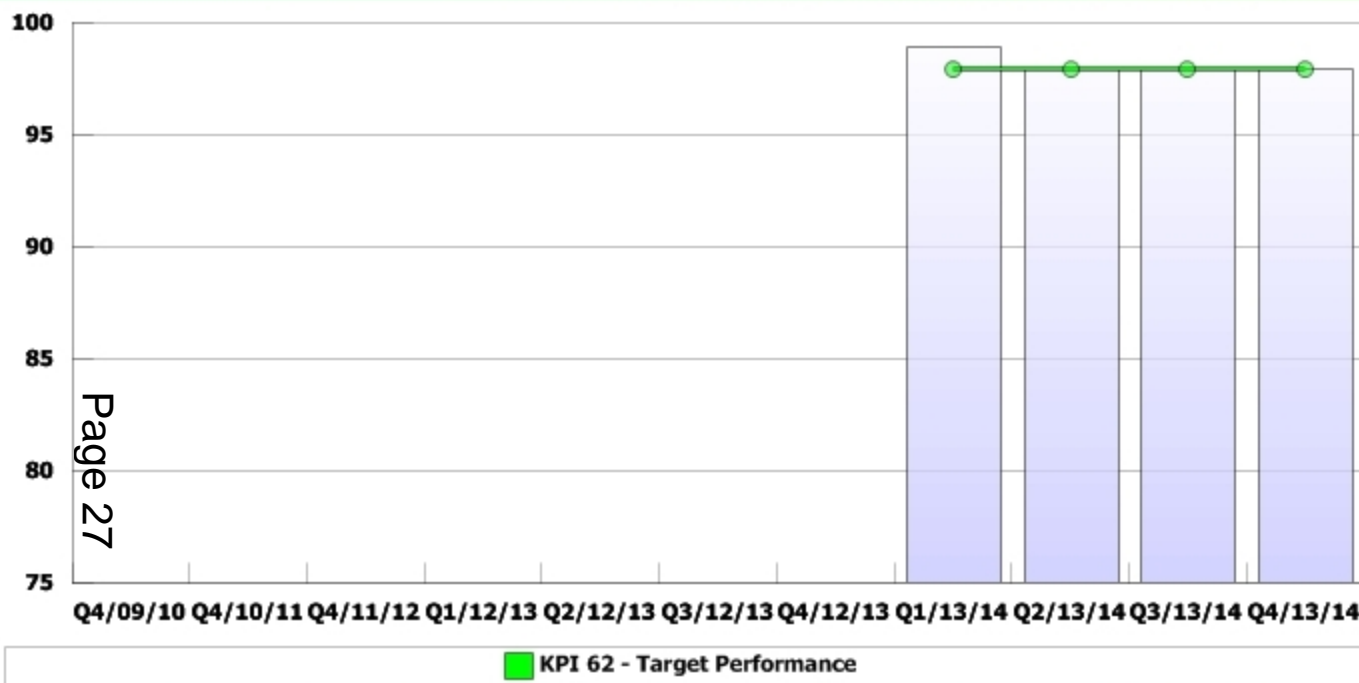
Corrective action proposed (if required):

(Q4 2013/14) No corrective action currently proposed.

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

Responsible officer: Alan Hall
Additional Information:

Current and previous quarters performance



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

▲
 ▼

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):

(Q4 2013/14) Performance on this indicator is ahead of target for the full year at 98.14%.
 The quarter also saw the highest ever number of completed appointments in a three month period and also one of the highest ever performances on keeping appointments at 98.7%.

Corrective action proposed (if required):

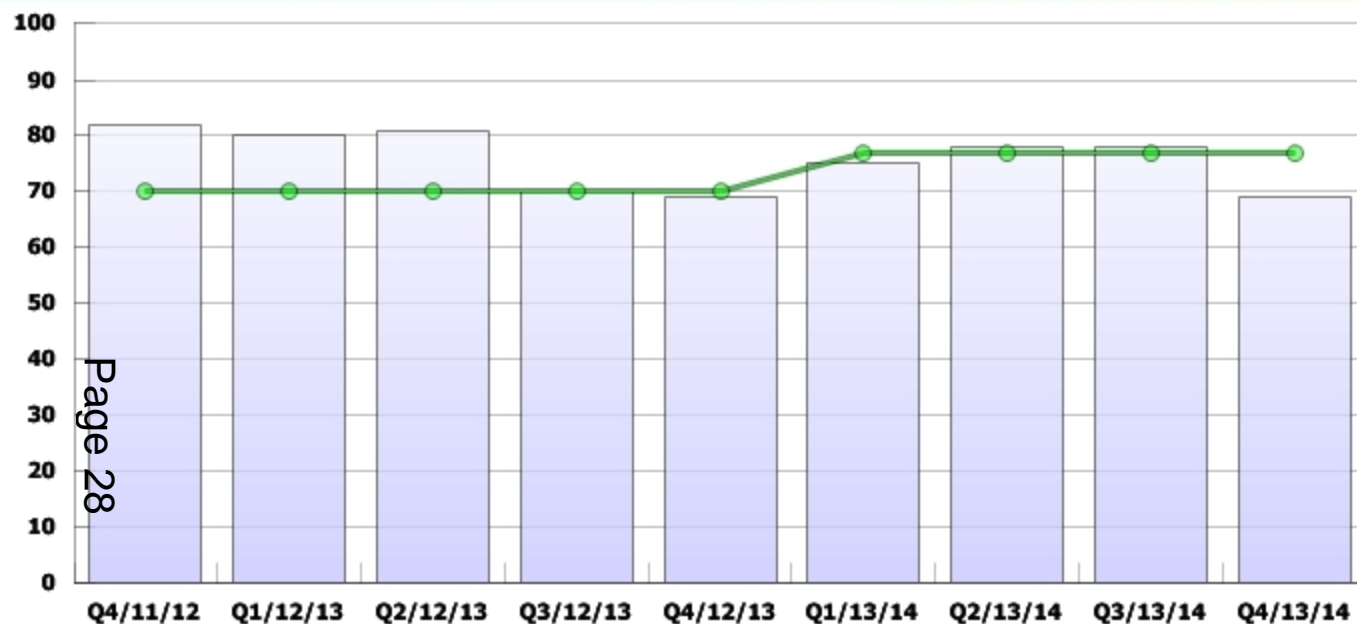
(Q4 2013/14) No corrective action currently proposed.

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

Responsible officer: Colleen O'Boyle

Additional Information:

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	77.0%	69.0%
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%



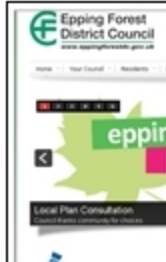
Annual 2013/14 - 77%
Target: 2012/13 - 70%

Indicator of good performance:
A higher level is good

↑ is the direction of improvement

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

Yes



Comment on current performance (including context):

(Q4 2013/14) 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):

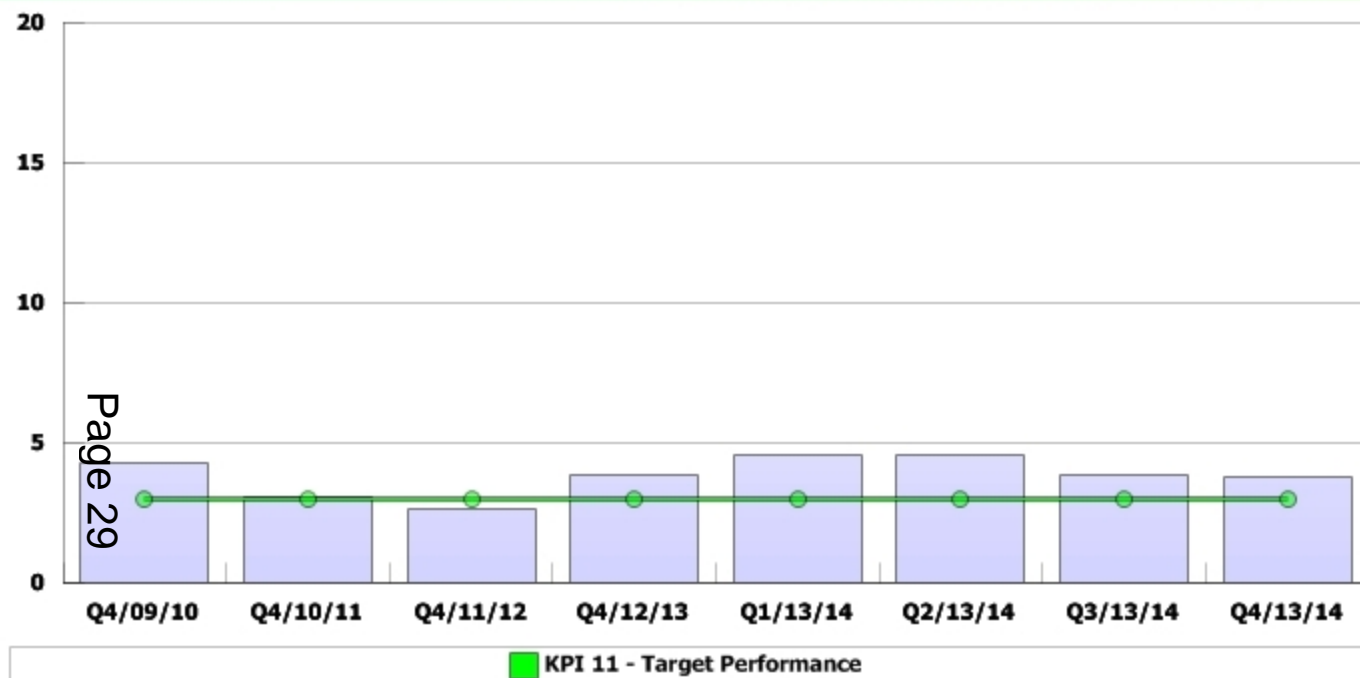
(Q4 2013/14) It is considered that changes to this KPI are required as the current satisfaction measure causes a number of problems. The Website Development Board favours a move to a new website satisfaction measure outlined elsewhere in the agenda for the meeting of the Finance and Performance Management Scrutiny Panel on 11 March 2014.

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

Responsible officer: Colleen O'Boyle

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.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/13/14	3.00%	3.80%	✗
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%	✗

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):

(Q4 2013/14) The performance is within 0.8% of the target which is set at quite a high level given the high percentage of small trader tenants in the Council's portfolio.

Corrective action proposed (if required):

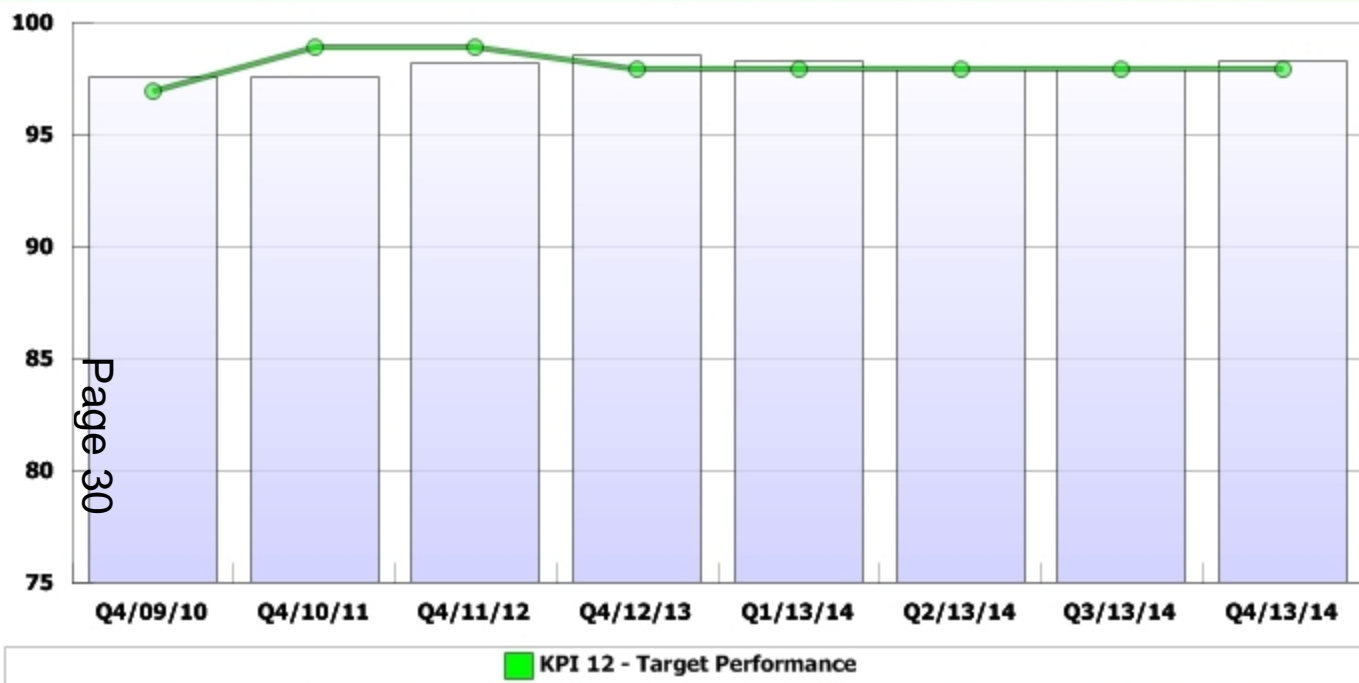
(Q4 2013/14) Estates issue rent demands and liaise with the tenants and rent is collected by Finance. Collection of arrears is co-ordinated by these departments and legal services who take action where necessary. It is proposed that these debts in future will be discussed at the Corporate Debt Meetings chaired by Rob Pavey.

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

Responsible officer: Colleen O'Boyle

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.

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	98.00%	98.31%
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%



Annual Target: 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



Comment on current performance (including context):

(Q4 2013/14) This is a very high target which has been achieved.

Corrective action proposed (if required):

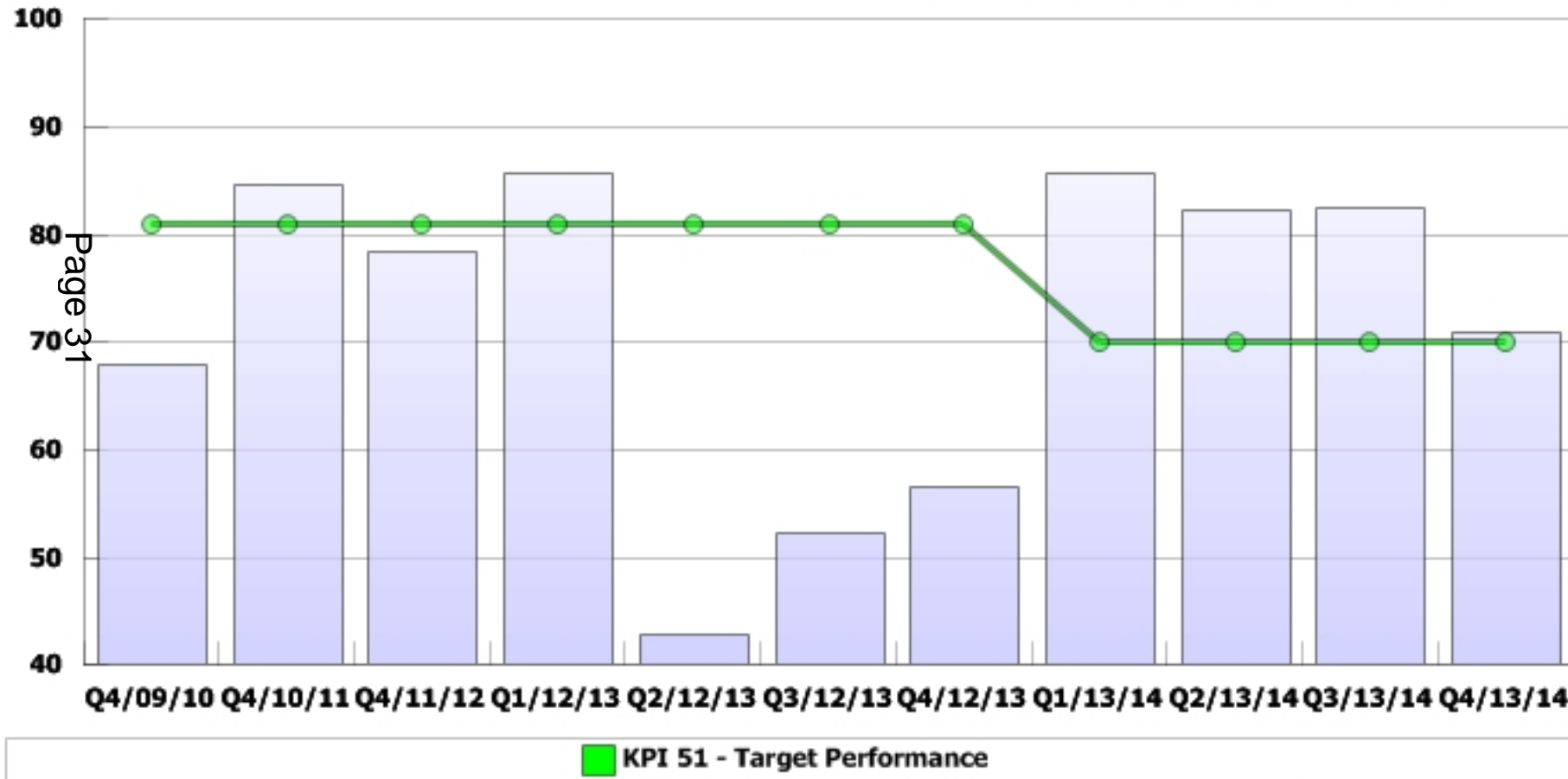
N/A

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

Responsible officer: Colleen O'Boyle

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/13/14	70.00%	70.97%	✓
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%	✗

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):

(Q4 2013/14) Major type applications represent only a small number of the overall number of planning applications received, but they are more complex and generally are reported to planning committees, so deadlines for decisions are tight. Because of this, the performance can be volatile, but with 22 out of 31 applications decided in time the target was just achieved.

Corrective action proposed (if required):

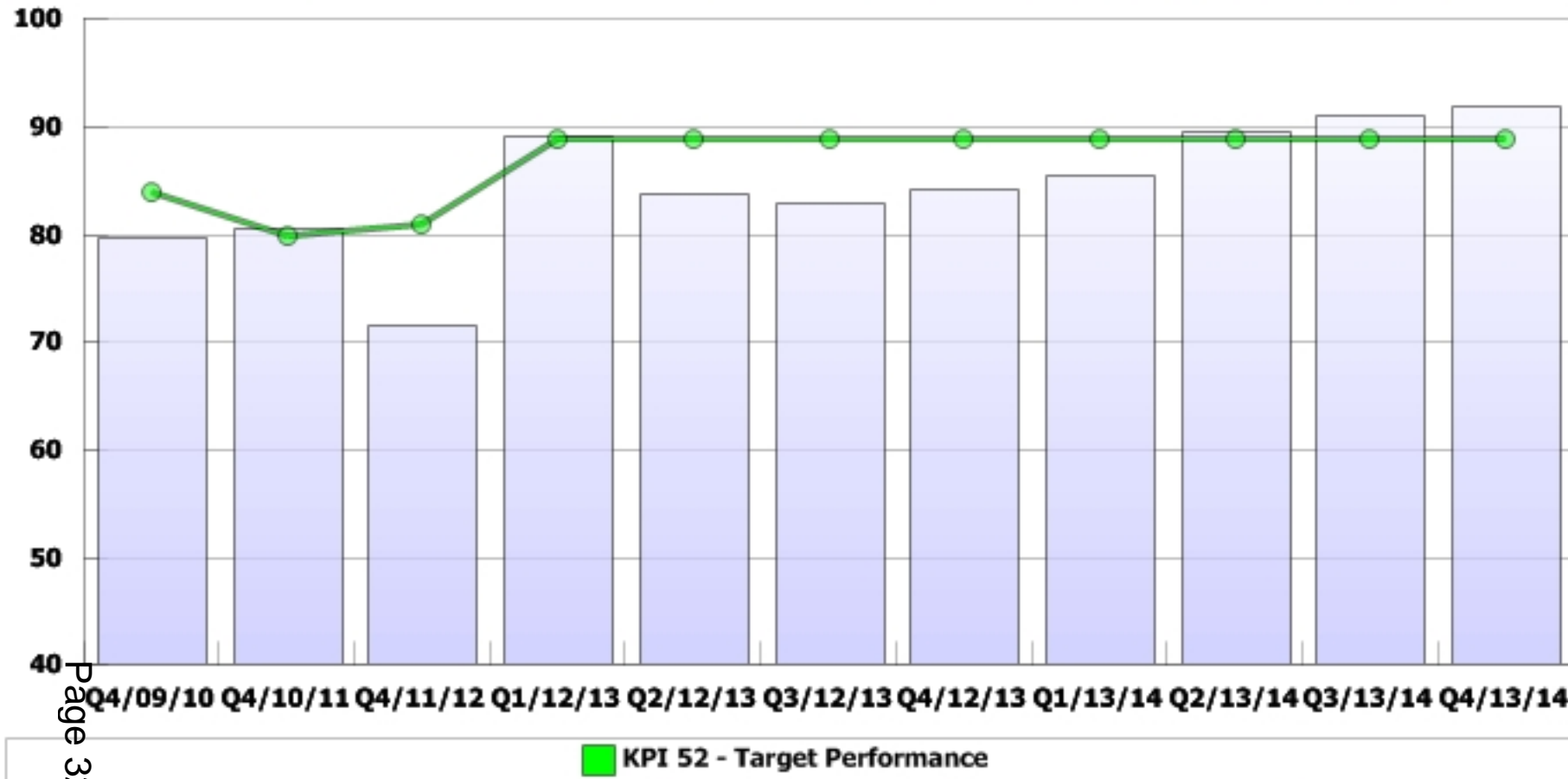
(Q4 2013/14) Target achieved - Close monitoring of the applications timetable so as to enable applications to be reported to planning committees in time. Front loading of advice at pre-application stage so as to limit amendments to plans once an application is submitted.

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

Responsible officer: Colleen O'Boyle

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.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/13/14	89.00%	91.97%	✓
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%	✗

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):

(Q4 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. Only 22 out of 274 applications in this category were outside the target time, which is a continued improvement on previous quarters and resulted in the good end of year performance, primarily because the Development Control team have been fully staffed.

Corrective action proposed (if required):

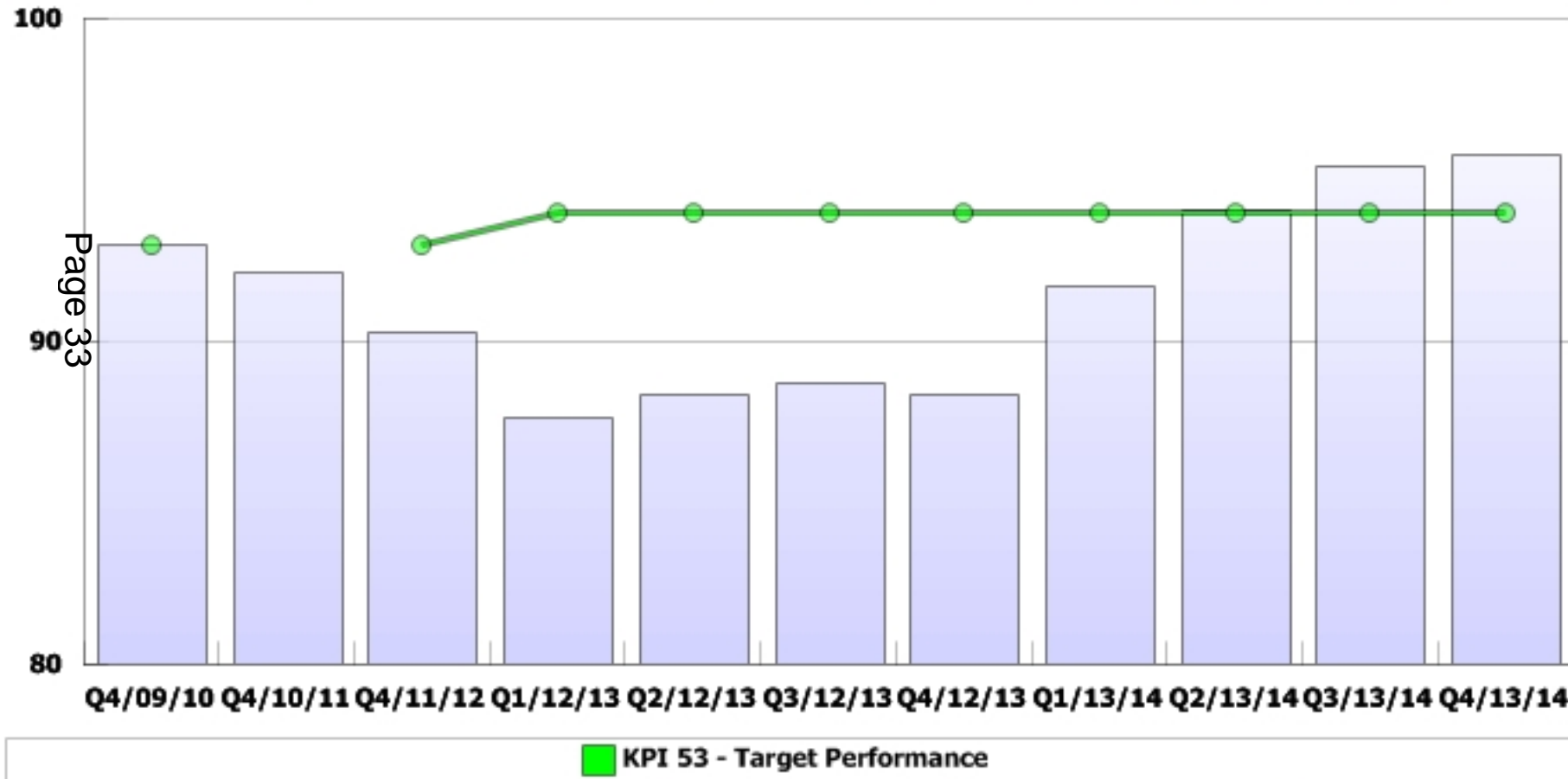
(Q4 2013/14) Target achieved - Regular workload monitoring by the team leaders is being carried out, but full staff compliment has been the main reason for hitting the target, plus officers producing shorter more concise reports where planning permission is recommended for approval and carrying out earlier site visits.

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

Responsible officer: Colleen O'Boyle

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.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/13/14	94.00%	95.84%	✓
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%	✗

Annual Target: 2013/14 - 94.00% (delegated)
Target: 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):

(Q4 2013/14) KPI 53 represents the highest number out of all planning application types decided under delegated powers. 1130 out of 1179 applications were decided in time in this category. Full complement of staff together with regular managing of workload has resulted in a very good end of year performance.

Corrective action proposed (if required):

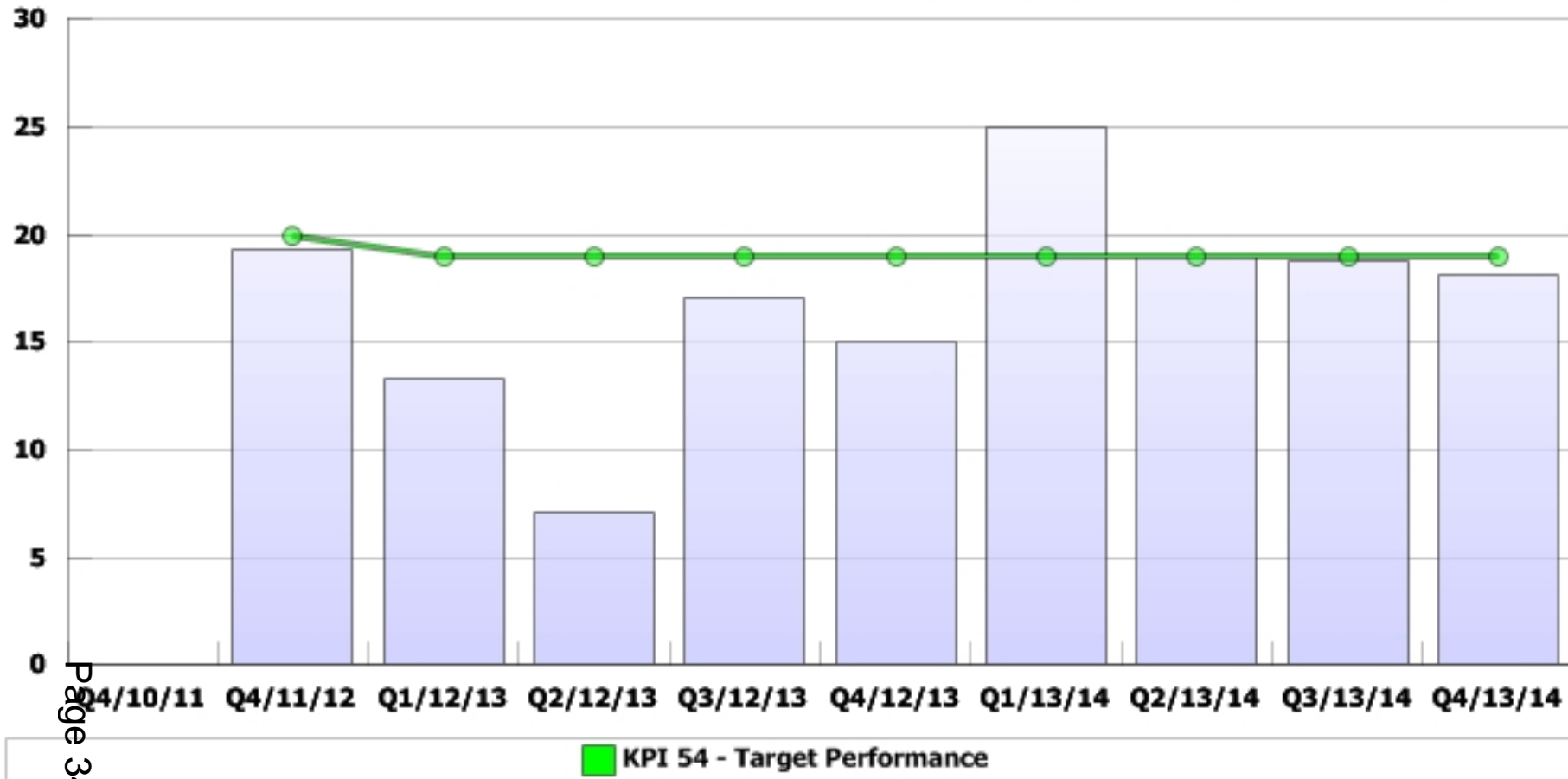
(Q4 2013/14) Target achieved - Regular workload monitoring by the team leaders is being carried out, but full staff compliment has been the main reason for hitting the target this year, along with officers producing shorter more concise reports where planning permission is recommended for approval and carrying 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?

Responsible officer: Colleen O'Boyle

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/13/14	19.00%	18.18%	✓
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%	✓

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?

Yes

Comment on current performance (including context):

(Q4 2013/14) Of the 44 appeal decisions, resulting from officer delegated refusals, received in total, only 8 have been allowed. The target of 19% therefore has been met and continues an improvement on the previous quarters cumulative performance, demonstrating that Officers professional judgement on planning application is generally in line with national planning guidance.

Corrective action proposed (if required):

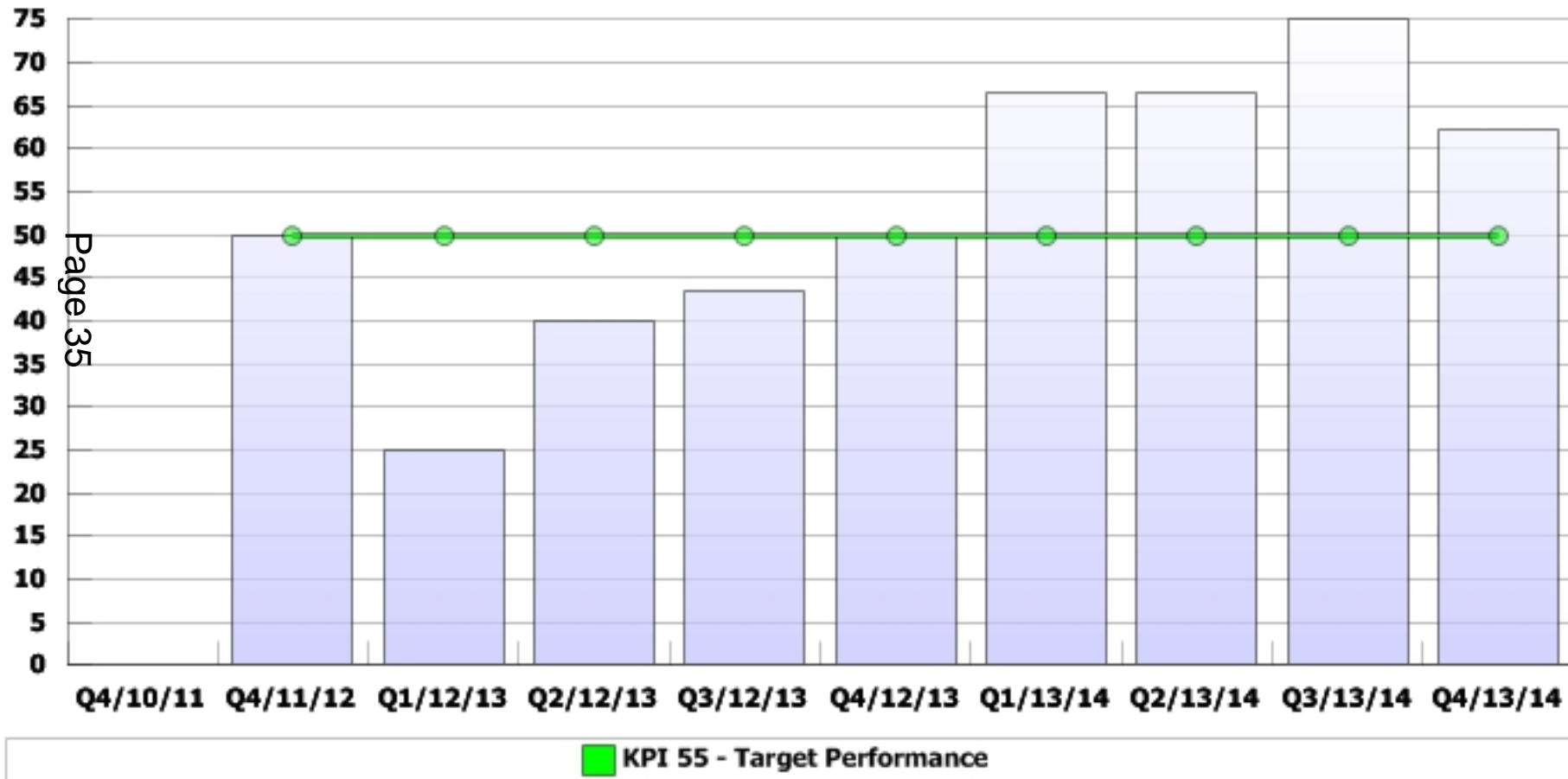
(Q4 2013/14) Target achieved - Officers continue to carefully assess all planning applications before a decision to refuse planning permission is issued and if there is one, do provide a way forward suggestion on a fresh application submission that can avert an appeal being submitted. This may account 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?

Responsible officer: Colleen O'Boyle

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

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	50.00%	62.20%
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%

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):

(Q4 2013/14) Members decisions to refuse planning permission by reversing officer recommendations on planning applications were supported on appeal in 14 out of 37 cases, so that 62% (23) were allowed. The final quarter saw an improvement on the previous 3 quarters cumulative total, but overall there is no common theme other than to note that where Members take account of the level of local objections as a material consideration in their decision making, the Planning Inspector is not persuaded if the planning harm is not excessive. The appeal decisions are reported 6 monthly to Members for assessment.

Corrective action proposed (if required):

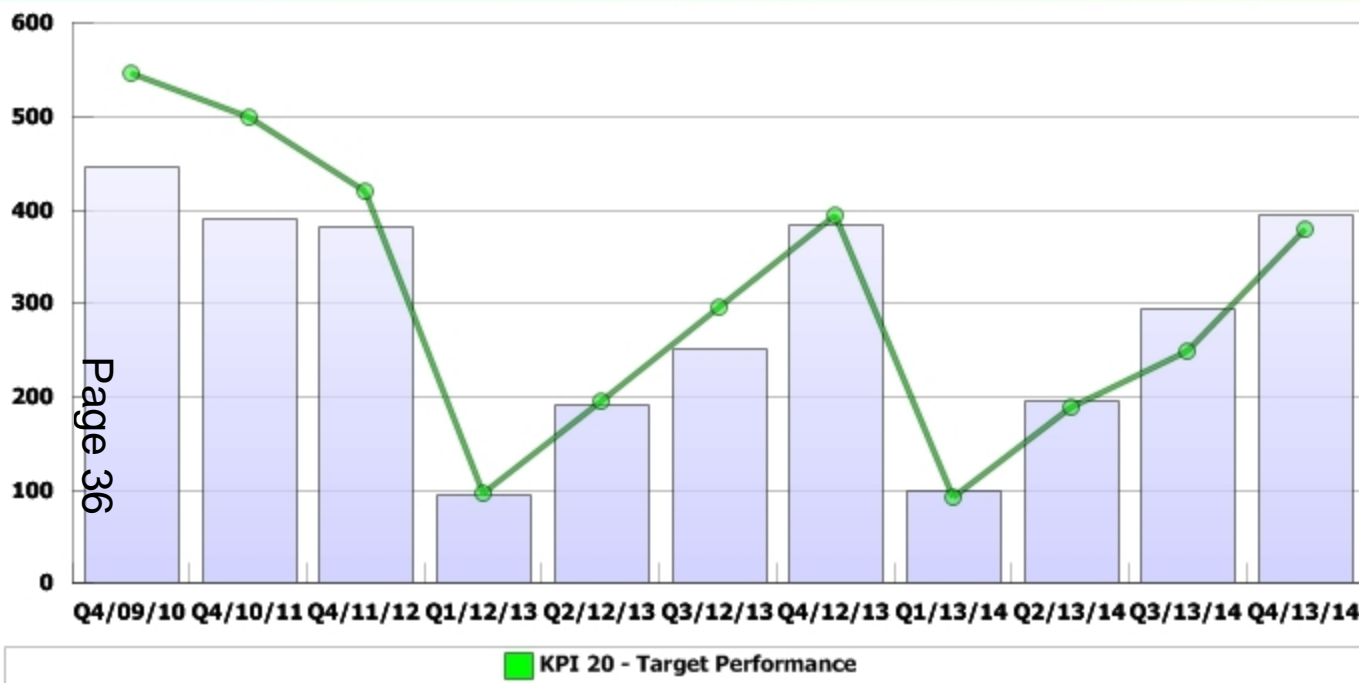
(Q4 2013/14) Increased analysis and feedback of appeal decisions for Members required, through six-monthly appeal report to the Area Planning Committees. Meeting of Chairman and Vice-Chairman of the planning committees with officers is required to seek improved performance for 2014/15.

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

Responsible officer: Derek Macnab

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.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/13/14	380	396	✗
Q3/13/14	249	295	✗
Q2/13/14	190	197	✗
Q1/13/14	94	100	✗
Q4/12/13	395	384	✓

Annual Target: 2013/14 - 380 kg
Target: 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?
 No



Comment on current performance (including context):

(Q4 2013/14) The failure to meet the target is consistent with a number of local authorities across the region who have seen a similar increase in the volumes of residual waste collected. It is difficult to establish the precise reason, but it would appear that increased volumes of food waste are being disposed of in the residual bins.

Manufacturers are continuing to look at ways to reduce weight of products especially if it can reduce their costs.

There maybe a relationship to household size as older children stay or return home for longer periods and where households have combined.

Corrective action proposed (if required):

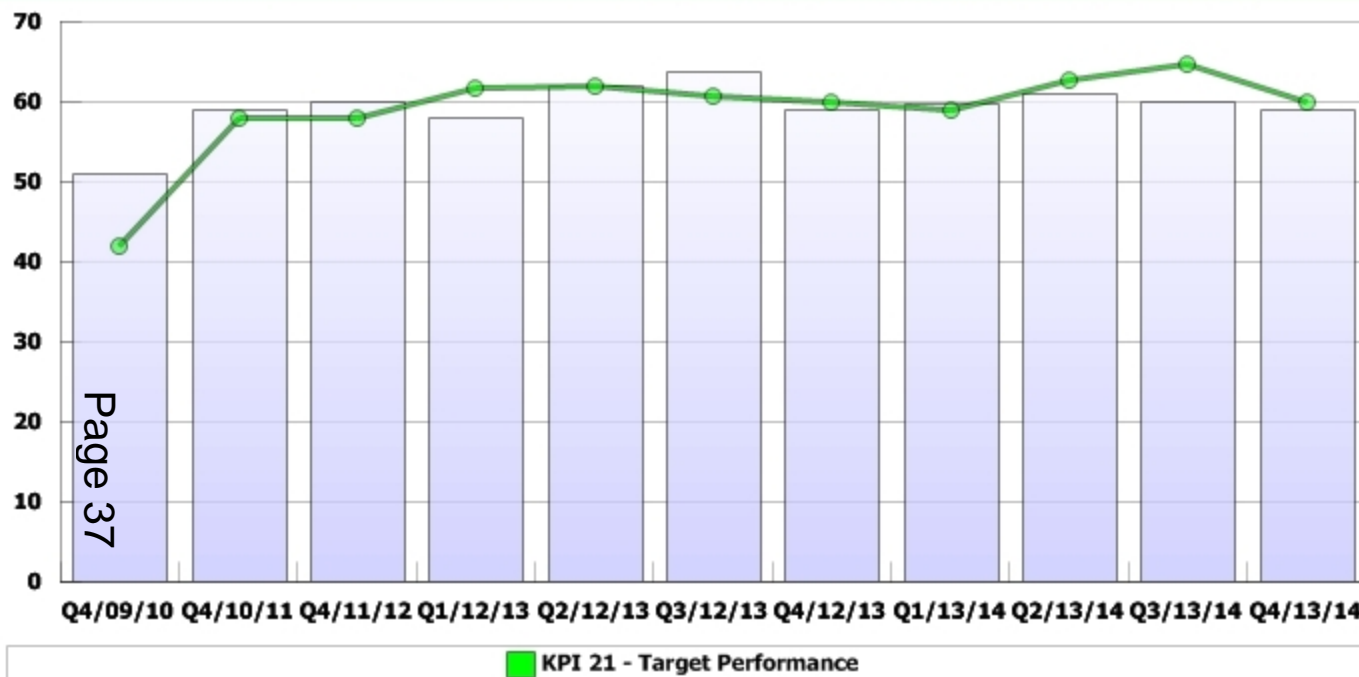
(Q4 2013/14) The new waste contractor, Biffa, will be working with the Council's Waste Management Officers, to roll out further education and public information campaigns. (See KPI 21).

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

Responsible officer: Derek Macnab

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.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/13/14	60.00%	59.00%	✗
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%	✗

Annual 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?

No



Comment on current performance (including context):

(Q4 2013/14) Target missed by 1%. Similar to KPI 20, it is considered that too much recyclable material is being deposited in the residual bins.

Corrective action proposed (if required):

(Q4 2013/14) The Council is developing a new Waste Strategy, which will present policy options with respect to the issuing and retrieval of larger refuse bins (e.g. after children are no longer using disposable nappies) and potential random monitoring.

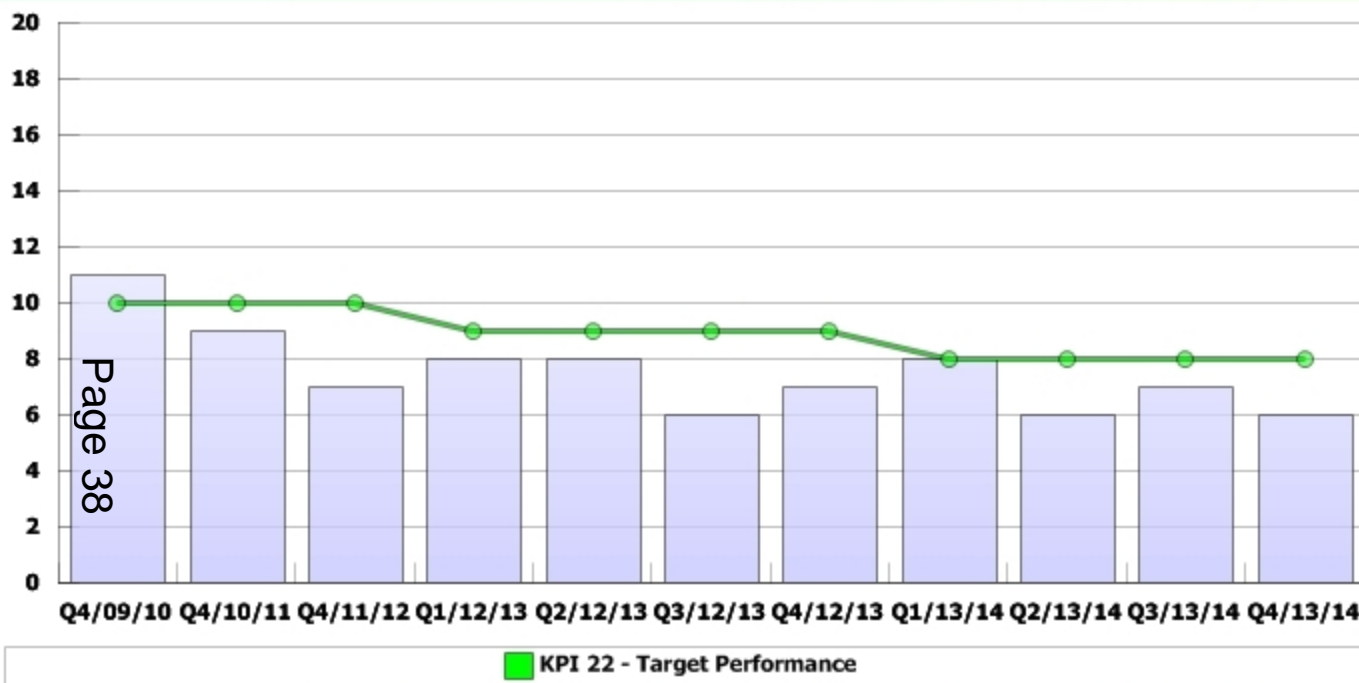
A new campaign on reducing the amount of contamination in recycling is underway with a new district wide booklet on the effects of contamination to be issued to all households, change of print on sacks, use of wrap logo's and a new clearer contamination sticker for sacks.

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

Responsible officer: Derek Macnab

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.

Current and previous quarters performance



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



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):

(Q4 2013/14) Performance achieved and exceeded target, in line with performance of past four years. Target could be reviewed, but recommended to do so after a settling in period for the new street cleansing contractor.

Corrective action proposed (if required):

(Q4 2013/14) Performance will be monitored through the contractual arrangements with the new street cleansing contractor.

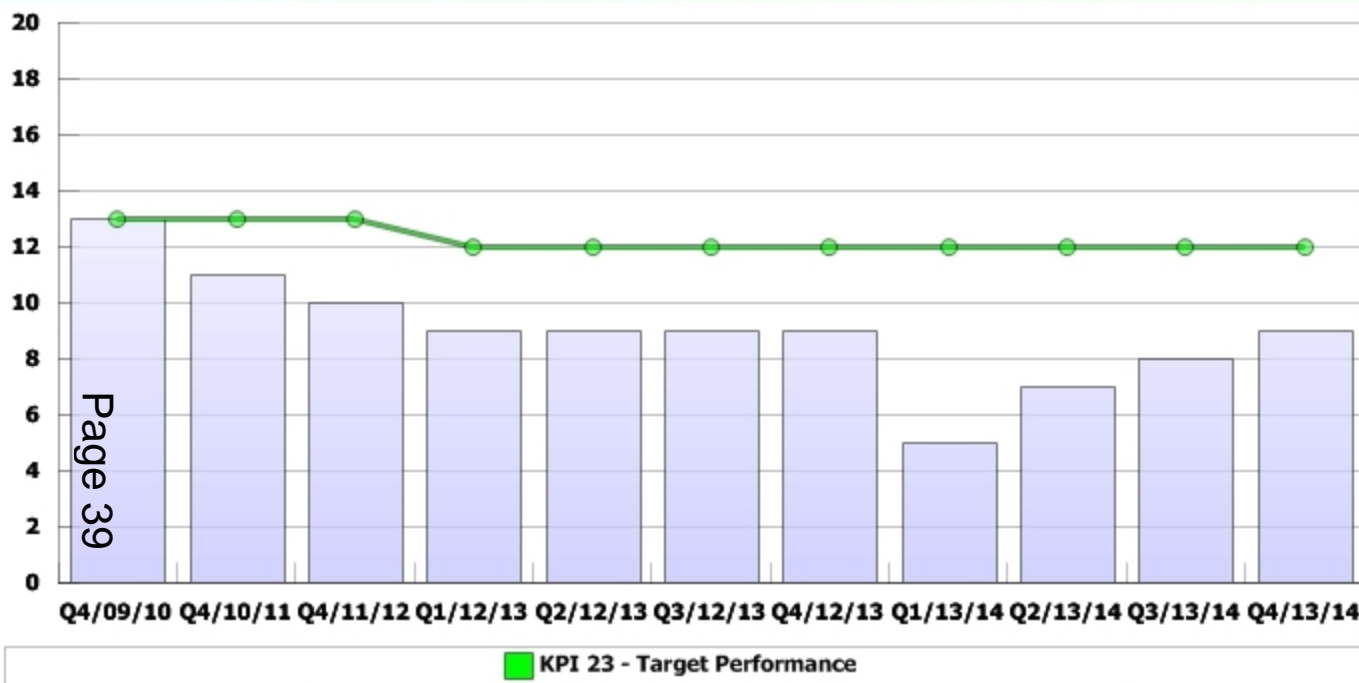
KPI 23 What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?

Responsible officer: **Derek Macnab**

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.



Current and previous quarters performance



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



Annual **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):

(Q4 2013/14) A good level of performance achieved on a consistent basis.

Corrective action proposed (if required):

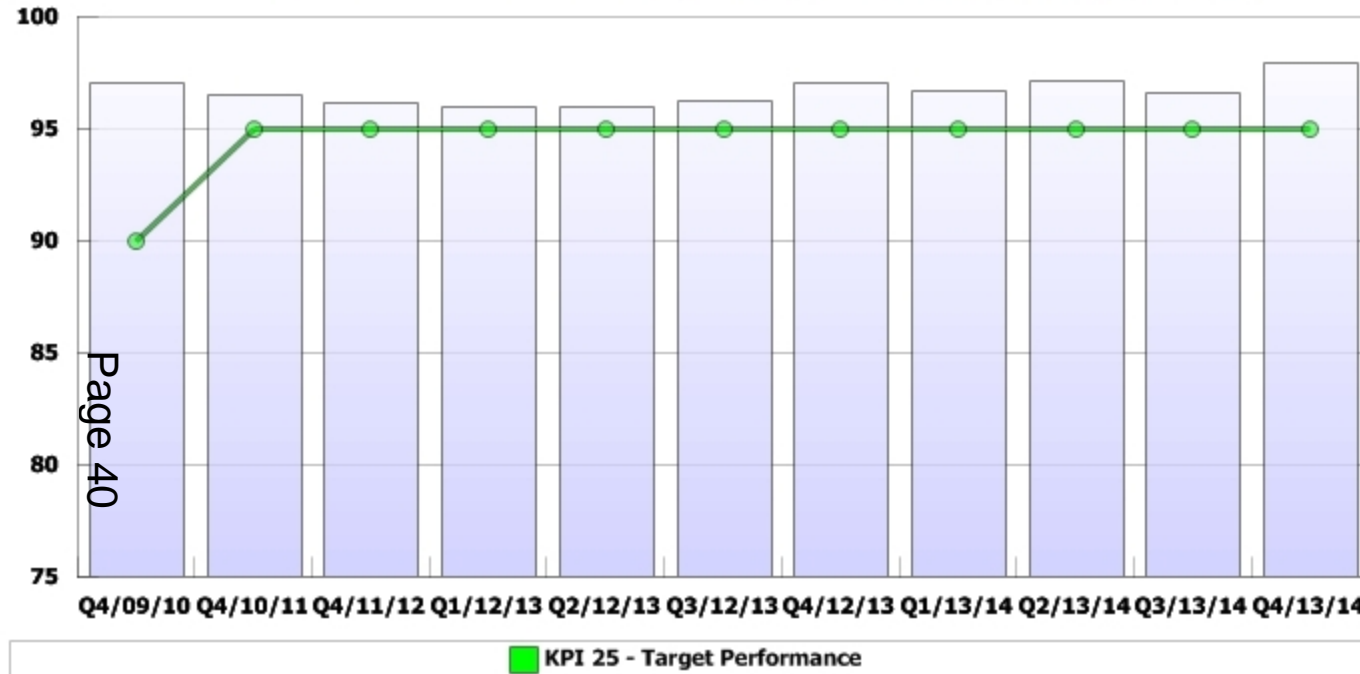
(Q4 2013/14) Ongoing performance will be monitored through the contractual arrangements with the new Street Cleansing Contractor.

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

Responsible officer: Derek Macnab

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

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	95.00%	98.00%
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%

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):

(Q4 2013/14) Target has been reached. Final out turn picked up any missing data from previous reports i.e. where the 1st response was not recorded.

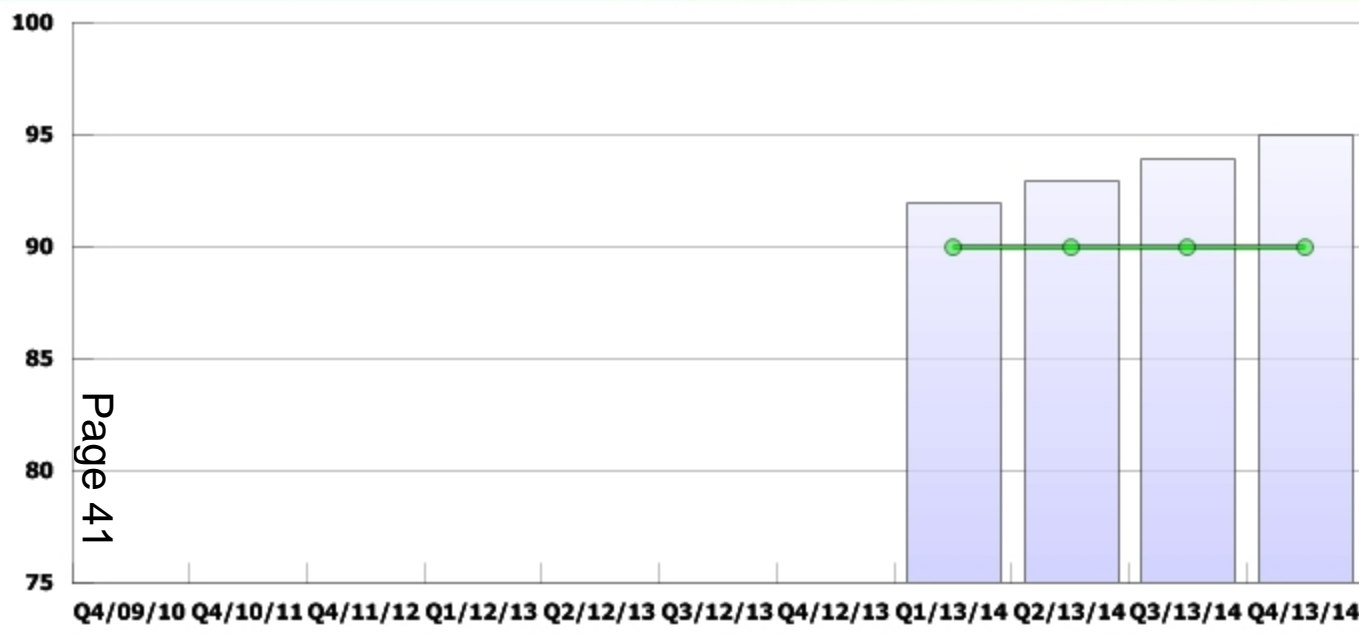
Corrective action proposed (if required):

(Q4 2013/14) No corrective action required at this stage.

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

Responsible officer: Derek Macnab
Additional Information:

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	90%	95%
Q3/13/14	90%	94%
Q2/13/14	90%	93%
Q1/13/14	90%	92%
Q4/12/13		



Annual Target: 2013/14 - 90%
 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):

(Q4 2013/14) New performance indicator for 2013/14. Target being met on a consistent basis.

Corrective action proposed (if required):

(Q4 2013/14) No corrective action required. If existing level of resource can be maintained, there may be some scope for revised target for 14/15.

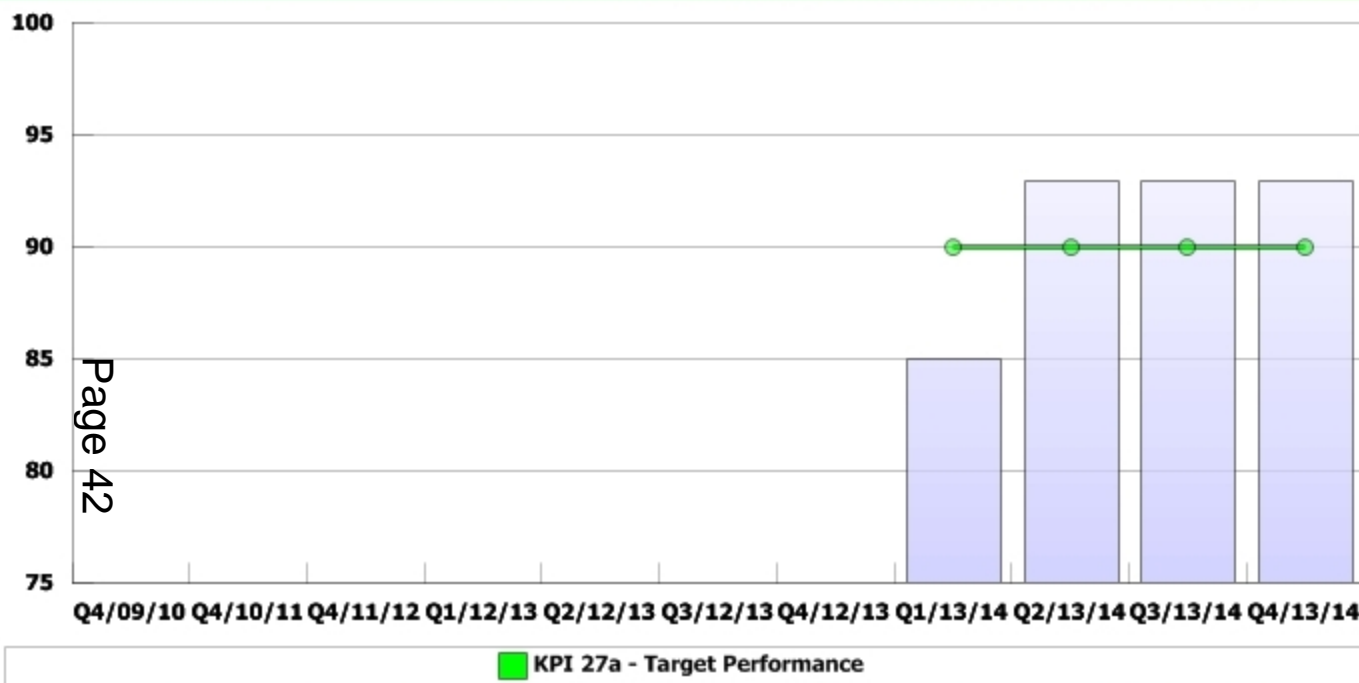
KPI 26 - Target Performance

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

Responsible officer: Derek Macnab

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.

Current and previous quarters performance



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



Annual Target: 2013/14 - 90%
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):

(Q4 2013/14) New performance indicator for 2013/14. Producing the data for the KPI has resulted in tightening of procedures to improve data that is recorded.

Corrective action proposed (if required):

(Q4 2013/14) Steps have been taken to try and reduce recording errors that have to be corrected prior to reporting and to ensure that SITA routinely and consistently return data quickly. Errors in data recording are still apparent and more work to be undertaken to reduce reporting errors, but improvement may be limited by functionality of recording system that does not enable data fields to be made mandatory before completion. Further improvements may require a complete review of procedures used to record fly-tipping incidents, re-designed with this KPI in mind.

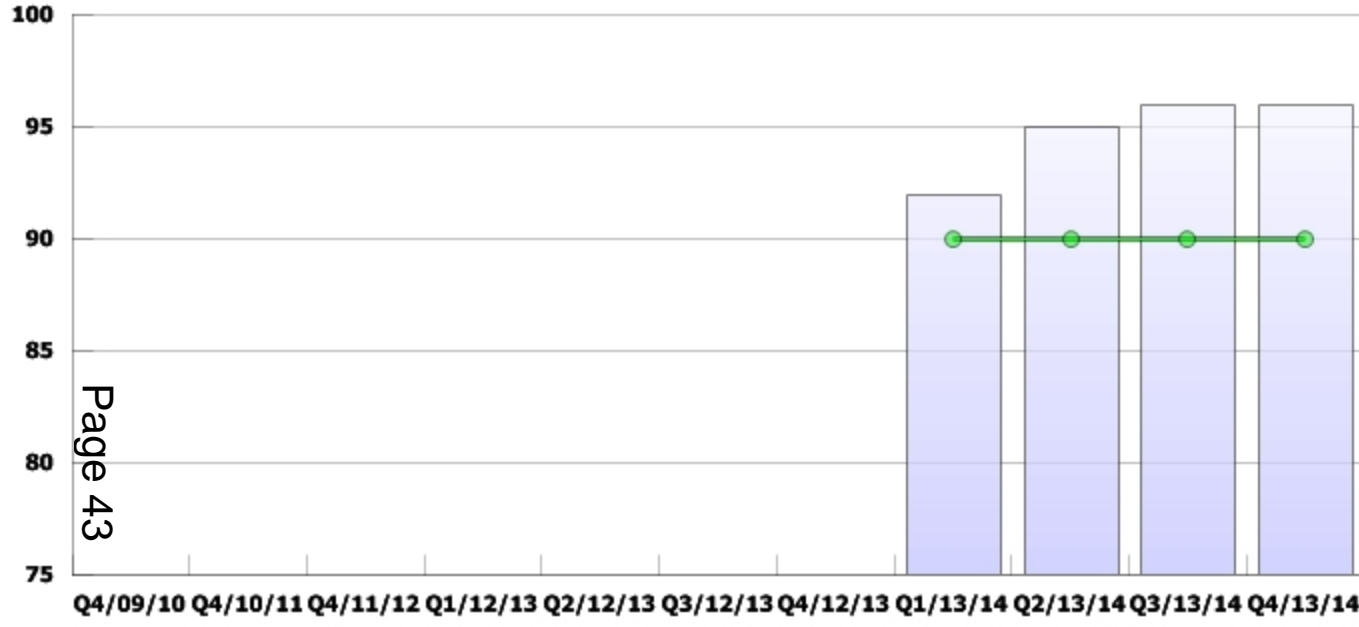


KPI 27b What percentage of the recorded incidences of fly-tipping (variation order / non-contract) are removed within 10 working days of being recorded?

Responsible officer: Derek Macnab

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.

Current and previous quarters performance



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



Annual Target: 2013/14 - 90%
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):

(Q4 2013/14) New performance indicator for 2013/14. Producing the data for the KPI has resulted in tightening of procedures to improve data that is recorded.

Corrective action proposed (if required):

(Q4 2013/14) Steps have been taken to try and reduce recording errors that have to be corrected prior to reporting and to ensure that SITA routinely and consistently return data quickly. Errors in data recording are still apparent and more work to be undertaken to reduce reporting errors, but improvement may be limited by functionality of recording system that does not enable data fields to be made mandatory before completion. Further improvements may require a complete review of procedures used to record fly-tipping incidents, redesigned with this KPI in mind.

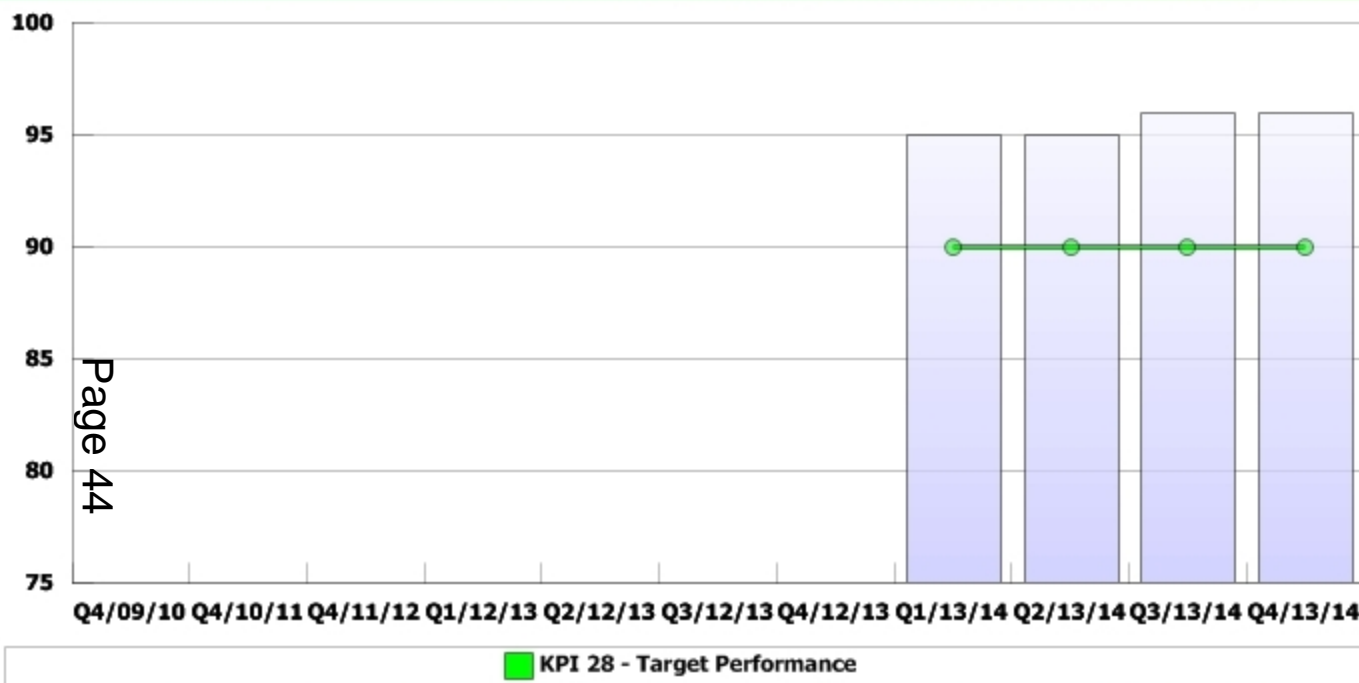
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KPI 28 What percentage of out of hours (OOH) noise complaints are responded to within 15 minutes?

Responsible officer: Derek Macnab
Additional Information:

Current and previous quarters performance



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

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):

(Q4 2013/14) This is a new performance indicator for 2013/14. Collating the data for the KPI has already raised the profile of responding as quickly as possible and resulted in an improvement in record keeping.

Corrective action proposed (if required):

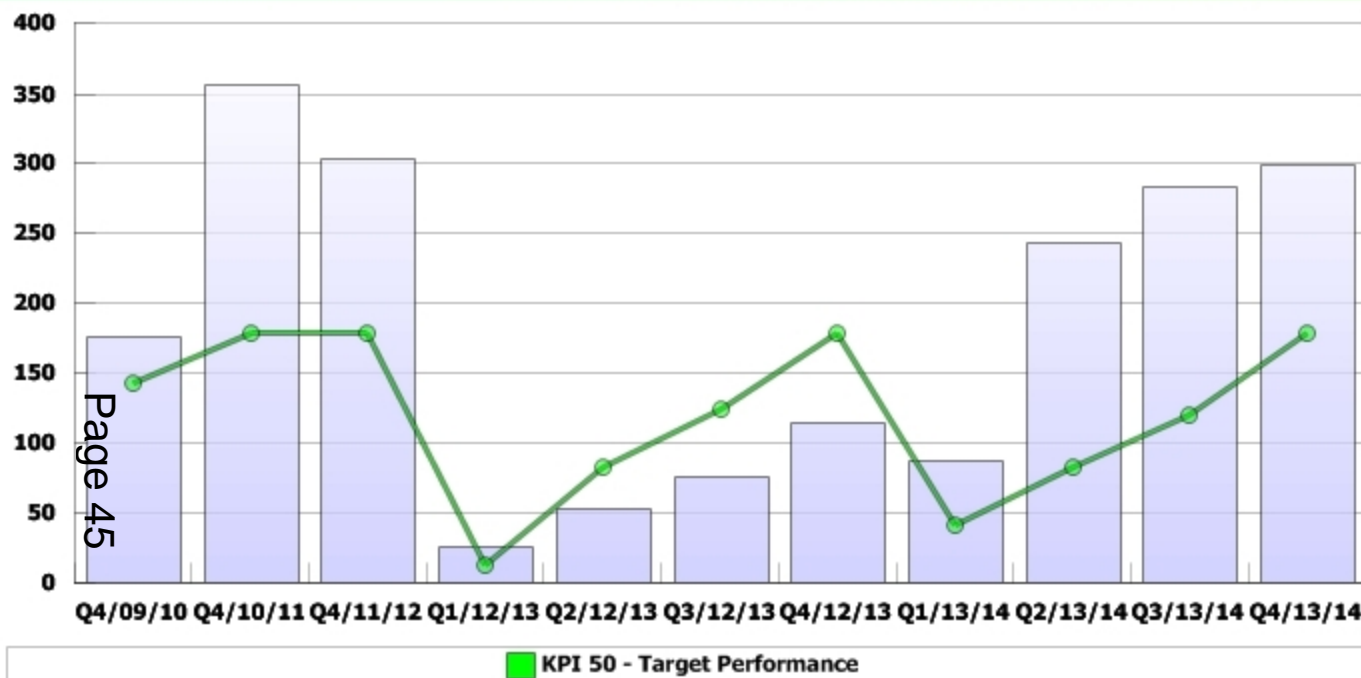
(Q4 2013/14) None identified at present.

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

Responsible officer: Derek Macnab

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.

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	180	299
Q3/13/14	121	284
Q2/13/14	83	243
Q1/13/14	42	88
Q4/12/13	180	115



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):

(Q4 2013/14) Cumulative performance for KPI50 for Q1 to Q4 = 88 + 155 + 41 + 15 = 299
Performance against the annual target of 180 (derived from the East of England Plan, now revoked) is good given that the annual target for 2013/14 has been met and exceeded. During this year returns from the NHBC were updated, resulting in a significant difference in apparent performance between quarters. Better economic conditions have encouraged completions, but several of the larger extant permissions have been built out or are near to being built out. Provision for future housing development will be made through new housing designations in the emerging Local Plan, to be informed by the Strategic Land Availability Assessment, Population Forecasting, Strategic Housing Market Assessment and other Local Plan Evidence Base documents.

Corrective action proposed (if required):

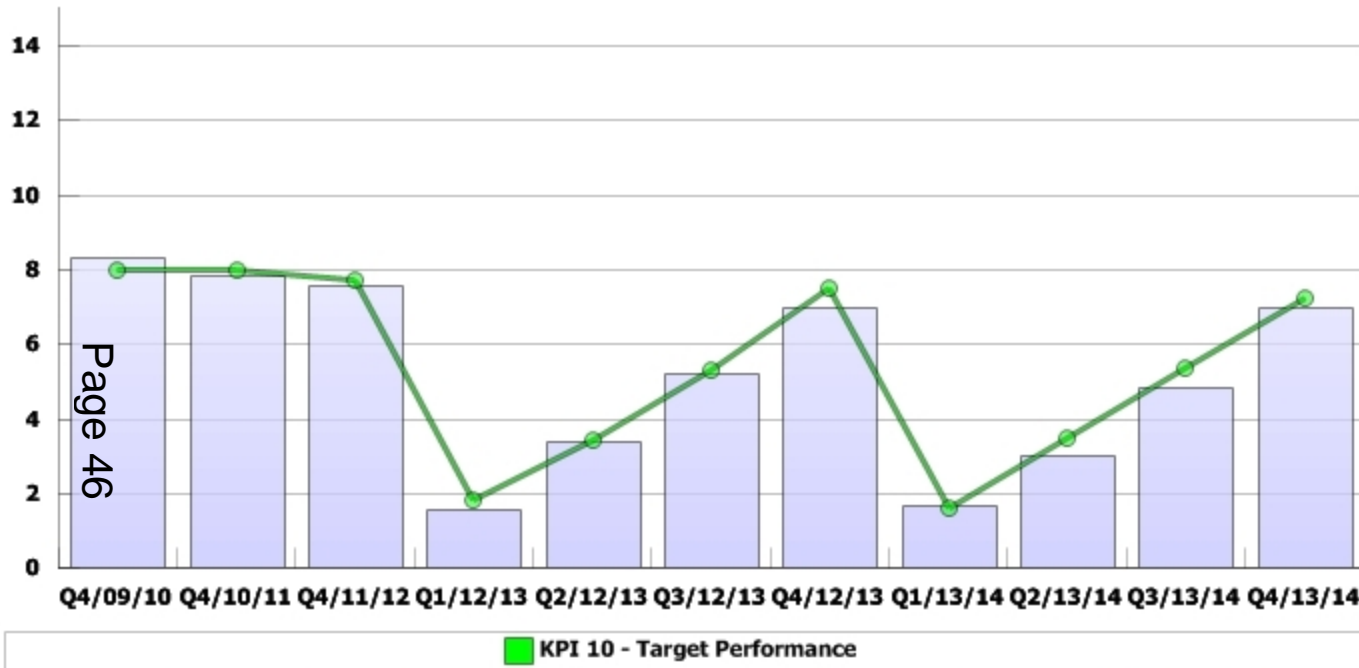
(Q4 2013/14) No corrective action currently proposed. Future sites for housing growth will be determined by the emerging Local Plan.

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

Responsible officer: **Bob Palmer**

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.

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	7.25	7.01
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



Annual 2013/14 - 7.25 days
 Target: 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):

Corrective action proposed (if required):

Empty text box for comment on current performance.

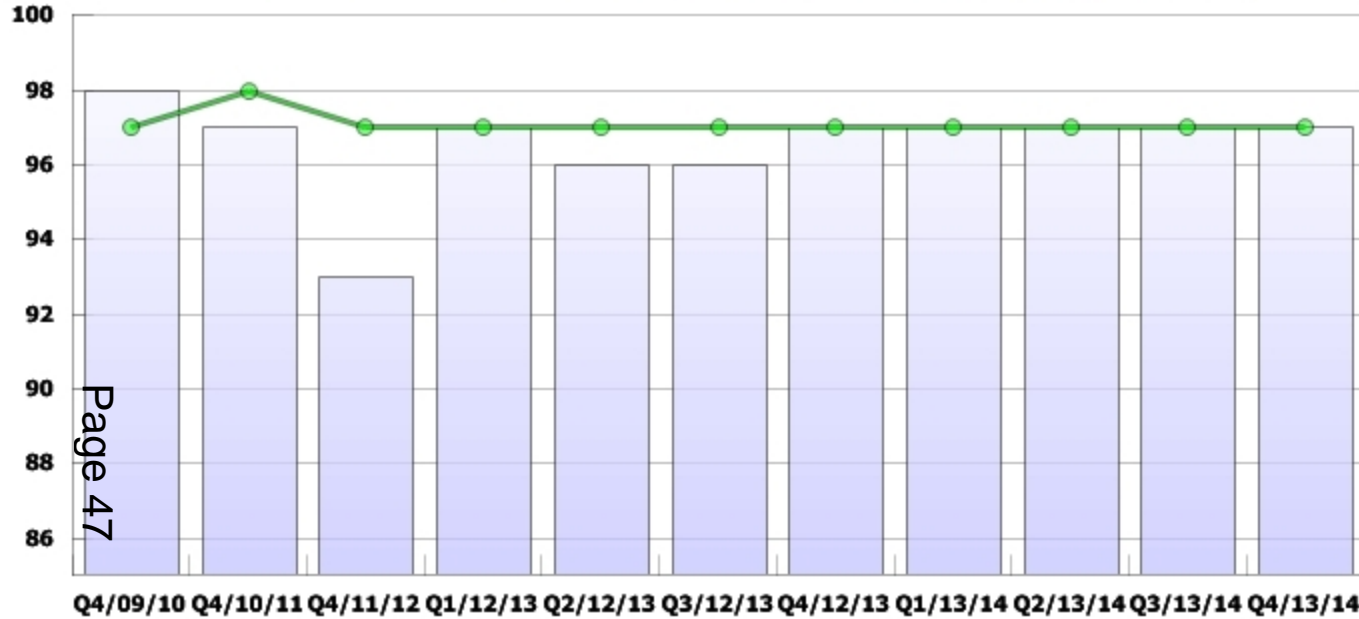
Empty text box for corrective action proposed.

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

Responsible officer: Bob Palmer

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

Current and previous quarters performance



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

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Annual 2013/14 - 97.00%
Target: 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):

(Q4 2013/14) In Quarter 4, 97% of suppliers were paid within 30 days which is in line with the previous three quarters. For Q4, 85% of local supplier invoices were paid within 20 days, this is a reduction on the previous quarters.

Corrective action proposed (if required):

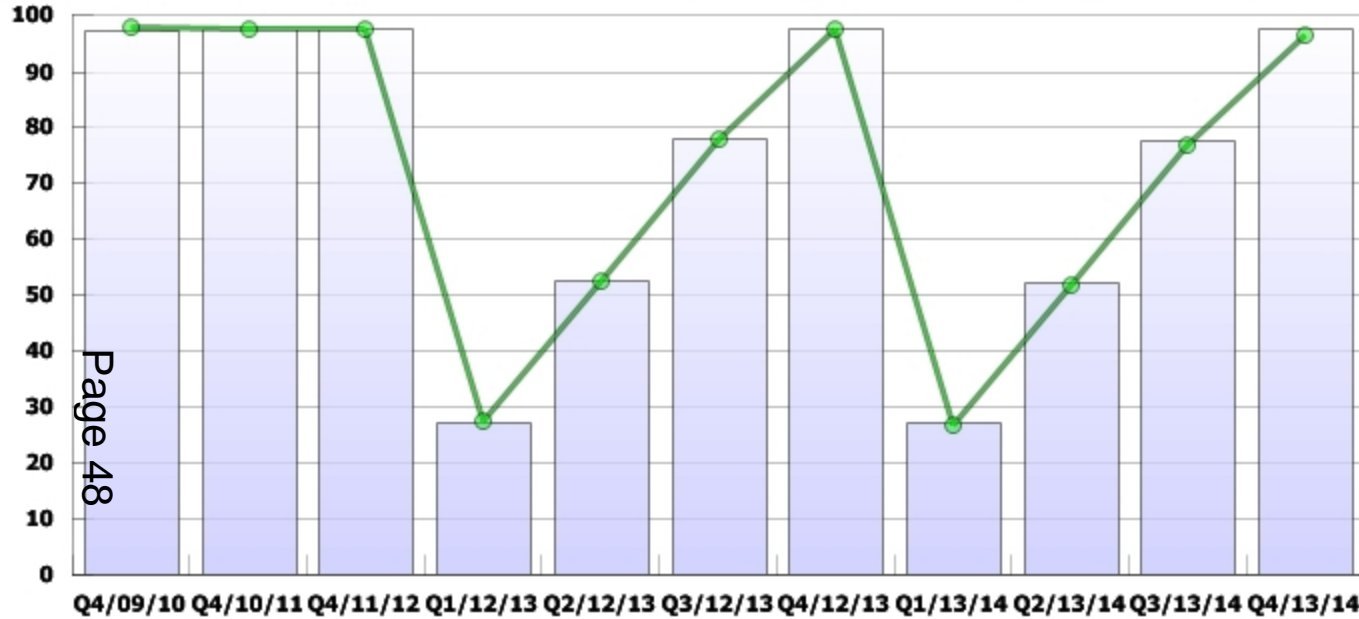
(Q4 2013/14) No corrective action currently proposed, the target is only just being met so a very slight reduction in performance will cause the indicator to fail.

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

Responsible officer: Bob Palmer

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.

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	96.60%	97.62%
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%



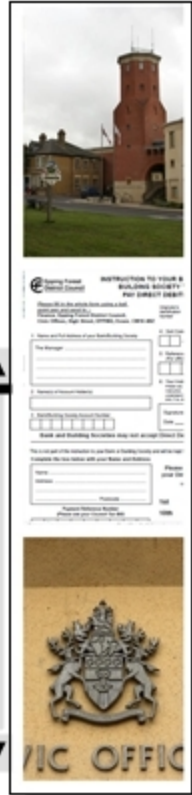
Annual 2013/14 - 96.60%
Target: 2012/13 - 97.80%

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):

(Q4 2013/14) The collection of the £77m debit for 2013/14 was 97.62% which was 1% above target. Although the performance is 0.2% on 2013/14 the lower target reflected the impact of the new cases paying Council Tax as a result of the Localisation of Council Tax Support. Additional investment was made available to the team to minimise the effect of this risk to collection and the fact that the final collection rate was only 0.2% less than 2012/13 shows that the overall flexible collection strategy has been successful. 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 78.9%. If these cases are removed from the calculation for 2013/14 then the rate is 97.93% which means the main body of collection for non-LCTS cases is slightly up on last year's performance.

Corrective action proposed (if required):

(Q4 2013/14) Collection and recovery procedures are in place for outstanding debts.

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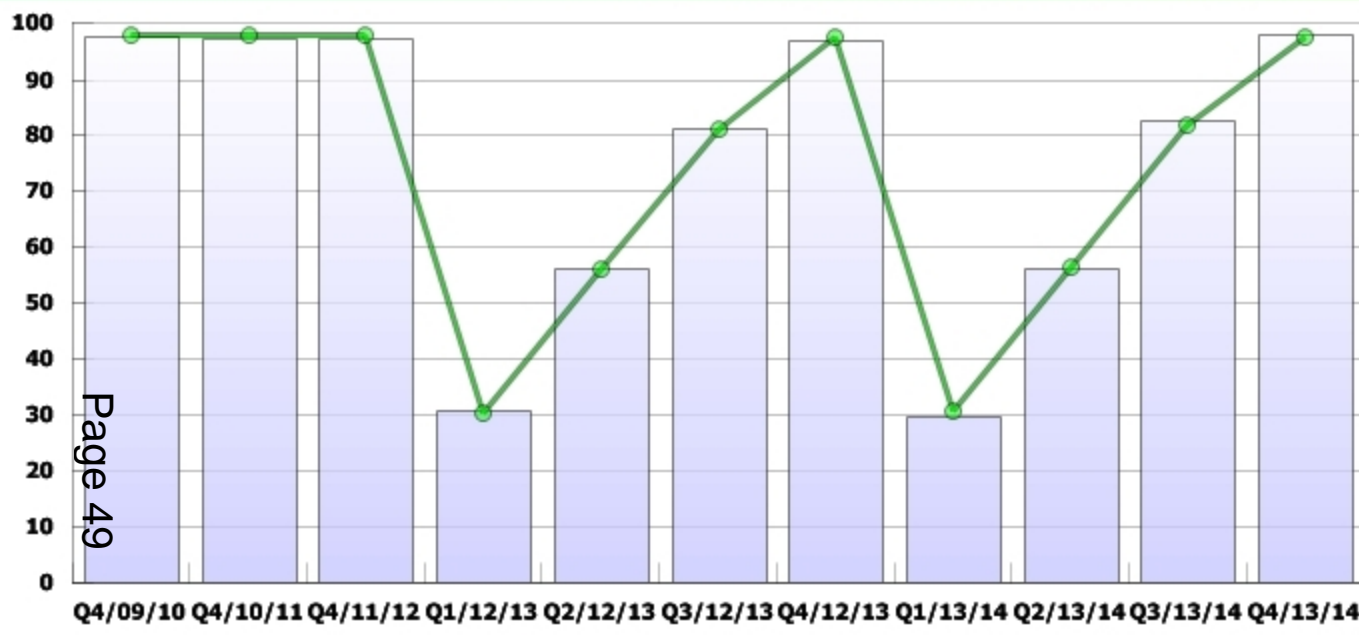
KPI 31 - Target Performance

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

Responsible officer: Bob Palmer

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.

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	97.50%	98.09%
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%



Annual 2013/14 - 97.50%
Target: 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):

(Q4 2013/14) Collection of the £34.7m debit for 2013/14 was 0.59% above the target and a 1.24% increase on 2012/13. With the advent of Local Business Rates Retention the collection of Business Rates is now even more important. In addition to the increase in the in-year collection rate that this indicator measures, the amount of arrears from previous years that were collected increased from £378,469 in 2012/13 to £869,311 in 2013/14. 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.

Corrective action proposed (if required):

(Q4 2013/14) The Council is taking recovery action to collect the outstanding debts and the position is being closely monitored.

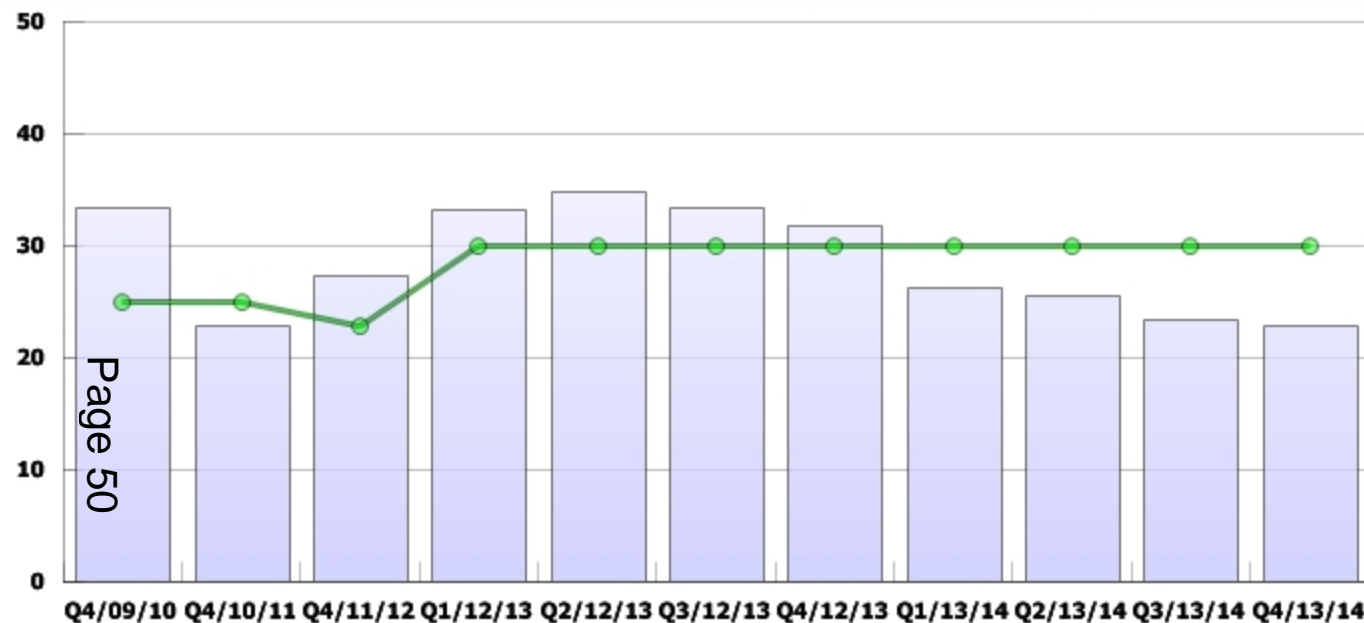
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KPI 33 On average, how many days did it take us to process new benefit claims?

Responsible officer: **Bob Palmer**

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

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	30.00	23.00
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

Annual Target: 2013/14 - 30.00 days
 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):

(Q4 2013/14) Performance is monitored on a weekly basis and improvements to processes are made when appropriate. Due to this, the annual target has been achieved. Performance for quarter 4 was 21.56 days, compared to 18.81 days in quarter 3, 24.75 days in quarter 2 and 26.42 days in quarter 1.

Corrective action proposed (if required):

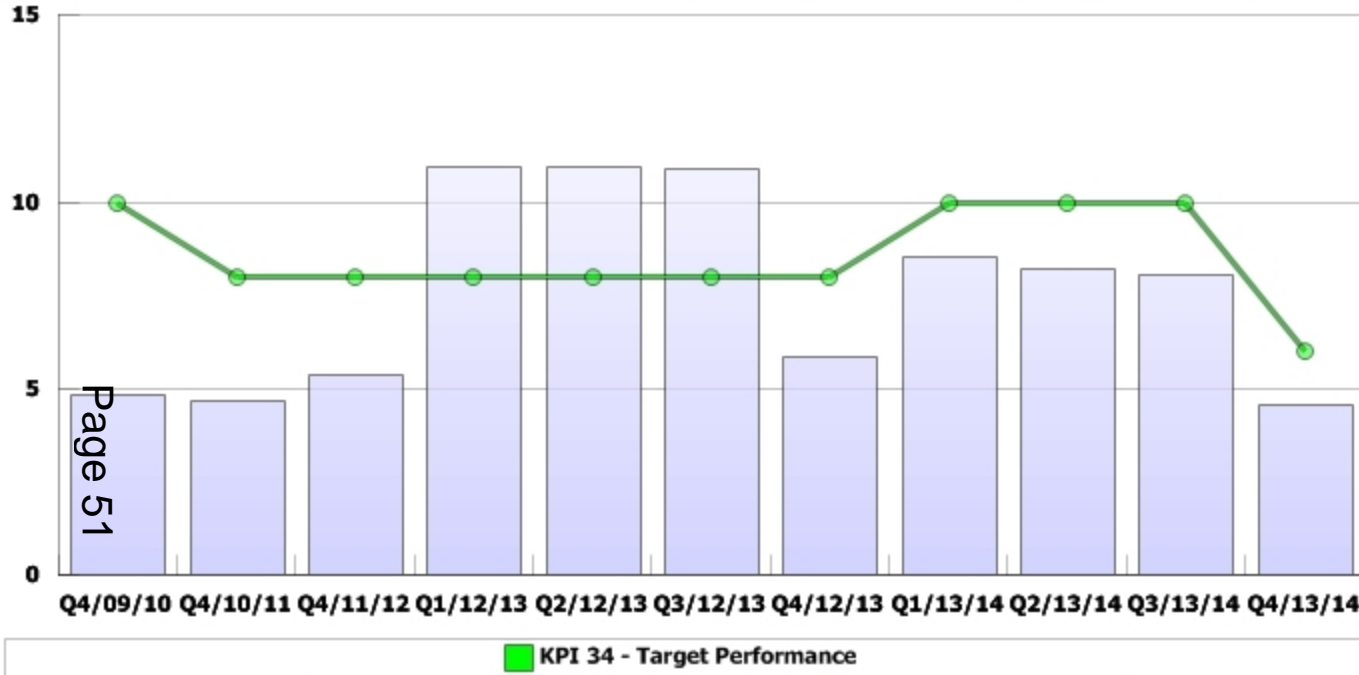
(Q4 2013/14) Monitoring of performance will continue and any issues that arise affecting performance will be addressed.

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

Responsible officer: Bob Palmer

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

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	6.00	4.58
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

Annual Target: 2013/14 - 6.00 days
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):

(Q4 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 4 was 2.42 days due to the volume of straightforward annual changes in this quarter, compared to 7.67 days in quarter 3, 7.95 days in quarter 2 and 8.53 days in quarter 1.

Corrective action proposed (if required):

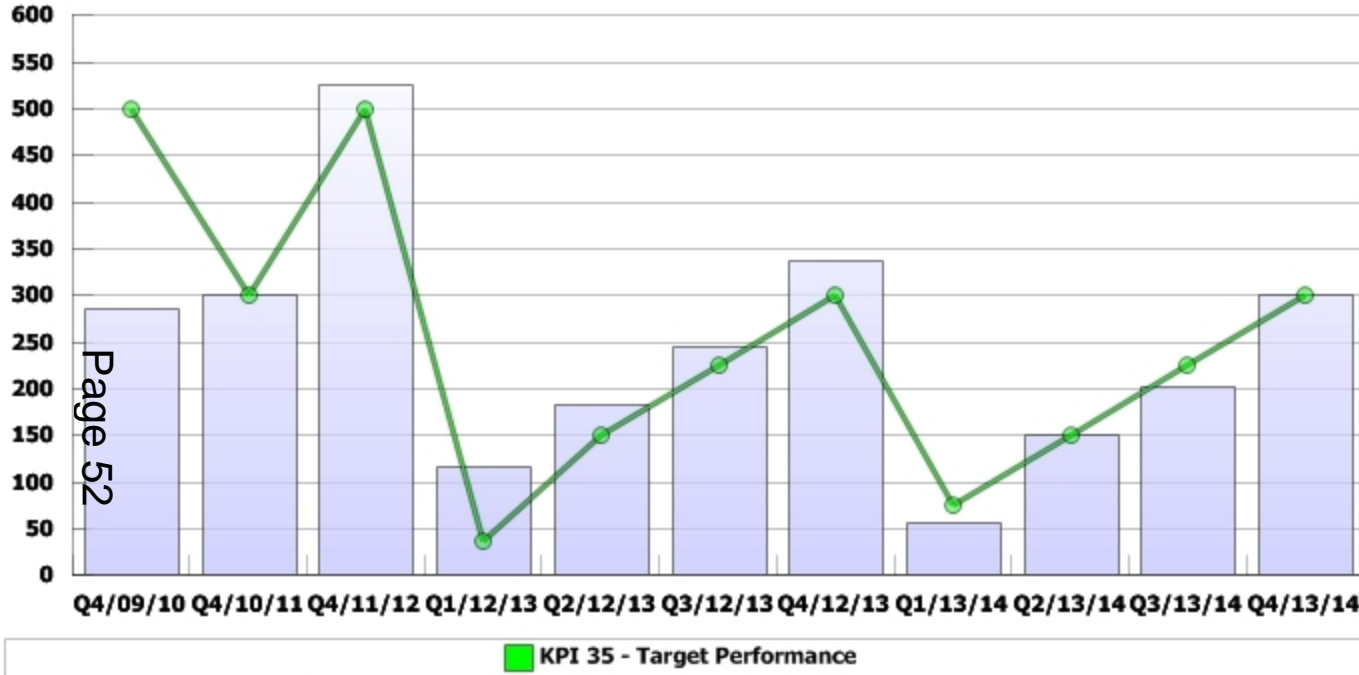
(Q4 2013/14) Monitoring of performance will continue and any issues that arise affecting performance will be addressed.

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

Responsible officer: Bob Palmer

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

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	300	301
Q3/13/14	225	203
Q2/13/14	150	151
Q1/13/14	75	56
Q4/12/13	300	338

Annual Target: 2013/14 - 300
Target: 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):

(Q4 2013/14) Due to the lack of resources in the Investigations team, performance was not on target in quarter 3. Plans were therefore put into place to give the best opportunity to meet the target for the year, including looking at data matching and targeted investigations on certain aspects of a claim which are not so complex. This has resulted in the target being achieved for the year.

Corrective action proposed (if required):

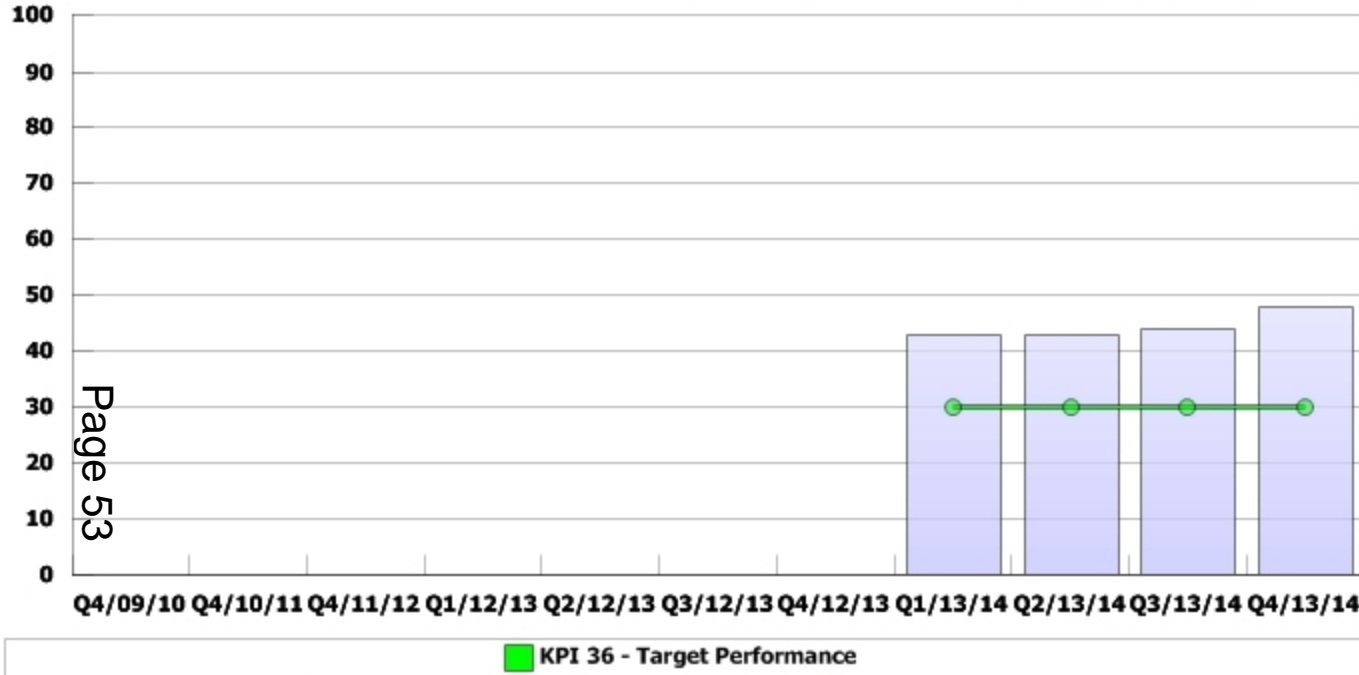
(Q4 2013/14) In order for this target to be met, the Fraud Investigation Team needs to be fully resourced and each officer achieving their individual targets. However, one officer is on long-term sickness absence. Performance will continue to be monitored and plans put into place to address any shortfall in performance.

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

Responsible officer: Bob Palmer

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

Current and previous quarters performance



Quarter	Target	Actual
Q4/13/14	30%	48%
Q3/13/14	30%	44%
Q2/13/14	30%	43%
Q1/13/14	30%	43%
Q4/12/13		

↑
 ↓

Annual Target: 2013/14 - 30%
Target: 2012/13 - N/A

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):

(Q4 2013/14) Fraud continues to be proven in a high percentage of the cases investigated and the performance is above target. This has been achieved by risk assessing fraud referrals in order that only the cases with the highest probability of fraud being proven are actually investigated.

Corrective action proposed (if required):

(Q4 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.

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Report to the Finance and Performance Management Scrutiny Panel

SCRUTINY



Subject: Sickness Absence

Officer contact for further information: Paula Maginnis (01992564536)

Committee Secretary: Adrian Hendry (01992 564246)

Recommendations/Decisions Required:

That the Panel notes the report on sickness absence.

Executive Summary

1. This report provides information on the Council's absence figures for Q3 and Q4, 2013/2014; it includes absence figures by Directorate, the number of employees who have met the trigger level, those who have more than 4 weeks absence and reasons for absence.
2. The Council's target for sickness absence under KPI10 for 2013/2014 is an average of 7.25 days per employee.
3. The Council outturn figure for Q3 (2013/14) is 1.78 days against a target of 1.89 days and Q4 (2013/14) is 2.18 days against a target of 1.85. The overall outturn figure of 7.01 days was below the target of 7.25 for the year. Figures for each Directorate are set out in paragraph 11 of the report.
4. During Q3, 3.7% of staff met the trigger levels or above, 30.5 % had sickness absence but did not meet the triggers and 65.8% had no absence. During Q4, 5.8% of staff met the trigger levels or above, 28.4% had sickness absence but did not meet the trigger levels and 65.8% had no absence.
5. Currently, under the Council's Managing Absence Policy there are trigger levels for initiating management action in cases of excessive sickness absence. These are:
 - (i) during any 'rolling' twelve-month period an employee has had 5 or more separate occasions of absence; or
 - (ii) during any 'rolling' twelve-month period an employee has had at least 8 working days of any combination of un/self certificated, or medically certificated absences.

Reasons for Proposed Decision

To enable members make decisions regarding actions to continue to improve the Council's absence figures.

Other Options for Action

For future reports the Panel may wish to include other information or receive no report.

Report:

Introduction

6. The latest figures published by the Chartered Institute of Personnel and Development (CIPD) for 2013 show that the average number of days taken as sickness absence across all sectors was 7.6. In public services it was 8.7 days and 7.2 days in the private sector. In local government the figure is an average of 9 days. The Council is currently below these figures.
7. Under the Council's Managing Absence Policy there are trigger levels for initiating management action in cases of excessive sickness absence. These are:
 - (i) during any 'rolling' twelve-month period an employee has had 5 or more separate occasions of absence; or
 - (ii) during any 'rolling' twelve-month period an employee has had at least 8 working days of any combination of un/self certificated, or medically certificated absences.
8. In addition to the above a manager should consider referring an employee to Occupational Health when an employee has been absent from work for at least one month if there is no estimate when they will be fit to return, or if this is unlikely to be within a reasonable period.

Quarterly Figures 2010/2011 – 2013/2014

9. The KPI target for sickness absence was amended to 7.25 days for 2013/14. The Q3 figure of 1.78 days was slightly below the target for this period of 1.89 days. The Q4 figure of 2.18 days was above the target for the period of 1.85 days. However, the overall outturn figure of 7.01 days was below the target of 7.25 for the year.
10. The cumulative total for Q3-Q4 is 3.96 days (0.22 days above the target for this period).

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

	Q1	Q2	Q3	Q4	Outturn	Target
2010/2011	1.88	1.81	2.15	2.01	7.85	8
2011/2012	1.86	1.64	1.87	2.21	7.58	7.75
2012/2013	1.6	1.78	1.83	1.78	6.99	7.5
2013/2014	1.69	1.36	1.78	2.18	7.01	7.25

Table 1

Directorate Figures 2012/2013 – 2013/2014

11. Table 2 shows the average number of days lost per employee in each Directorate. The target figure for Q3 was 1.89 days and in Q4 1.85 days. Two Directorates were above the target in Q3 and 4 Directorates were above the target figures in Q4.

Directorate	Ave FTE	Average Number of Days Absence 2012/2013				Total Ave No of Days 2012/13	Average Number of Days Absence 2013/2014				Total Ave No of Days 2013/14
		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	
Office of CE	19.54	0.18	0.16	1.76	2.71	4.81	0.05	0.31	1.18	2.14	3.68

Office of DCE	42.46	1.85	1.98	0.67	0.99	5.49	0.65	0.93	1.0	1.06	3.64
Corporate Support Services	70.46	1.35	1.52	1.81	1.62	6.3	1.85	2.80	3.38	2.30	10.33
Environment & Street Scene	97.42	1.86	1.89	1.25	1.63	6.63	2.21	1.10	1.82	1.31	6.44
Finance & ICT	112.64	1.37	1.28	1.65	1.52	5.82	1.86	1.40	2.17	3.62	9.05
Housing	178.57	1.49	2.16	2.62	2.44	8.71	2.08	1.41	1.43	2.34	7.26
Planning	58.5	2.43	2.10	1.64	0.96	7.13	0.41	0.51	0.79	1.07	2.78

Table 2

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

Long Term Absence 2013/2014

13. For this purpose long term absence has been defined as 4 weeks or over. During Q3 a total of 11 employees had 4 weeks or more absence in Q4 this decreased to 8. All of the employees in both quarters had one continuous period of absence.

Table 3 provides further detail on these employees.

2013/14 Quarter	Resigned	Returned to work	Dismissed	Proposed Return date	Still Absent	Ill-Health Retirement	Redundancy
Q1	0	9	0	0	1	0	0
Q2	0	3	0	1	4	0	0
Q3	1	8	1	0	1	0	0
Q4	0	7	0	4	4	0	0

Table 3

14. At appendix 2 there is a graph which sets out a breakdown of days lost to long term absence, those who met the trigger level and those below the trigger level. This graph shows that overall, 32.7% of lost time for Q3 was due to long term absence, 29.23 % of time lost met the trigger level (and above to 19 days) and 38.07% due to short term absence. In Q4 these figures were 36.17% due to long term absence, 30% was above the trigger level and below 19 days and 33.83% due to short term absence.

Reasons for Absence

15. Table 4 shows the reasons for absence.

Reason	Number of Days Q1 2013/2014	Number of Days Q2 2013/2014	Number of Days Q3 2013/2014	Number of Days Q4 2013/2014
Other musculo-skeletal problems; includes neck, legs or feet and arms or hands. Also include joint problems such as arthritis.	275.85 (1)	229.18 (1)	266.3 (2)	193.9 (3)
Infections, including viral infections such as influenza,	167.96	106.63	279.4	292.6

Reason	Number of Days Q1 2013/2014	Number of Days Q2 2013/2014	Number of Days Q3 2013/2014	Number of Days Q4 2013/2014
cold, cough and throat infections	(2)	(3)	(1)	(1)
Stomach, liver, kidney, digestion; include diarrhoea, vomiting and other gastro illnesses	90.95 (3)	125.17 (2)	183.7 (3)	195 (2)
Back problems	88.69 (4)	37.61 (8)	35 (8)	51.9 (7)
Non Work related stress	75.03 (5)	22.67 (12)	5.5 (15)	39.7 (9)
Genito-urinary; menstrual problems	72.51 (6)	39.26 (7)	21 (10)	12.9 (14)
Depression, anxiety, mental health and fatigue. Includes mental illnesses such as anxiety and nervous debility/disorder (does not include stress)	71.58 (7)	29.85 (11)	46.7 (6)	99 (5)
Eye, ear, nose and mouth, dental; sinusitis	58.78 (8)	46.28 (5)	52.8 (4)	65 (6)
Chest, respiratory; including asthma, bronchitis, hay fever and chest infections	19.26 (9)	46.63 (4)	41.6 (7)	29.9 (11)
Work related stress	11.75 (10)	40 (6)	23 (9)	139 (4)
Neurological; headaches and migraines	9.03 (11)	37.24 (8)	19 (11)	38.4 (10)
Pregnancy Related	3 (12)	30 (10)	18 (12)	27 (12)
Endocrine conditions i.e. diabetes, thyroid conditions (New category)	0.5 (13)	14.06 (14)	50.7 (5)	7.3 (15)
Cancer, including all types of cancer and related treatments	0 (14)	0 (16)	7 (13)	50 (8)
Heart, blood pressure, circulation	0 (15)	26.83 (12)	3 (16)	23.5 (13)

Reason	Number of Days Q1 2013/2014	Number of Days Q2 2013/2014	Number of Days Q3 2013/2014	Number of Days Q4 2013/2014
RTA	0 (16)	7.71 (15)	4.8 (14)	3 (16)

Table 4

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

16. The most frequent recorded reasons for absence fluctuate between infections, stomach complaints and 'other' musculo –skeletal problems.

17. In Q4 there was an increase in absence relating to depression and work related stress, not only from Q3 but across the whole year. The increase in work related stress is primarily 2 cases which are being dealt with by managers. The increase in depression is also primarily 2 cases. One employee has in fact returned to work and the other is being managed sensitively due to the individual circumstances.

Numbers of Absent Staff

18. Table 5 shows that there were fairly consistent numbers of staff who had no absence and those that had absence over the course of last year which has continued into this year. Approximately two-thirds of staff had no absence.

Quarter	Staff with no absence	Staff with 7 days or less	Staff with 8 days or more
1 2013/2014	74.6% (500)	20.9% (140)	4.5% (30)
2 2013/2014	73.3% (491)	22.8% (153)	3.9% (26)
3 2013/2014	65.8% (441)	30.5% (204)	3.7% (25)
4 2013/2014	65.8% (441)	28.4% (190)	5.8% (39)
Quarter	Staff with no absence	Staff with 7 days or less	Staff with 8 days or more
1 2012/2013	74.6% (500)	21.5% (144)	3.9% (26)
2 2012/2013	74.5% (499)	21.6% (145)	3.9% (26)
3 2012/2013	67.5% (452)	28.3% (190)	4.2% (28)
4 2012/2013	67.6% (453)	28.4% (190)	4% (27)

Table 5

19. The number of staff recording sickness short term absence decreased in Q4 from Q3 during this period, whilst the number of staff meeting the trigger level or above increased in Q4.

Resource implications:

N/A

Legal and Governance Implications

N/A

Safer, Cleaner and Greener Implications

N/A

Consultation Undertaken

None

Background Papers

N/A

Risk Management

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

Equality and Diversity

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

No

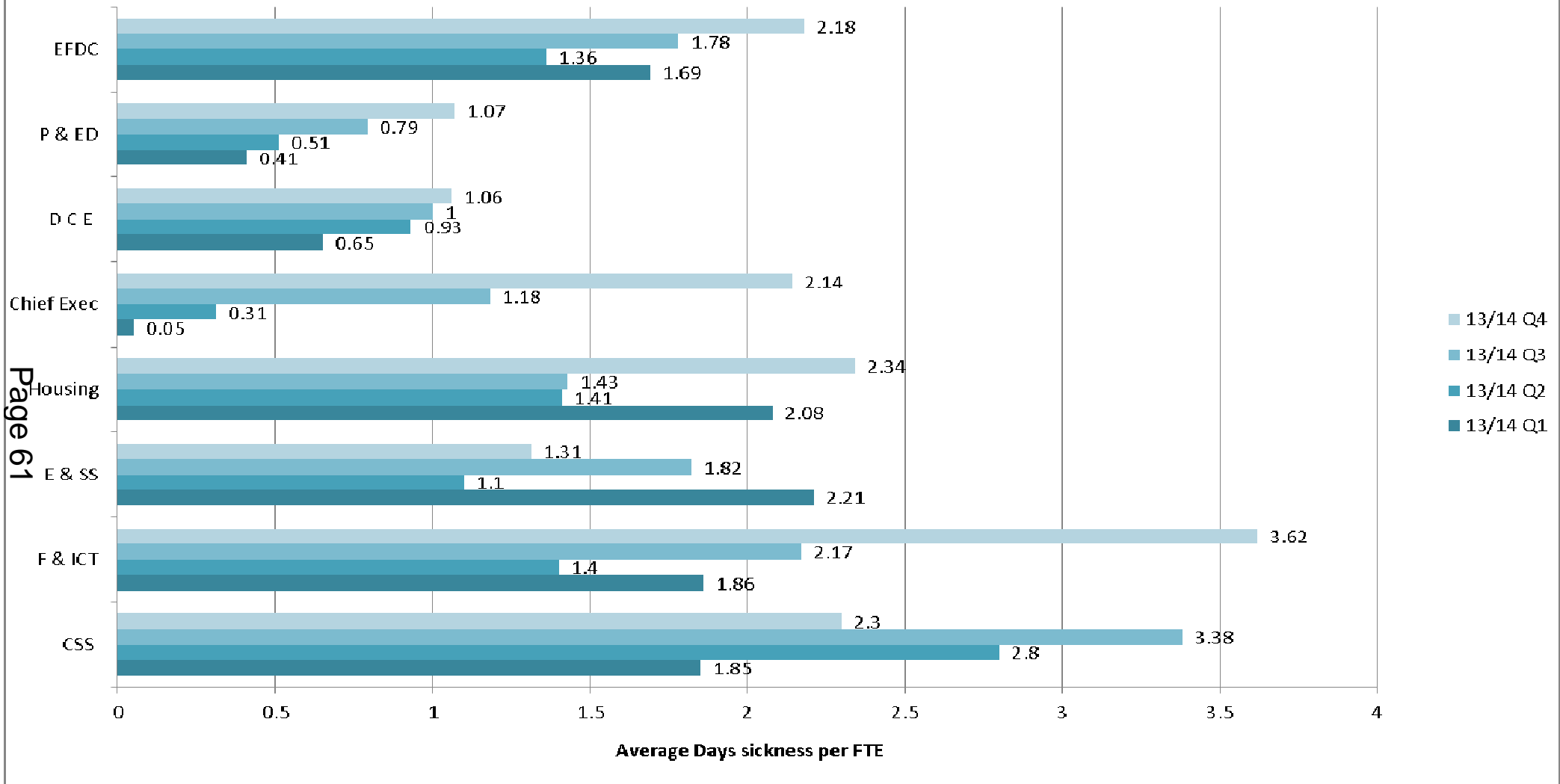
Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken?

N/A

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

N/A

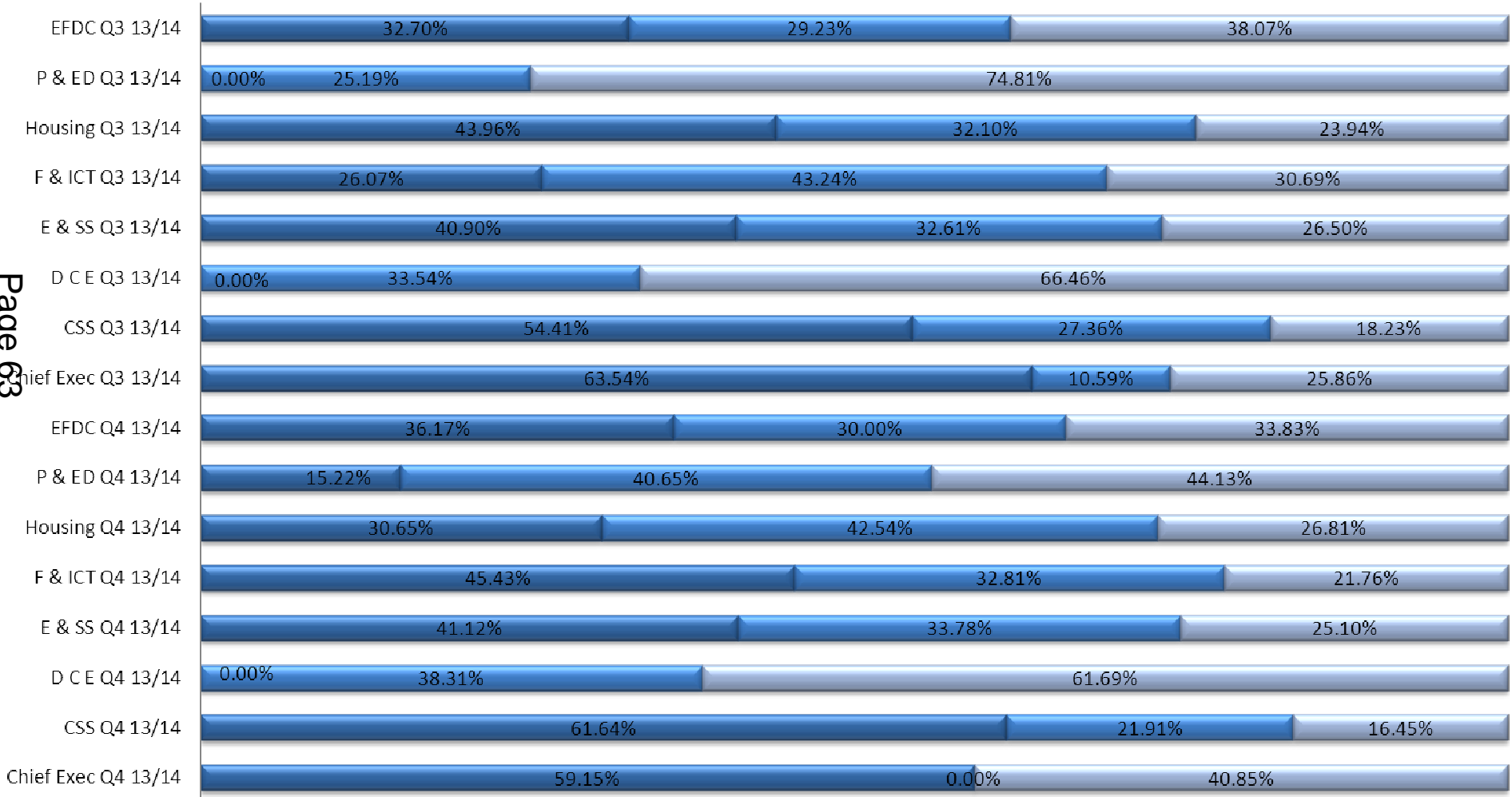
Sickness Absence All Directorates 2013-14



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Sickness Absence by Duration 2013-14: Hours staff were absent by duration, as a percentage of all absence

■ 4 Weeks + ■ 8 Days + ■ less than 8 days



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

Date of Meeting: 16 July 2014



Portfolio: Governance and Performance Management

Subject: Consultation Plan and Register 2014/2015

Officer contact for further information: Valerie Loftis (Ext 4471)

Democratic Services Officer: Adrian Hendry

Recommendations/Decisions Required:

That the Consultation Plan/Register for 2014/15 setting out those issues on which public consultation is to be undertaken during the municipal year and those consultation exercises completed during 2013/14, be noted.

Background

Consultation is governed by statute and remains under The General Duty of Best Value provided for under Section 3 of the Local Government Act 1999, as amended by s137 of the Local Government and Public Involvement in Health Act 2007. The relevant section of this Act states the following:

An authority must;

- Achieve the right balance and before deciding how to fulfil their Best Value duty, authorities are required to consult a wide range of local persons, including local voluntary and community organisations and businesses. This should apply at all stages of the commissioning cycle, including when considering decommissioning services. An authority should actively engage the organisation as early as possible on: the future of the service; any knock-on effect on assets used to provide this service; and the wider impact both on service users and the local community.
- Authorities should make provision for the organisation or wider community to put forward options on how to reshape the service or project. Local authorities should assist this by making available all appropriate information, in line with the Transparency Code of Practice 5 April 2011.*

**The Transparency Code of Practice states that consultation must be held when proposals are still at the formative stage. Sufficient reasons must be published for proposals to permit 'intelligent consideration' and there must be adequate time for consideration and response, which must be conscientiously taken into account.*

Public Consultation Plan and Register

1. In order to meet the general duty and traditionally to follow best practice, every year a list of consultation planned and carried out by the Council is published on the website and brought to the attention of the Finance and Performance Management Scrutiny Panel.
2. All consultation and engagement exercises undertaken by and on behalf of the Council are required to comply with the provisions of the Council's Public Consultation and Engagement Strategy.
3. As part of the Public Consultation and Engagement Strategy, a Consultation Register was developed and has been included in the Council's annual business planning process from 2006/07 onwards. It sets out the issues on which individual services will be consulting or engaging residents or customers during the year.
4. The Consultation Register incorporates the results of consultation exercises undertaken during the preceding 12 months and gives summary as to the purpose, the start and finish dates, the service area carrying out the surveys, where the results were published and some key findings. It also shows a summary of the consultation being planned for the next 12 months.
5. The Consultation Register sets out the overall objective for each consultation exercise, how each exercise will be undertaken, the methods used and groups consulted. This is in order to focus consultation and engagement on priorities and operational issues to be faced in the coming year.
6. In establishing this approach, it has been recognised that the need for some consultation exercises will arise subsequent to the publication of the Register. It should also be noted that regular ongoing satisfaction surveys such as housing report cards, or consultation carried out in relation to planning applications, will not be included within the Consultation Plan; nor any estate management consultation (e.g., tree regeneration or refuse proposals in a specific estate). A list of planned consultation exercises is also published on the Council's website.
7. The Consultation Register for 2013/14 is attached as Appendix 1 to this report.

Community Engagement and Involvement

8. The Council carries out a wide range of community engagement and involvement activity. There were over 9 surveys carried out in 2013/14 and a further 3 are planned so far for 2014/15. A total of 42% statutory and 58% discretionary surveys were/are being carried out.
9. Amongst the larger surveys being carried out by the Council over the summer months are the following:
 - *Car Parking Review* for both users and Business's,
 - *Review of Standard Tenancy Agreement,*
 - *Tenant Census,*

- *Introduction to Annual Site Licence Fee for Permanent Residential Park Homes,*
- *Customer and Members Consultation* (Christmas and New Year working arrangements).

Other consultation exercises were targeted at specific groups and projects such as *HealthWorks*, which surveyed school children in Harlow, funded by a Harlow Health Centres. Further district-wide *Community Safety Survey* is being planned for the summer and autumn and a *Local Plan Preferred Options* consultation is also due in December 2014.

10. Five of these surveys had an interactive/online element within the consultation.

Internal Consultation

11. Human Resources, in the last year carried out a *Pilot Personal Development Review* which was based on Behaviours and Values, and a *Customer and Members Survey* relating to Christmas and New Year working arrangements. Although these are not public engagement surveys, they are service specific and help to plan and improve services and inform Human Resource Management of trends in opinion.

Cost

12. All consultation has a cost whether in officer time, postage or information materials. The majority of public consultation was carried out in-house and costs were kept low and within current budgets and account for postage, staff time and materials only. The total cost of consultation for the surveys registered was £111,600. £90,000 of this is related to the estimated cost of the *Local Plan Preferred Options* consultation due in December 2014 and £15,000 for the Review of the Standard Tenancy Agreement.

Consultation Data Protection

13. As more consultation is undertaken in-house, it is reasonable to assume that more personal and or sensitive* information is being sought by Council officers. Market research processes can lead to issues relating to data protection, storage and sharing of personal or sensitive information. It is important therefore, that the Council, in conjunction with its Data Protection Policy, includes data obtained during public engagement.
14. The Market Research Society and Government Social Research Unit give best practice and guidance for market researchers which details ethical responsibilities, assessing and managing risk and sanctions and redress based upon core principals
- Personal data shall be obtained only for one or more specified and lawful purposes, and shall not be further processed in any manner incompatible with that purpose or other purposes.
 - Personal data shall be adequate, relevant and not excessive in relation to the purpose or purposes for which they are processed.
15. The identity of, and data belonging to, participants and potential participants (including information about the decision whether or not to participate) should be

protected throughout the research process – including respondent recruitment, data collection, data storage, analysis and reporting. Even if research participants are not concerned about data disclosure, researchers should uphold principles of confidentiality and data protection and maintain the security of personal data and participants' anonymity (e.g. by ensuring that participants are not identified or identifiable in the outputs of research).

16. Clear and transparent procedures should be developed to protect the identities of those who are identified through third parties (e.g. sampling from administrative records). Participant's names and addresses should be kept secure and separate from their responses to help reduce the likelihood of breaches of security and anonymity.
17. Individual staff responsible for conducting or managing social research for local government must ensure they are aware of their ethical responsibilities, and those commissioning research need to ensure that the potential ethical issues presented by a project are assessed at the outset. Appropriate arrangements for ethical scrutiny must be in place and that the organisation undertaking the research must have appropriate arrangements in place to ensure the day-to-day management of these risks. Those conducting research (including secondary analysis) must additionally ensure they comply with the Council's arrangement for management and quality assurance. It is important that personal and sensitive information gathered by officers is secure and protected from fraud or inadvertent disclosure. This also applies to commissioning external researchers. All storage or archived information (including all information stored digitally), must be destroyed securely after the results are reported and not used for any other purposes or consultation.

*Sensitive data: this is defined as personal information covering the racial or ethnic origin of the data subject; his/her political opinions; his/her religious beliefs of a similar nature; whether he/she is a member of a trade union (as defined within the Trade Union and Labour Relations (Consolidation) Act 1992); his/her physical or mental health or condition; his/her sexual life; the commission or alleged commission by him/her of an offence or any proceedings for an offence committed and the outcome. In the conditions for processing sensitive data the Action also mentions "Explicit Consent" as one of the conditions. This means that the consent must be absolutely clear and based on a detailed explanation of how the data will be used and any disclosures, as appropriate. The data subject must have positively consented to provide their personal data. However, if the data is being collected for the sole purpose of research (as defined in the Act, and the MRS code), then the requirements are to ensure respondents have a very clear understanding of how their data will be used before consenting to be interviewed, and they know they have the right to withdraw this consent at any point in the interview.

Resource Implications: £111,600

Budget/Personnel/Land: None

Council Plan Reference: Corporate Plan Medium Term Aims MT03 2011/12 to 2014/15


Relevant Statutory Powers: Local Government Act 1999 (Best Value), Section 3, amended by s137 of the Local Government and Public Involvement in Health Act 2007.

Background papers: Public Consultation Policy and Strategy

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

Key Decision Reference: (if required) None

Epping Forest District Council Public Consultation Plan 2014 to 2015

Planned - Registered	Subject Matter/Issues or Title	Start and Finish Dates (estimated)	Who is commissioning Survey	Overview/Objectives and How were/will the results be used?	Method and Target Group/s	Where will the results be viewed?
0813/CS	Council Tenant Survey (Tenant Census)	Aug to Dec 2014	Director of Communities	A survey of all Council Tenants in order to update their contact details and gather information on the household.	A survey form was sent to every council property. A reminder and duplicate forms were sent to tenants who did not respond to the first mailing, through Housing News.	The final published Secure Tenancy Agreement can be viewed online. The link is: www.eppingforestdc.gov.uk/index.php/residents/your-home/council-tenants/housing-management
1013/KC	HealthWorks	Dec to Jan 2013/14	Director of Communities	HealthWorks Harlow is a new initiative shared jointly with HC and the consultation will inform decisions taken on provision of service and to recruit a young person's planning group.	12 to 18 year old school pupils in senior schools in Harlow via online and hard copy questionnaires.	Results available from Leisure and Health Development Service.
1113/KT	Scrap Metal Policy Consultation	Nov 2013 to January 2014	Director of Communities	To inform the public and other statutory bodies of the new scrap metal legislation.	An invitation to comment to consultees and groups with an interest in scrap metal.	Licensing Panel in April 2014.
1113/RW	Preliminary Notice – Variation of the Terms of Secure Tenancy	Nov to Dec 2013	Director of Communities	Review of the Standard Tenancy Agreement consultation on a proposed variation of the Secure Tenancy Agreement.	Every tenant and joint tenant has been sent full details of the proposed changes and their effect, along with a draft copy of the new agreement and details on how to respond.	We explained the changes to the Tenancy Conditions and varied all Secure Tenants Conditions of Tenancy.  Cabinet Tenancy Variation Feb 14 FINAL
1213/CB	Chigwell Parish Local Area Plan	Dec 2013 to Feb 2014	Director of Neighbourhoods	Chigwell Parish Council has submitted an application to prepare a neighbourhood plan for their area. The Council must consult on the proposed geographical area to be covered by the Neighbourhood Plan.	There was a general public invitation on the Councils website to comment.	Once designated, Chigwell Parish Council may proceed with the preparation of a Neighbourhood Plan. The results of the Chigwell Neighbourhood Plan went to Cabinet on 3 March 2014.
P0214SD	Introduction to Annual Site Licence Fee for Permanent Residential Park Home	23 May 13 June 2014	Director of Communities	The new Mobile Homes Act 2013 allows Council's to charge for their park home site licencing functions in respect of new site licence applications, applications to amend or vary site licences and also to charge an annual licence fee for existing sites.	We want to consult with site owners and home owners on our existing park home sites. Gypsy Roma and Traveller families on mobile home sites, Essex Fire and Rescue Service, HSE, Environment Agency.	The proposed standard licence conditions will be on the Council website.

Epping Forest District Council Public Consultation Plan 2014 to 2015

Planned - Registered	Subject Matter/Issues or Title	Start and Finish Dates (estimated)	Who is commissioning Survey	Overview/Objectives and How were/will the results be used?	Method and Target Group/s	Where will the results be viewed?
P0514/DO	Car Parking Review Survey 2014	30 May to 31 July 2014	Director of Neighbourhoods	The Council is looking at a number of principles, including the provision and availability of short stay parking for up to five hours, the tariff structure, different tariffs for different locations, the continuation of limited free parking on Saturdays within each town centre. The Council's existing Parking Strategy was adopted by Cabinet in November 2004. The Management Board meeting was held on 18 September 2013.	The survey is available online at www.eppingforestdc.gov.uk and is online until Thursday 31st July 2014. We are encouraging as many people to take part as possible. Residents, Businesses, Local Town Partnerships, users of car parks. We are also using Alpha Parking for car parks interviews.	The link for the parking strategy/survey is http://www.eppingforestdc.gov.uk/news/2014/05/car-parkssurvey-win-100-for-filling-it-in/ An advertisement with regards the parking survey has been published in the local Forester.
P0614/CB	Theydon Bois Neighbourhood Plan Area consultation	27 May to 8 July 2014	Director of Neighbourhoods	Theydon Bois Parish Council has submitted an application to do a Neighbourhood Plan. Following receipt of the application the District Council must consult on the proposed area to be covered by the Plan, in this case the entire Parish of Theydon Bois.	All members of the public in Theydon Bois Parish and neighbouring parishes. Also developers who may wish to promote sites for development through the Neighbourhood Plan. Comments by email to ldfconsult@eppingforestdc.gov.uk or by post to Planning Policy,	Following the consultation, Cabinet will be asked to agree the neighbourhood area. The Parish Council can then progress with the preparation of the plan itself.
0614/JD	Values and Behaviours PDR Consultation 2014	23 May to 13 June 2014	Director of Neighbourhoods	Management Board are reviewing the results of the Values and Behaviours Personal Development Reviews and monitoring the otherwise success or failure of the new reviews and how they impact on staff. Feedback from staff is important and will be taken into account to amend or modify the scheme if necessary or implement further changes.	A link to an email was sent to all relevant staff in grades 8 and above.	July 2014 Management Board
July 2014	Customer and Members Consultation 2014	28 June to 17 August 2014	Director of Neighbourhoods	Cabinet has requested that Members and Customers are given the opportunity to state their views on accessing Council services over the Christmas/New Year period.	An online link to the surveys in The Forester and on the website and distributed via email and hard copy questionnaires.	Report will be submitted to the Joint Consultative Committee by 1 November 2014.
July 2014	Crime & Disorder Public Perception Survey	14 July to 15 August 2014	Director of Neighbourhoods	The Survey forms part of the CSP Strategic Assessment which lists our priorities for the forthcoming year. Coupled with this we develop a Partnership Plan to address those	We will try and engage public from all areas using online questionnaire or a paper based version for those unable to obtain web access. We will try and	December Cabinet Meeting.

Epping Forest District Council Public Consultation Plan 2014 to 2015

Planned - Registered	Subject Matter/Issues or Title	Start and Finish Dates (estimated)	Who is commissioning Survey	Overview/Objectives and How were/will the results be used?	Method and Target Group/s	Where will the results be viewed?
				<p>priorities identified in the Strategic Assessment. This is then ratified by Safer, Cleaner, Greener Overview and Scrutiny and also the CSP Strategy Panel. Working as lead agency of the Community Safety Partnership we will carry out consultation with the local community to identify perceptions of crime and disorder in the Epping Forest District. We will also try and identify any concerns around the efficiency of public services.</p>	<p>engage Neighbourhood Watch, email families, Town and Parish Councils, community groups, youth groups etc.</p>	
<p>December 2014</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 71</p>	<p>Local Plan Preferred Options consultation</p>	<p>Dec 2014 to Mar 2015</p>	<p>Director of Neighbourhoods</p>	<p>The Local Plan sets out the growth strategy for the District over the next 20 years. An initial consultation held in 2012 identified possible options for development. The Preferred Options is the next stage and will set out the sites and policies that the Council think are most appropriate taking into account previous consultation responses and the evidence base.</p>	<p>All residents consulting on Housing, employment, leisure, open space, environment, Green Belt, town centres.</p>	<p>To be confirmed closer to the start of the consultation.</p>

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Report to the Finance and Performance Management Scrutiny Panel

Report reference:

Date of meeting: 16 July 2014



Portfolio: Finance

Subject: Provisional Capital Outturn 2013/14

Responsible Officer: Teresa Brown (01992-564604)

Democratic Services Officer: Adrian Hendry (01992 564246).

Recommendations/Decisions Required:

- (1) That the provisional outturn report for 2013/14 be noted;
- (2) That retrospective approval for the over and underspends in 2013/14 on certain capital schemes as identified in the report is recommended to Cabinet;
- (3) That approval for the carry forward of unspent capital estimates into 2014/15 relating to schemes on which slippage has occurred is recommended to Cabinet; and
- (4) That retrospective approval for changes to the funding of the capital programme in 2013/14 is recommended to Cabinet.

Executive Summary:

This report sets out the Council's capital programme for 2013/14, in terms of expenditure and financing, and compares the provisional outturn figures with the revised estimates. The revised estimates, which were based on the Capital Programme, represent those adopted by the Council in February 2014.

Appendix 1 summarises the Council's overall capital expenditure and funding in 2013/14. Expenditure on Council-owned assets is analysed over the four new directorates within the General Fund and identifies Housing Revenue Account (HRA) capital expenditure separately. Underneath this are the total sums advanced in the form of Capital Loans and the Revenue Expenditure Financed From Capital under Statute (REFCuS).

Information on individual projects or programmes is given on Appendix 2 for the General Fund Capital Programme and Appendix 3 for the HRA Capital Programme, Capital Loans and Revenue Expenditure Financed From Capital under Statute. Overspends and underspends are shown in the third column of each appendix and these are identified as budget overspends, carry forwards or brought forwards on a project-by-project basis in columns four to six. The carry forwards and brought forwards represent changes in the timing and phasing of schemes and the movement of estimates between financial years rather than amendments to total scheme estimates.

An analysis of the funds used to finance the Council's capital expenditure in 2013/14 is also given in Appendix 1, detailing the use of government grants, private funding, capital receipts and revenue contributions to capital outlay. The generation and use of capital receipts and Major Repairs Fund resources in 2013/14 are detailed in Appendix 4.

Reasons for Proposed Decision:

The funding approvals requested are intended to make best use of the Council's capital resources that are available to finance the Capital Programme.

Other Options for Action:

More of the HRA capital expenditure in 2013/14 could have been financed from the application of usable capital receipts. This option was rejected because the Direct Revenue Funding (DRF) level, previously referred to as Revenue Contributions to Capital Outlay (RCCO), suggested in this report is affordable within the HRA, according to current predictions, and greater use of usable capital receipts for HRA purposes would have the effect of reducing scarce capital resources available for the General Fund.

Report:

Capital Expenditure

1. The Council's total investment on capital schemes in 2013/14 was £13,006,000, compared to a revised estimate of £15,610,000. The largest underspends were experienced on General Fund projects, virtually all of which were underspent, as shown in Appendix 2. In particular the purchase of two long leasehold interests in Bridgeman House, Sun Street, Waltham Abbey were delayed and did not take place before 31 March 2014. One lease relates to the first floor of Bridgeman House to provide an extension to the museum, for which Heritage Lottery funding has been secured. The

other lease is for the second floor of Bridgeman House consisting of offices, which will provide an investment for the Council and rental income. Purchase of the second floor will also prevent the existing offices being converted into residential flats, which may present problems of security and increased risks such as flooding. The purchase of the leasehold interest in the first floor for the museum has now taken place and negotiations are in hand with regard to the second floor; a carry forward of £1,304,000 is therefore requested to cover the purchases in 2014/15.

2. There was also a significant underspent of £196,000 on the planned maintenance programme within the Resources Directorate. This included a total of thirty schemes last year mainly at the civic offices. The majority of the external works, such as the large-scale replacement of guttering and other rainwater goods and the upgrade of the fire escape stairs, were delayed due to the heavy rainfall experienced in early 2014. In addition much of the energy efficiency and monitoring work could not be undertaken earlier this calendar year due to difficulties in scheduling electrical shut-downs at weekends which did not conflict with other works being undertaken. The planned maintenance programme is on-going and the outstanding works will be completed during 2014/15; it is therefore recommended that this budget be carried forward in full.
3. Expenditure on the Information and Communication Technology (ICT) Programme was £362,000 last year compared to a revised budget of £467,000. The majority of this underspend relates to the upgrade of the new telephony system. Although the system was operational in some areas of the Council last financial year, it had not been fully rolled out by 31 March 2014. Most of the works have now been completed and the system is expected to be fully functional by August 2014. Most other ICT schemes were completed in 2013/14 and were within budget. It is recommended that the underspend be carried forward to 2014/15.
4. Within the Governance Directorate, the budget for new developments was underspent by £173,000. The majority of this underspend relates to the Langston Road redevelopment project. This site has been earmarked for joint development by the Council and Polofind Ltd into a retail park and a sum of £150,000 was set aside to cover the Council's contribution towards the cost of a contamination survey and planning application. These did not take place in 2013/14 as negotiations were still in progress with all parties involved and a number of proposals are currently under consideration. It is anticipated that the survey and planning application will go ahead in the next few months and a carry forward of the full sum is requested.
5. The largest underspend within the Neighbourhoods Directorate was on the Council's parking schemes. Expenditure was lower than anticipated due to delays on the Buckhurst Hill parking review. This scheme is still in the design and consultation stage and the works are expected to commence in 2014/15. Once complete, work on the Loughton review will follow. On a positive note, the Epping review is now complete and a small saving was made. It is recommended that the full underspend is carried forward until the Buckhurst Hill and Loughton reviews are completed.
6. Smaller underspends were experienced on most of the other General Fund projects and are recommended for carry forward; details of the sums relating to each scheme are given in Appendix 2. There were however two projects with budget overspends. Firstly, there was an overspend of £39,000 on the Waltham Abbey all weather pitch due to problems with the installation of the floodlights; this represents a 7% overspend on the original budget of £527,000. The work was completed at the end of March 2014 and the pitch is now open for use; a progress report will be presented to Cabinet once all costs are finalised. Secondly, additional costs have been identified on the purchase of the lease relating to Torrington Drive due to higher than expected agency fees. In both

cases, Members are requested to retrospectively approve additional funding of £39,000 for the Waltham Abbey all weather pitch, pending a report to Cabinet, and £20,000 for the Torrington Drive lease. Carry forward of unspent budgets are also requested in respect of all other projects, pending a thorough review of the Capital Programme when it is updated towards the end of 2014.

7. With regard to capital expenditure on the Council's HRA assets, a total of £10,683,000 was invested compared to a revised estimate of £11,030,000; this represents a 3% underspend. In comparison with 2012/13, however, expenditure is up by 11%. This reflects two changes: the increased investment in council dwellings in order to achieve the higher Modern Homes standards; and the commencement of the Council's new house building programme.
8. Appendix 3 shows how actual costs compared to the budgets allocated for each category of work within the HRA Capital Programme. It shows that the largest underspend in 2013/14 was on roofing works; this was £406,000 lower than expected. Capital work on roofs were delayed last year due to the re-letting of both the tiled roof contract and also the flat roofs replacement and balcony resurfacing contracts. These contacts have now been let but the timing has had an impact on the delivery of planned roof works. Members are requested to approve a carry forward of the full underspend to 2014/15.
9. The second largest area of underspend was on the small capital repairs/voids budget, which was underspent by £175,000. This budget was increased in 2013/14 from the previous year by over £500,000 to reflect increased demand. However, actual costs were not as high as expected. The main reason for this was the increase in the number of kitchen and bathroom replacements being carried out in void properties under the kitchen and bathroom replacement contracts. Appendix 3 shows an overspend of £325,000 on the kitchen and bathroom replacements contracts; this overspend exceeds the underspend on voids by £150,000. In effect, this means that work on void properties have been brought forward and it may mean that these two programmes could be scaled down in the future. However, void expenditure is notoriously difficult to forecast and the situation will be monitored before changes are recommended to future budgets.
10. The variations between actual expenditure and revised estimates are less significant on the other categories of capital work undertaken on existing and new HRA properties; details of all under and overspends are detailed in Appendix 3. Members are asked to approve the carry forward of the unspent sums identified on those categories where slippage has occurred and retrospectively approve bringing forward allocations in respect of work carried out ahead of schedule as indicated.
11. With regard to the Capital Loans provided by the Council for private housing assistance, a total of £381,000 was advanced compared to an allocation of £514,000. This includes an underspend of £71,000 on the open market shared ownership (OMSO) scheme whereby the Council provides interest-free loans to B3Living to provide properties on a shared ownership basis to Epping Forest residents. The budget allowed for six advances but only five were made in 2013/14, hence the underspend. A carry forward of the full underspend is recommended.
12. Capital loans are also offered on a discretionary basis to provide financial assistance for improving private sector housing stock. These loans are repayable on the sale or transfer of the improved property. Although demand for these loans is growing, uptake in 2013/14 was lower than expected, which resulted in an underspend of £62,000. It is recommended that this amount be carried forward following the upturn in demand.

13. Finally, the Council provides capital funds to finance certain items of revenue expenditure, known as REFCuS. To qualify such expenditure must be of a capital nature but serve to increase the value of assets not owned by the Council. In 2013/14 work undertaken to the paths and car park at Chigwell Road recreation ground within the planned maintenance programme was moved to this budget category along with capital expenditure on leasehold flats, sold under Right to Buy legislation. Most of the spending within this category was in line with budgets but there was an overspend of £70,000 on the HRA Leaseholders budget. This is a difficult area to forecast, largely due to the need to undertake lengthy consultations exercises before works can be carried out. Although the £70,000 has been identified as a budget overspend, all cost were fully recharged to the leaseholders concerned.
14. In summary, Members are requested to approve the budget overspends, carry forwards and brought forwards referred to above on the schemes identified in Appendices 2 and 3. The budget overspends total £59,000 on the General Fund and £70,000 on HRA Revenue Expenditure Financed from Capital under Statute. The total carry forwards requested are £2,266,000 on the General Fund and £793,000 on the HRA Capital Programmes; £133,000 on Capital Loans and £12,000 on REFCuS. Members are also requested to retrospectively approve the brought forwards of £22,000, £446,000 and £3,000 on the General Fund assets, HRA assets and REFCuS respectively.

Funding

15. The funds available to finance the capital programme include Government grants, other public sector grants, private contributions to capital schemes, capital receipts and revenue contributions from the General Fund and HRA. Initially any specific grants and private contributions made for particular projects are used to finance the appropriate projects, taking into account any restrictions with regard to usage and time scales. Other sources of capital finance which carry restrictions are also applied at the earliest opportunity in order to avoid losing potential funds. For example, the element of capital receipts generated from the sale of council houses is available solely for replacement affordable housing (often referred to as 1-4-1 receipts) and must be used within three years of receipt. As a consequence, the maximum sum allowable has been applied to the 2013/14 HRA house building programme in order to reduce the potential risk of handing any funds back to Central Government.
16. Appendix 1 identifies the sources of funding used to finance the 2013/14 capital programme and it compares the actual sums used with the amounts estimated in the revised capital programme. In total, grants of £995,000 were used last year compared to an estimated sum of £1,254,000, representing a reduction of £259,000. This was primarily due to the delay in purchasing the lease of Bridgeman House for the museum for which specific lottery funding has been secured. As the lease was purchased in April 2014, this grant will be matched to the expenditure in this financial year. Conversely, the funding applied from private capital contributions was £226,000 higher than anticipated for two main reasons. Firstly, the value of capital works carried out on Leasehold flats sold under the Right to Buy legislation was £70,000 higher than expected. Secondly, more Section 106 monies from a private developer were used in order to avoid timing penalties. It is also for this reason that the £90,000 grant from the Housing Association Growth Area Fund was not applied in 2013/14. The latter is expected to be used this financial year instead.
17. The generation of capital receipts proved to be higher in 2013/14 than had been anticipated, as shown in Appendix 4. This was largely due to the increased number of council house sales since the rise in the maximum allowable discount from £34,000 to

£75,000. Although an increase was expected, a total of 53 properties were sold compared to an estimated 32. In addition to this the Council benefited from further capital receipts from the release of a covenant as well as sales of vehicles and bins. On the other hand, the use of capital receipts to finance expenditure was £1,683,000 lower than estimated reflecting the overall underspend on the General Fund in particular. The impact of the increased receipts and reduced usage is that the year end balance is £4,646,000 higher than projected, standing at £17,462,000 as at 31 March 2014.

18. With regard to the use of revenue contributions to capital outlay, the HRA contribution of £4,200,000 was in line with the revised budget. However, the use of funds from the Major Repairs Reserve was £535,000 lower than estimated reflecting the underspend on HRA capital schemes. Additions to the Major Repairs Reserve, on the other hand, were £828,000 higher than expected due to correcting adjustments made following the Audit of the 2012/13 Accounts. The combined effect of these variations is that the balance on the Reserve was £1,363,000 higher than expected at £11,361,000 as at 31 March 2014.

Resource Implications:

The 2013/14 Provisional Capital Outturn totalled £1,294,000 for General Fund assets which represents underspends of £2,185,000 on the revised budget. This comprises of budget overspends of £59,000, slippage of £2,266,000, and brought forward expenditure of £22,000.

The 2013/14 HRA Provisional Capital Outturn was £10,683,000 which represents an overall underspend of £347,000 on the revised budget. This includes slippage of £793,000 and brought forward expenditure of £446,000.

Provisional Outturn figures on Capital Loans totalled £381,000, which represented slippage of £133,000.

Revenue Expenditure Financed from Capital under Statute (REFCuS) totalled £648,000; this being a budget overspend of £70,000; slippage of £12,000 and brought forward expenditure of £3,000.

Legal and Governance Implications:

The Council's capital accounts have been prepared in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA)'s Code of Practice on Local Authority Accounting in the United Kingdom.

Safer, Cleaner and Greener Implications:

The Council's Capital Strategy works to incorporate safer, greener and cleaner design concepts within all capital schemes. The capital programme also supports sustainable initiatives such as the new food and recycling system which was supported by the provision of new vehicles and equipment.

Consultation Undertaken:

Progress on the capital programme is monitored regularly by the Finance and Performance Management Scrutiny Panel and the Finance and Performance Management Cabinet Committee. Service Directors and spending control officers are also consulted throughout the year. In addition, consultation is undertaken with the Tenants and Leaseholders Federation and the Director of Communities on the HRA programme.

Background Papers:

The capital programme approved at Council in February 2014 and working papers filed for External Audit purposes.

Impact Assessments:

Risk Management:

The changes to the proposed funding of the capital expenditure are intended to reduce the financial risks faced by the Council.

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
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Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken?	N/A
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What equality implications were identified through the Equality Impact Assessment process?	N/A
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How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group?	N/A
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Due Regard Record

Name of policy or activity:

What this record is for: By law the Council must, in the course of its service delivery and decision making, think about and see if it can eliminate unlawful discrimination, advance equality of opportunity, and foster good relations. This active consideration is known as, 'paying due regard', and it must be recorded as evidence. We pay due regard by undertaking equality analysis and using what we learn through this analysis in our service delivery and decision making. The purpose of this form is as a log of evidence of due regard.

When do I use this record? Every time you complete equality analysis on a policy or activity this record must be updated. Due regard must be paid, and therefore equality analysis undertaken, at 'formative stages' of policies and activities including proposed changes to or withdrawal of services. This record must be included as an appendix to any report to decision making bodies. Agenda Planning Groups will not accept any report which does not include evidence of due regard being paid via completion of an Equality Analysis Report.

How do I use this record: When you next undertake equality analysis open a Due Regard Record. Use it to record a summary of your analysis, including the reason for the analysis, the evidence considered, what the evidence told you about the protected groups, and the key findings from the analysis. This will be key information from Steps 1-7 of the Equality Analysis process set out in the Toolkit, and your Equality Analysis Report. This Due Regard Record is Step 8 of that process.

Date / Name	Summary of equality analysis
12 June 2014 Teresa Brown Principal Accountant	<p>This report presents the Provisional Capital Outturn figures for 2013/14, in terms of expenditure and financing. It compares the outturn figures with the revised estimates approved as part of the Capital Programme in February 2014 and provides explanations for the principle variations.</p> <p>The aims of the public sector equality duty will already have been taken into account when the individual schemes were originally approved. As this report does not represent a formative stage in the approval of capital projects, an equality analysis is not considered relevant in respect of this report.</p>

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**CAPITAL PROGRAMME
2013/14 ACTUAL (PROVISIONAL)**

	2013/14 Revised £000	2013/14 Actual £000	(Under) / Overspend £000
EXPENDITURE			
Resources	933	616	(317)
Governance	830	45	(785)
Neighbourhoods	798	455	(343)
Communities	918	178	(740)
Total General Fund	3,479	1,294	(2,185)
Total HRA	11,030	10,683	(347)
Total Capital Expenditure on Council Assets	14,509	11,977	(2,532)
Total Capital Loans	514	381	(133)
Total Revenue Expenditure Financed From Capital under Statute	587	648	61
TOTAL CAPITAL PROGRAMME	15,610	13,006	(2,604)
FUNDING			
Government Grant for DFGs	330	333	3
Housing Ass Growth Area Funding	90	0	(90)
Other Government Capital Grants	450	52	(398)
Private Funding	384	610	226
Total Grants	1,254	995	(259)
General Fund	2,805	1,203	(1,602)
HRA	61	102	41
REFCuS & Loans	461	339	(122)
Total Capital Receipts	3,327	1,644	(1,683)
GF - RCCO	150	23	(127)
HRA - RCCO	4,200	4,200	0
HRA - MRR	6,679	6,144	(535)
Total Revenue Contributions	11,029	10,367	(662)
TOTAL	15,610	13,006	(2,604)

**CAPITAL PROGRAMME
2013/14 ACTUAL (PROVISIONAL)**

	2013/14 Revised £000	2013/14 Actual £000	(Under) / Overspend £000	Savings/ Overspends £000	Carry Forwards £000	Brought Forwards £000
Resources						
Planned Maintenance Programme	446	250	(196)		(196)	
Solar Energy Panels	20	4	(16)		(16)	
ICT Programme	467	362	(105)		(105)	
Total	933	616	(317)	0	(317)	0
Governance						
Purchase of Bridgeman House, W Abbey	654	0	(654)		(654)	
Purchase of Lease re Torrington Drive	0	42	42	20		22
New Developments	176	3	(173)		(173)	
Total	830	45	(785)	20	(827)	22
Neighbourhoods						
Upgrade of Industrial Units	13	2	(11)		(11)	
Property Management System	35	0	(35)		(35)	
Waste Management Vehicles & Equip't	313	275	(38)		(38)	
Parking Schemes	202	42	(160)		(160)	
Flood Alleviation Schemes	23	0	(23)		(23)	
Grounds Maint Plant & Equipt	39	34	(5)		(5)	
N W Airfield Market Improvements	74	15	(59)		(59)	
Bakers Lane Refurbishment	89	87	(2)		(2)	
Waltham Abbey Swimming Pool Roof	10	0	(10)		(10)	
Total	798	455	(343)	0	(343)	0
Communities						
Museum Property Purchase	650	0	(650)		(650)	
CCTV Systems	95	28	(67)		(67)	
Limes Farm Hall Development	11	5	(6)		(6)	
Waltham Abbey All Weather Pitch	12	51	39	39		
Housing Estate Parking	150	94	(56)		(56)	
Total	918	178	(740)	39	(779)	0
TOTAL GENERAL FUND PROGRAMME	3,479	1,294	(2,185)	59	(2,266)	22

**CAPITAL PROGRAMME
2013/14 ACTUAL (PROVISIONAL)**

	2013/14 Revised £000	2013/14 Actual £000	(Under) / Overspend £000	Savings/ Overspends £000	Carry Forwards £000	Brought Forwards £000
Housing Revenue Account						
House Build	148	84	(64)		(64)	
Other Housing Developments	34	31	(3)		(3)	
Acquisition	254	253	(1)		(1)	
Heating/Rewiring/Water Tanks	3,176	3,146	(30)		(30)	
Windows/Doors	1,844	1,808	(36)		(36)	
Roofing	926	520	(406)		(406)	
Other Planned Maintenance	137	131	(6)		(6)	
Structural Schemes	477	520	43			43
Small Capital Repairs/Voids	1,700	1,525	(175)		(175)	
Kitchen & Bathroom Replacements	1,058	1,383	325			325
Garages & Environmental Improvements	419	365	(54)		(54)	
Disabled Adaptations	446	494	48			48
Other Repairs and Maintenance	135	135	0			
Capital Service Enhancements	194	224	30			30
Housing DLO Vehicles	82	64	(18)		(18)	
TOTAL HRA PROGRAMME	11,030	10,683	(347)	0	(793)	446

**CAPITAL LOANS FOR PRIVATE HOUSING ASSISTANCE
2013/14 ACTUAL (PROVISIONAL)**

	2013/14 Revised £000	2013/14 Actual £000	(Under) / Overspend £000	Savings/ Overspends £000	Carry Forwards £000	Brought Forwards £000
Capital Loans						
Open Market Shared Ownership Scheme	375	304	(71)		(71)	
Private Sector Housing Loans	139	77	(62)		(62)	
TOTAL CAPITAL LOANS	514	381	(133)	0	(133)	0

**REVENUE EXPENDITURE FINANCED FROM CAPITAL UNDER STATUTE
2013/14 ACTUAL (PROVISIONAL)**

	2013/14 Revised £000	2013/14 Actual £000	(Under) / Overspend £000	Savings/ Overspends £000	Carry Forwards £000	Brought Forwards £000
REFCuS						
Waltham Abbey Regeneration Scheme	35	27	(8)		(8)	
Disabled Facilities Grants	330	333	3			3
Other Private Sector Grants	100	96	(4)		(4)	
Planned Maintenance	22	22	0			
HRA Leaseholders	100	170	70	70		
TOTAL REFCuS	587	648	61	70	(12)	3

CAPITAL RECEIPTS
2013/14 ACTUAL (PROVISIONAL)

	2013/14 Revised £000	2013/14 Actual £000	2013/14 Variation £000
Receipts Generation			
Housing Revenue Account	2,927	5,872	2,945
General Fund	0	18	18
Total Receipts	2,927	5,890	2,963
Receipts Analysis			
Usable Receipts	1,102	2,504	1,402
Available for Replacement Homes	1,141	2,702	1,561
Payment to Govt Pool	684	684	0
Total Receipts	2,927	5,890	2,963
Usable Capital Receipt Balances			
Opening Balance	13,900	13,900	0
Usable Receipts Arising	2,243	5,206	2,963
Use of Other Capital Receipts	(3,327)	(1,644)	1,683
Closing Balance	12,816	17,462	4,646

MAJOR REPAIRS RESERVE
2013/14 ACTUAL (PROVISIONAL)

	2013/14 Revised £000	2013/14 Actual £000	2013/14 Variation £000
Opening Balance	9,755	9,755	0
Major Repairs Allowance	6,922	7,750	828
Use of MRR	(6,679)	(6,144)	535
Closing Balance	9,998	11,361	1,363

Report to the Finance and Performance Management Scrutiny Panel



Date of meeting: 16 July 2014

Portfolio: Finance

Subject: Provisional Revenue Outturn 2013/14.

Responsible Officer: Peter Maddock (01992 564602)

Democratic Services Officer: Adrian Hendry (01992 564246).

Recommendations/Decisions Required:

- (1) That the provisional 2013/14 revenue out-turn for the General Fund and Housing Revenue Account (HRA) be noted;
- (2) That as detailed in Appendix D, the carry forward of £682,000 District Development Fund expenditure be noted ; and
- (3) That the carry forward of £112,000 HRA Service Enhancement Fund expenditure be noted;

Executive Summary

This report provides an overall summary of the revenue outturn for the financial year 2013/14.

Reasons for proposed decision:

To note the provisional revenue outturn.

Other options for action:

No other options available.

General Fund

1. The table below summarises the revenue outturn for the Continuing Services Budget (CSB) of the General Fund and the consequential movement in balances for 2013/14.

	Original Estimate £000	Revised Estimate £000	Actual Expend £000	Variance from Original £000	Variance from Revised £000
General Fund					
Net Expenditure after Adjustments (CSB)	14,368	14,484	14,219	(149)	(265)
Government Grants and Local Taxation	14,324	14,324	14,610	(286)	(286)
(Contribution to)/from Balances	44	160	(391)	(435)	(551)

General Fund	Original Estimate £000	Revised Estimate £000	Actual Expend £000	Variance from Original £000	Variance from Revised £000
Opening Balances – 1/4/13	(9,671)	(9,671)	(9,671)	-	-
(Contribution to)/from Balances	44	160	(391)	(435)	(551)
Closing Balances – 31/3/14	(9,627)	(9,511)	(10,062)	(435)	(551)

2. Net expenditure (CSB) for 2013/14 totalled £14.219 million, which was £149,000 (1.0%) below the original estimate and £265,000 (1.9%) below the revised. When compared to a gross expenditure budget of approximately £75 million, the variances can be restated as 0.2% and 0.35% respectively.
3. There were also improvements in the funding position as this shows an increase of £286,000 however this is not the full story as movements between the Collection Fund (where Council Tax and Business Rates are accounted for) and the General Fund are governed by specific regulations.
4. The Collection Fund is an account that holds income relating to this Authority as well as the major preceptors. These are Essex County Council, the Police and Fire Authorities. These authorities notify this Council of their funding requirement from the collection fund and as a result a precept is paid to this Councils General Fund and the major preceptors. To ensure a degree of certainty these figures are fixed in advance of the start of the financial year. Any reductions in income, for example successful appeals on Business Rates assessments, do not affect the General Fund in the year that they occur, rather they affect future years when the Collection Fund deficit that is created has to be made up by both the General Fund and Major Preceptors.
5. The deficit on the business rates collection fund has occurred for two reasons. Firstly there was a particularly large change to the rating list relating to a pipeline that runs through the district. It was originally included in the Council's rating list however it has now been ruled to be part of the power station to which it is connected which lies within a neighbouring district.
6. Secondly, as part of the closing down process a provision to cover future rating appeals has to be made which has required an assessment of the likelihood or otherwise of outstanding appeals being successful. Needless to say there is a significant degree of uncertainty surrounding this process and the value put on the provision for appeals is an estimate based on the most up to date information available at this time. The larger the provision for appeals being made the larger the deficit on the fund created.
7. The Councils portion of the Business Rates collection fund deficit at the end of March 2014 was some £394,000 which will need to be paid back over the next two years, thus adversely affecting the future funding available to the General fund.
8. The additional Funding comes partly from the safety net payment generated by the fall in Business rates income (£169,000) but because it is accounted for in the General Fund shows in 2013/14.
9. An analysis of the changes between Continuing Services Budget (CSB) and District Development Fund (DDF) expenditure illustrates where the main variances in revenue expenditure have occurred.

	Original Estimate £000	Revised Estimate £000	Actual Expend £000	Variance from Original £000	Variance from Revised £000
General Fund					
Opening CSB	15,171	15,191	14,816	(355)	(375)
In Year Growth	436	902	940	504	38
In Year Savings	(1,239)	(1,609)	(1,537)	(298)	72
Total Continuing Services Budget	14,368	14,484	14,219	(149)	(265)
DDF – Expenditure	1,626	2,592	1,704	78	(888)
DDF – One Off Savings	(642)	(1,921)	(2,135)	(1,493)	(214)
Total DDF	984	671	(431)	(1,415)	(1,102)
Total Net Expenditure	15,352	15,155	13,788	(1,564)	(1,367)

Continuing Services Budget

10. CSB expenditure was £149,000 below the original estimate and £265,000 lower than the revised. Variances have arisen on both the opening CSB and the in year figures. The opening CSB is £375,000 lower than the revised estimate and the in year figures, £110,000 higher than the revised estimate.
11. In contrast to recent years, when measured against the Original Budget, salaries were overspent by £60,000. Actual salary spending for the authority in total, including agency costs, was some £19.944 million compared against an original estimate of £19.884 million. Whilst the General Fund was overspent by around £160,000 the HRA was underspent by around £100,000. The General Fund overspend was due in part to additional staffing in the Deputy Chief Executive directorate but this was paid for by external funding secured too late to be included in the budget. However generally vacancy levels fell below the 2.5% allowed for in the budget. The underspend on the HRA fell mostly on the Housing Repairs Fund as it related to vacancies in the Housing Works Unit. When comparing to the Revised Estimate there was a General Fund underspend of around £180,000 as budgets had been adjusted for known variations and some recruitment took longer than expected .
12. There was one other significant CSB saving when compared to the revised estimate, this being an underspend of £213,000 on Housing Benefits due in part to adjustments relating to past years and the identification of overpayments. The Gross Expenditure on Benefits was £38m so even a small percentage variance, (in this case a little over half of one per cent), can produce quite large figures in terms of under or overspend. Having said that an additional amount has been put into the Bad and Doubtful debts provision to provide against a proportion of these debts becoming uncollectable
13. As always there were a number of smaller underspends that when added together became somewhat more significant.
14. The original in year CSB savings figure of £803,000 became an in year savings figure of £707,000. The largest item related to the Market at North Weald Airfield where an original CSB income loss of £174,000 became £348,000. The popularity of the market has dwindled somewhat in recent times and members agreed to reduce the weekly rent payable by the market operator rather than risk seeing the market cease altogether. There were a number of items representing additional income or savings such as a significant rental review at Brooker Road and savings on the waste management contract gate fees however these were offset by increased costs as a result of auto enrolment for pensions and reduced council tax court cost income. The actual in year CSB savings were lower than both the Original and Revised at £597,000 primarily because the gate

fee savings did not materialise. The second half of the year saw an increase in food and garden waste recycling for which the gate fee charge of £63 is passed on to the Council by the contractor. This was an increase in recycling when compared to the two previous years and could be partly due to the mild wet winter. Full details of items within the CSB growth figures can be found at appendix A.

District Development Fund

15. Net DDF expenditure was expected to be £984,000 in the original estimate and £671,000 in the revised estimate. In the event the DDF showed net income of £431,000. This is £1,415,000 below the original and £1,102,000 below the revised. There are requests for carry forwards totalling £682,000 these are detailed on Appendix D. These one-off projects are akin to capital, in that there is regular slippage and carry forward of budgetary provision. Therefore the only reasonable variance analysis that can be done is against the revised estimate.
16. As spending is £1,102,000 below the revised estimate but carry forwards of £682,000 have been requested, a net underspend of £420,000 is shown at the end of Appendix B.
17. The DDF reduced between the Original and Revised position by some £313,000, this was mainly due to new items identified during 2013/14, the three main items being £400,000 for section 31 grant relating to Small Business Rate Relief granted. It had been known that the Government would pay some Section 31 Grant but the actual announcement came very late in the year. A £209,000 one off saving for Non Domestic rates on the Civic Offices backdated to 2010 and offsetting expenditure for severance costs arising from the implementation of the new Directorate structure, of £211,000.
18. There were a number of items contributing to this underspend such as Additional Development Control and Pre-Application charges (£62,000), Additional monies relating to various grants from Central Government none of which we were informed of until February or later (£85,000), savings on the Audit fees primarily relating to grant claim work (£44,000), savings on the Building Maintenance Programme (£86,000) Transfer into the DDF of the residual Balance on the Pensions Increase Reserve (£65,000) and additional Parking related income (£61,000). With regard to the Pensions Increase Reserve, this was set up some years ago to fund increases in pension deficit payments however a decision was made by members during 2011/12 to fund all of this from the CSB so there is therefore no need for this reserve going forward. At the end of 2012/13 this reserve held £65,200.
19. Appendix D lists the DDF items requested for carry forward.

Housing Revenue Account

20. The table below summarises the revenue outturn for the Housing Revenue Account.

Housing Revenue Account	Original Estimate £000	Revised Estimate £000	Actual Expend £000	Variance from Original £000	Variance from Revised £000
Revenue Expenditure	14,114	13,982	13,929	(185)	(53)
Depreciation	18,418	12,851	13,110	(5,308)	259
Total Expenditure	32,532	26,833	27,039	(5,493)	206
Gross Dwelling Rents	31,080	30,966	30,701	379	265
Other Rents and Charges	2,896	2,911	2,853	43	58
Total Income	33,976	33,877	33,554	422	323
Net Cost of Service	(1,444)	(7,044)	(6,515)	(5,071)	529
Interest and Other Transfers	(453)	(460)	(489)	(36)	(29)
Interest Payable	5,571	5,532	5,526	(45)	(6)
Transfer from Major Repairs Reserve	(11,496)	(5,929)	(5,349)	6,147	580
Net Operating Income	(7,822)	(7,901)	(6,827)	995	1,074
Appropriations					
Capital Expenditure Charged to Revenue	4,200	4,200	4,200	-	-
Transfer to Self-Financing Reserve	3,180	3,180	3,180	-	-
Transfer to Service Enhancement Fund	-	272	(58)	(58)	(330)
Other	314	142	98	(216)	(44)
Deficit/(Surplus) for Year	(128)	(107)	593	721	700
Opening Balance – 1/4/13	(3,375)	(3,375)	(3,375)	-	-
Deficit/(Surplus) for year	(128)	(107)	593	721	700
Closing Balance – 31/3/14	(3,503)	(3,482)	(2,782)	721	700

21. A Surplus within the HRA of £128,000 and £107,000 was expected within its original and revised revenue budgets respectively, the actual outturn was a deficit of £593,000.

22. There were savings on Revenue Expenditure of £53,000 when compared to the revised position. It was expected that the introduction of the universal credit would push up rent arrears however this has been delayed and rent arrears have actually fallen meaning a significantly lower contribution to the Bad and Doubtful debts provision was necessary.

23. Income from Dwelling Rents was down on expectations as there was a surge in sales in the second half of the year. Other Charges were also down on expectations due in part to a reduction of £32,000 in the reimbursement from the General Fund for grounds maintenance on council estates and a reduction in garage rent income (£7,000).

24. The calculation of the depreciation charge relating to Council Dwellings is based on shorter replacement cycles than that prior to the introduction of HRA self-financing. Whilst initially a significant increase in the charge was expected following discussions with the external auditors a more appropriate approach was agreed which reduced the charge

down to a little over £13.1 m. Having said that under current arrangements much of this is reversed back to the HRA anyway.

25. The reversal from the Major Repairs Reserve (MRR) to the HRA was lower than anticipated. This is due to a correction made resulting from the 2012/13 final accounts audit and amounted to £416,000. This has had the effect of increasing the Balance on the MRR at the expense of the HRA itself. In 2014/15 the financing of the Capital programme will be reviewed and both the MRR and HRA can be put back to the position that they would have been in had this adjustment not been carried out.

26. When HRA Self Financing was introduced it became clear that more money would be available for service improvements and enhancements. Each year an amount is allocated for service enhancement based on the likely funding available. There was an underspend on the programme last year and therefore £112,000 is requested for carry forward into 2014/15.

Consultation undertaken:

None

Resource implications:

As set out in report, it is clear that the Cabinet priority to maintain a sound financial position has been achieved.

Legal and Governance Implications:

Reporting on the financial outturn for the previous financial year is recognised as a key element of the Council's Governance Framework.

Safer, Cleaner, Greener Implications:

The Council's revenue budgets contain spending related to the Safer, Cleaner, Greener initiative.

Background Papers:

Final Accounts working papers held in Accountancy.

Impact Assessments:

Risk Management

This report is a key part in managing the financial risks faced by the Council.

Equality and Diversity:

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

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

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

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

N/A

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CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST

Directorate	Service		Original 2013/14 £000's	Probable 2013/14 £000's	Actual 2013/14 £000's	Variance from Revised £000's
Chief Executive	Corporate Management	Chief Executive Post- Salary savings	(22)	(22)	(20)	2
	Total Chief Executive		(22)	(22)	(20)	2
Communitites	All Weather Pitch	Townmead Project	(32)	(9)	0	9
	Youth Council	Youth Council	12	12	12	-
	CCTV Cameras	Transfer replacement cameras to capital	(25)	(25)	(23)	2
	Policy Unit Group	Grant Finder subscription discontinued	(4)	(4)	(4)	-
	Total Corporate Support Services		(49)	(26)	(15)	11
Governance	Local Land Charges	ECC Charge for highways LLC search	(9)	(9)	(6)	3
	Development Control	Planning Fees increase	(50)	(24)	(24)	-
	Development Control	Pre Application Fees Increase		(32)	(32)	-
	Development Control	Publicity		(8)	(8)	-
	Building Control Ring Fenced Acc	Savings from removal Vacant Posts	(29)	(29)	(35)	(6)
	Building Control Ring Fenced Acc	Savings from removal Vacant Posts	19	19	27	8
	Building Control Ring Fenced Acc	Reduction in Fee Income		73	73	-
	Building Control Ring Fenced Acc	Reduction in Fee Income		(73)	(73)	-
	Conservation Policy	Conservation Advice SLA		12	12	-
	Performance Management	Staff Suggestion scheme		(2)	(2)	-
	Governance Directorate	Savings from removal Vacant Posts	(8)	(8)	(8)	-
	Directorate Savings	General	(5)	(5)	(5)	-
	Total Deputy Chief Executive		(82)	(86)	(81)	5

CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST

Directorate	Service	Original 2013/14 £000's	Probable 2013/14 £000's	Actual 2013/14 £000's	Variance from Revised £000's		
Neighbourhoods	Grounds Maintenance	Leasing costs Ransome Mowers	(10)	(10)	(10)	-	
	Leisure Facilities	Loughton Leisure management fee reduction	(66)	(66)	(66)	-	
	Land and Property	Increased Rental Income - Brooker Road	(70)	(136)	(111)	25	
	Land and Property	Increased Rental Income - David Lloyd Centre		(11)	(11)	-	
	Land and Property	Oakwood Hill Workhop Units Voids		25	25	-	
	North Weald Airfield	Loss of income Market Rents	174	348	348	-	
	Off Street Parking	Change of contractor	(23)	(23)	(23)	-	
	Off Street Parking	Loss of Penalty Notice income		52	65	13	
	Off Street Parking	NPASJ Levy		(6)	(6)	-	
	Off Street Parking	NDR Refunds			(5)	(5)	
	Fleet Operations	Reduced Income		20	20	-	
	Estates	Senior Surveyor		11	-	(11)	
	Waste Management	Gate Fees saving		(42)	23	65	
	Waste Management	Contract savings		(31)	(38)	(7)	
	Waste Management	Recycling Credits Reduction		7	8	1	
	Waste Management	Avoided Disposal Payment	(176)	(179)	(179)	-	
	Waste Management	Inter Authority Agreement, reduced ECC Income				-	
	Total Environment & Street Scene		(204)	(74)	40	114	
	Resources	Directorate Savings	General	(3)	(3)	(3)	-
		External Audit	BDO fees	(30)	(30)	(30)	-
Civic Offices		NNDR Re-assesment	13	(87)	(87)	-	
Offices Waltham Abbey		Area Office Rent	(12)	(12)	(12)	-	
Offices Trapps Hill		Area Office Rent	(4)	(4)	(4)	-	
Finance & ICT		Savings from removal Vacant Posts	(63)	(63)	(63)	-	
Finance Miscellaneous		Stationery- procurement savings	(15)	(16)	(16)	-	
Finance Miscellaneous		Car Leasing (excluding HRA)	(24)	(41)	(42)	(1)	
Finance Miscellaneous		Additional Employers Pension re Auto Enrolement		40	64	24	
Housing Benefits		Housing Benefit Admin Subsidy settlement reductions	104	104	104	-	
Council Tax		Reduction in Court Cost Income		35	25	(10)	
NNDR		Fees re Enforcement action on Bad Debts	25	31	21	(10)	
						-	
		(9)	(46)	(43)	3		
Other Items	Investment Interest	Reduction due to shops transfer	60	60	60	-	
	New Homes Bonus		(550)	(566)	(591)	(25)	
	Pensions	Deficit Payments	53	53	53	-	
Total CSB		(803)	(707)	(597)	110		

DISTRICT DEVELOPMENT FUND

Directorate	Description	2013/14					2014/15		2015/16	2016/17	
		Original	Probable	Actual	Difference	C/Fwd	over/(under)spend	Estimate	Adjusted	Estimate	Estimate
		£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Chief Executive	Corporate Policy Making										
	Corporate Policy Making										
	Corporate Policy Making										
	Corporate Policy Making										
	Corporate Policy Making										
	Corporate Policy Making										
Total Chief Executive		0	75	36	(39)	39	0	215	254	0	0
Communities	Community & Culture										
	Grants to Voluntary Orgs										
	Grants to Voluntary Orgs										
	Safer Communities										
	Safer Communities										
	Safeguarding										
	Homelessness										
	Homelessness										
	Private Sector Housing										
	Private Sector Housing										
	Private Sector Housing										
	Communities										
	Communities										
Total Communities		44	20	6	(14)	14	0	110	124	44	0
Governance	Elections										
	Electoral Registration										
	Electoral Registration										
	Democratic Services										
	Members Allowances										
	Civic & Member										
	Public Relations & Information										
	Public Relations & Information										
	Local Land Charges										
	Local Land Charges										
	Planning Admin										
	Planning Policy										
	Building Control Group										
	Building Control Group										
	Development Control										
	Development Control										
	Development Control										
	Development Control										
	Planning Services										
Governance											
Performance Management											
Total Governance		(104)	(72)	(217)	(145)	62	(83)	211	273	3	0

DISTRICT DEVELOPMENT FUND

Directorate	Description	2013/14					2014/15		2015/16	2016/17		
		Original	Probable	Actual	Difference	C/Fwd	over/(under)spend	Estimate	Adjusted	Estimate	Estimate	
		£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Resources	Insurance Services	(3)	(3)	(6)	(3)		(3)					
	External Audit			(44)	(44)		(44)					
	NNDR	6	9	9	-		-					
	Council Tax Collection		(35)	(39)	(4)		(4)					
	Council Tax Collection	98	108	111	3		3	49	49			
	Council Tax Collection	(98)	(157)	(157)	-		-	(157)	(157)			
	Council Tax Collection		(52)	(52)	-		-	(47)	(47)			
	Council Tax Collection		15	1	(14)	14	-	47	61			
	Council Tax Collection		(62)	(62)	-		-					
	Council Tax Collection		3	3	-		-					
	Housing Benefits		7	7	-		-					
	Housing Benefits		44	45	30	(15)	15			15		
	Housing Benefits	(30)	(30)	(30)	-		-					
	Housing Benefits		(5)	(5)	-		-	(5)	(5)			
	Housing Benefits		17	10	(7)		7			7		
	Housing Benefits		(17)	(13)	4		4			-		
	Housing Benefits		1	4	3		3	31	31			
	Housing Benefits		(14)	(14)	-		-			-		
	Housing Benefits		16	11	(5)		5	37	42			
	Housing Benefits		(34)	(34)	-		-			-		
	Housing Benefits			(138)	(138)		(138)			-		
	Human Resources			(7)	(7)		7			7		
	Civic Offices		7	0	(7)		7	32	39			
	Civic Offices				-		-	10	10			
	Civic Offices			(209)	(209)		-			-		
	Non HRA Building Maintenance		154	171	94	(77)	77	199	276	42	30	
Total Resources		171	(219)	(530)	(311)	132	(179)	196	328	42	30	
Total Service Specific District Development Fund		931	969	96	(873)	535	(338)	1,566	2,062	169	30	
Other Items	Lost Investment Interest	201	201	186	(15)		(15)	151	151	115	78	
	Council Tax Freeze	(80)	(80)	(82)	(2)		(2)	(80)	(80)	(80)		
	Right to Challenge Grants			(16)	(16)		(16)	13	13			
	Revenue Contributions to Capital		150	3	(147)	147	-		147			
	Revenue Contributions to Capital			20	20		20					
	Additional Grant			(23)	(23)		(23)					
	Non Domestic Rates		(400)	(446)	(46)		(46)					
	NDR Income				-		-	250	250			
	Pensions				-		-	(24)	(24)			
	Reimbursement of Principal re Heritable	(68)	(169)	(169)	-		-					
Total District Development Fund		984	671	(431)	(1,102)	682	(420)	1,876	2,519	204	108	

DISTRICT DEVELOPMENT FUND

Service	2013/14 Original £000	2013/14 Probable £000	2013/14 Actual £000	Over/(Under) spend £000	Carry Forward £000	2014/15 Original £000	2014/15 Updated £000
Chief Executive	0	75	36	0	39	215	254
Communtites	44	20	6	0	14	110	124
Governance	(104)	(72)	(217)	(83)	62	211	273
Neighbourhoods	820	1,165	801	(76)	288	834	1,083
Resources	171	(219)	(530)	(179)	132	196	328
Total DDF Expenditure	931	969	96	(338)	535	1,566	2,062
Funding Analysis							
Transfer from DDF							
Transfer to/(from) General Fund	931	969	96			1,566	2,062
Total DDF Funding	931	969	96			1,566	2,062
DDF Earmarked Reserve							
Balance B/F	3,581	3,581	3,581			2,910	4,077
Lost Investment Interest	201	201	186			151	151
Council Tax Freeze	(80)	(80)	(82)			(80)	(80)
Reduction due to appeals						250	250
Pensions			0			(24)	(24)
S31 Grant NDR Income		(400)	(446)			0	0
Right to Challenge Grants			(39)			13	13
Reimbursement of Principal re Heritable	(68)	(169)	(169)			0	0
Revenue Contributions to Capital		150	23		147	0	147
Transfer In (Pensions Increase Reserve)			65				
Transfer Out	931	969	96			1,566	2,062
Balance C/F	2,597	2,910	4,077		682	1,034	1,558

DISTRICT DEVELOPMENT FUND 2012/13 - 2013/14

Directorate	Description	C/Fwd £000's	Year Approved
Chief Executive	Efficiency Challenge Programme (RIEP)	3	2012
	LLPG staffing	46	2013
	LLPG staffing HRA Contribution	(10)	2013
		39	
Communities	ECC re. Mobile Homes/Sites Improvements	2	2013
	Safe and Well Scheme	12	2014
		14	
Governance	Individual Registration Grant	4	2012
	Individual Registration Costs	1	2013
	Removal of Personal Search charges(Claims) (LLC Amendment Rules 20	2	2012
	Document Scanning	9	2013
	Contingency for Appeals	46	2012
	62		
Neighbourhoods	Inspections	1	2012
	Expenditure of government grant	15	2013
	Council Asset Rationalisation	9	2012
	Relocation of Superloo	21	2011
	Roding Valley Lake - Disabled Projects	5	2011
	Protected species/habitat related consultation	1	2012
	Town Centres Support/Portas Funding	23	2013
	Project Assistant	10	2013
	Local Plan	103	2014
	Maternity Cover	2	2014
	Neighbourhood Planning	5	2014
	Waltham Abbey Regeneration Projects	45	2012
	Equipment/Signage	3	2014
	Safety of Bund	2	2013
	NWA Consultancy exercise	20	2013
	Contaminated land investigations	39	2012
	Waste contract procurement consultants	(27)	2013
Wheeled bin replacements	1	2013	
Publicity	10	2013	
	288		
Resources	Local Council Tax Support Expenditure	14	2014
	Local Council Tax Support	15	2014
	Data Sharing Programme	7	2014
	Welfare Reform Expenditure	5	2014
	Corporate improvements	7	2014
	Out of Hours Service - Severance Payments	7	2014
	Planned Building Maintenance Programme	77	2014
		132	
	Langston Road Development	147	2014
	147		
	682		

TERMS OF REFERENCE - STANDING PANEL

<p>Title: Finance and Performance Management</p>
<p>Status: Standing Panel</p>
<p>Terms of Reference:</p> <p>Performance Management</p> <ol style="list-style-type: none"> 1. To review Key Performance Indicator (KPI) outturn results for the previous year, at the commencement of each municipal year; 2. To identify on an annual basis, subject to the concurrence of the Finance and Performance Management Cabinet Committee: <ol style="list-style-type: none"> (a) a basket of KPIs important to the improvement of the Council's services and the achievement of its key objectives; and (b) the performance targets and monitoring frequency of the KPIs for each year; 3. To review performance against the adopted KPIs on a quarterly basis throughout each year, and to make recommendations for corrective action in relation to areas of slippage or under performance; <p>Public Consultation and Engagement</p> <ol style="list-style-type: none"> 4. To develop arrangements as required, for the Council to directly engage local communities in shaping the future direction of its services, to ensure that they are responsive to local need; 5. To annually review details of the consultation and engagement exercises undertaken by the Council over the previous year; <p>Finance</p> <ol style="list-style-type: none"> 6. To consider the draft portfolio budgets for each year, and to evaluate and rank proposals for enhancing or reducing services where necessary, whilst ensuring consistency between policy objectives and financial demands; 7. To review key areas of income and expenditure for each portfolio on a quarterly basis throughout the year; <p>Information and Communications Technology</p> <ol style="list-style-type: none"> 8. To monitor and review progress on the implementation of all major ICT systems; <p>Value For Money</p> <ol style="list-style-type: none"> 9. To consider a regular analysis of the Council's comparative value for money 'performance', and to recommend as required to the Finance and Performance Management Cabinet Committee, in respect of areas where further detailed

investigation may be required; and

Equality

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

Chairman: Cllr T Church

Finance and Performance Management Scrutiny Panel (Chairman – Cllr Church)

2014/15

Item	Report Deadline/ Priority	Progress / Comments	Programme of Meetings
(1) Key Performance Indicators 2013/14 – Outturn	Outturn KPI performance (all indicators) considered at first meeting in each municipal year.	Outturn KPI performance report for 2013/14 (all indicators) to be considered at meeting on 16 July 2014.	16 July 2014 9 September 2014 11 November 2014 19 January 2015 (jointly with Cabinet Committee) 10 March 2015
(2) Key Performance Indicators 2014/15– Quarterly Performance Monitoring	Quarterly KPI performance (specified indicators only) considered on a three-monthly basis.	Quarterly KPI performance reports for 2014/15 (specified indicators) to be considered at meetings on 9 September 2014 (Quarter 1), 11 November 2014 (Quarter 2) and 10 March 2015 (Quarter 3).	
(3) Proposed Key Performance Indicators for 2015/16	Draft indicator set considered alongside review of third quarter KPI performance for 2014/15.	Proposed KPIs for 2015/16 to be considered at meeting on 10 March 2015.	
(4) Financial Monitoring 2014/15	Quarterly budget monitoring reports considered on a three-monthly basis.	Quarterly budget monitoring reports for 2014/15 to be considered at meetings on 9 September 2014 (Quarter 1), 11 November 2014 (Quarter 2) and 10 March 2015 (Quarter 3).	
(5) Annual Consultation Plan	Consultation Plan considered on an annual basis at first meeting in each municipal year.	Consultation Plan to be considered at meeting on 16 July 2014.	
(6) Detailed Portfolio Budgets	Portfolio budgets considered on an annual basis jointly with the Finance & Performance Management Cabinet Committee.	Annual review of portfolio budgets to be considered at joint meeting with the Finance & Performance Management Cabinet Committee on 19 January 2015.	

(7) Equality Objectives 2012-2016 - Progress	Progress against equality objectives considered on a six-monthly basis.	Half-yearly progress reports for 2014/15 to be considered at meetings on 9 September 2014 and 10 March 2015.	
(8) Provisional Capital Outturn 2013/14	Provisional Revenue Outturn considered on an annual basis at first meeting in each municipal year.	Provisional outturn for 2013/14 to be considered at meeting on 16 July 2014.	
(9) Provisional Revenue Outturn 2013/14	Provisional Revenue Outturn considered on an annual basis at first meeting in each municipal year.	Provisional outturn for 2013/14 to be considered at meeting on 16 July 2014.	
(10) Fees and Charges 2015/16	Proposed fees and charges considered on an annual basis each November.	Proposed fees and charges for 2015/16 to be considered at meeting on 11 November 2014.	
(11) Sickness Absence	Detailed progress against achievement of sickness absence targets reviewed on a six-monthly basis	Half-yearly progress reports for 2014/15 to be considered at meetings on 9 September 2014 and 10 March 2015.	
(12) ICT Strategy - Progress	Progress against ICT Strategy considered on an annual basis each September.	Progress report to be considered at meeting on 9 September 2014.	