

Scrutiny Panel Agenda



Finance and Performance Management Scrutiny Panel Tuesday, 9th September, 2014

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

**Council Chamber, Civic Offices, High Street, Epping
on Tuesday, 9th September, 2014
at 7.00 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer**

A Hendry - Directorate of Governance
Tel: 01992 564246 Email:
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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)

(Director of Governance) 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 3 - 10)

To consider and agree the notes of the meeting held on 16 July 2014.

5. KEY PERFORMANCE INDICATORS 2014/15 - QUARTER 1 PERFORMANCE (Pages 11 - 52)

(Director of Governance) To consider the attached report.

6. QUARTERLY FINANCIAL MONITORING (Pages 53 - 74)

(Director of Resources) To consider the attached report.

7. PERFORMANCE MONITORING - CALL HANDLING (Pages 75 - 78)

(Director of Resources) To consider the attached report.

8. FINANCIAL ISSUES PAPER (Pages 79 - 92)

(Director of Resources) To consider the attached report.

9. TERMS OF REFERENCE / WORK PROGRAMME (Pages 93 - 98)

(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.

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

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

11. FUTURE MEETINGS

To note the future meeting dates for the Panel:

11 November;
19 January 2015;
10 March.

**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF FINANCE AND PERFORMANCE MANAGEMENT SCRUTINY
PANEL
HELD ON WEDNESDAY, 16 JULY 2014
IN COUNCIL CHAMBER, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.00 - 7.40 PM**

- Members Present:** T Church (Chairman), A Mitchell MBE (Vice-Chairman), K Angold-Stephens, D Dorrell, A Lion (Technology and Support Services Portfolio Holder), H Ulkun, G Waller (Safer, Greener and Transport Portfolio Holder), Mrs E Webster (Vice Chairman of Council) and J M Whitehouse
- Other members present:** J Philip and Ms S Stavrou
- Apologies for Absence:** J Knapman, H Mann, G Mohindra and Ms S Watson
- Officers Present** D Macnab (Director of Neighbourhoods), S Tautz (Performance Improvement Manager), P Maginnis (Assistant Director Human Resources), S Alford (Principal Accountant), R Wilson (Assistant Director (Housing Operations)), V Loftis (Market Research Consultation Officer) and A Hendry (Democratic Services Officer)

1. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

The Panel noted that Councillor A Lion was substituting for Councillor G Mohindra and Councillor G Waller was substituting for Councillor S Watson.

2. DECLARATION OF INTERESTS

No declarations of interest were made.

3. MINUTES OF THE LAST MEETING

The minutes of the previous meeting held on 11 March 2014 were agreed.

4. KEY PERFORMANCE INDICATORS 2013/14 - OUTTURN

The Performance Improvement Manager, Mr S Tautz, introduced the outturn report for the key performance indicators adopted by the Council for 2013/14. The meeting noted that a range of thirty five Key Performance Indicators had been adopted by the Finance and Performance Management Cabinet Committee in March 2013. Quarterly progress reports in respect of all the KPIs were reviewed by Management Board and the Scrutiny Panel and also by the service directors and the relevant Portfolio Holders on an on going basis throughout the year. Improvement plans were produced for all the KPIs each year, setting out specific actions to achieve target performance or outcomes.

The position in regard to the KPIs for the end 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 that indicator.

Members were reminded that as part of the Overview and Scrutiny Review undertaken in 2013/14, changes had been made to the existing arrangements for the quarterly review of KPI performance.

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

Councillor Webster commented that this was a good, interesting report and that it was an excellent idea that the relevant KPIs should in future go to the corresponding Scrutiny Panels.

Councillor Angold-Stephens noted that performance against KPI04 (*what % of visitors to the Council website were satisfied with their experience*), had reduced for the final quarter of the year, why was that? Mr Tautz replied that this was looking at the users experience but he would find out why performance had declined towards year-end and let the Councillor know.

Councillor Lion noted that this KPI was measuring external satisfaction but was concerned about member's satisfaction of the website. Was it possible to get a better understanding of the member's satisfaction by splitting it out from the public's figures? The Director of Neighbourhoods, Mr Macnab, noted that the ICT section had re-run the training session for members and had held a drop-in session for members just on use of the website.

Councillor Jon Whitehouse commented on KPI20 (*how much non-recycled waste was collected for every household in the district*) and KPI21 (*what % of all household waste was sent to be recycled, reused or composted*). When would we be expected to see changes with the new contractor taking over? Mr Macnab replied that Biffa Waste Services had produced a statement on intent on this and were looking towards the latter half of next year to see any improvements coming through. He noted that BIFFA had committed to deliver recycling sacks and because of this he was hoping to improvements to KPI21. He would keep members advised on any progress.

RESOLVED:

- 1) That the outturn performance in relation to the key performance indicators for 2013/14 be noted;
- 2) That the high level of performance achieved against the KPIs be welcomed; and
- 3) That the new reporting arrangements for the quarterly review of KPI performance for 2014/15 and future years be noted.

5. SICKNESS ABSENCES

The Assistant Director (Human Resources), Paula Maginnis, introduced the sickness absence report for quarters 3 and 4 for 2013/14. The Panel noted that the Council's target for sickness absence under KPI10 for 2013/14 was an average of 7.25 days per employee. The Council outturn figure for Q3 (2013/14) was 1.78 days against a target of 1.89 days and Q4 (2013/14) was 2.18 days against a target of 1.85. The overall outturn figure of 7.01 days was below the target of 7.25 days for the year.

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.

Councillor Lion noted that this was an excellent report and thanked Ms Maginnis and her staff on producing it. He also thanked Council staff for the continued improvement.

The Panel noted that the figures could be skewed by only one or two members of staff being on long term sick. The Panel requested that the number of staff indicating each of the reasons for sickness was shown in the table to provide context. Ms Maginnis agreed to do this for the next report.

RESOLVED:

That the report on sickness absences was noted.

6. CONSULTATION AND ENGAGEMENT REPORT

The Consultation Officer, Valerie Loftis introduced the annual report on the public consultations carried out during 2013/14. The report set out a list summarising the main consultation exercises carried out in 2013 to 2014, and some exercises planned for 2014 to the end of March 2015.

Every year a list of consultation planned and carried out by the Council was published on the website and brought to the attention of this Panel.

The Consultation Register is a list of the most recent exercises, which have been carried out on behalf of the Council or by the Council in the last financial year.

Some exercises were in part or as a whole about monitoring the housing tenancy profile.

For example:

- The Preliminary Notice – Variation of the Terms of Secure Tenancy; and
- The Tenant Census

The Tenant Census was a profile exercise of council tenants e.g., age, gender, household makeup, disabilities, IT access rather than a piece of consultation.

Some new policies and initiatives had been consulted on such as the Introduction to Annual Site Licence Fees for Permanent Residential Park Homes; and the HealthWorks Survey (Healthworks was a health improvement and well-being project

for young people aged 11 to 19, and encourages them to adopt healthier lifestyles, providing a range of activities, workshops and courses).

The Panel noted that the Council undertook 6 statutory surveys and had planned a further 2 so far this year. It also carried out 4 discretionary surveys.

Costs were being kept low by using resources in-house and using online technology.

Three statutory surveys made up the bulk of the costs involved in public engagement which totals £111,000, the 'Local Plan Preferred Options' consultation planned for December, involved the highest costs mentioned in the report of £90k.

The Preliminary Notice of Variation of the Terms of Secure Tenancy costs were £15,000 and the Car Parking Review was £6,000 which used Alpha Parking Consultants for canvassing car parks.

Judgement on whether or not to include a consultation on the register should be relative to the impact and local sensitivity of the subject. For example if the changes being proposed are likely to be either:

- contentious,
- an expensive project,
- a possible cause for complaint,
- effect a lot of people,
- controversial;
- or a possible nuisance to residents

then they are included on the register, however small they are.

More emphasis has been given to data protection in consultation. It was paramount that personal and sensitive information was only used for the purpose or purposes for which they were processed and was then disposed of securely. Further monitoring would be carried out to ensure this was happening.

Online consultation was steadily becoming more advanced and the Council was starting to use WebHost, which was Cloud technology and gave more control and faster recovery of data and analysis.

Further use of Social Media for consultation purposes was being researched to see if the feedback or publicity aspects were a useful source of public engagement and or feedback.

The Director of Neighbourhoods informed the meeting that the Local Plan Preferred Options consultation was to take place in December this year, but this was now revised to mid-May to June next year, putting it in the new financial year.

Councillor Jon Whitehouse asked about the Parking Review Survey, he thought that the on line survey questions were on a narrower line than the ones in the Cabinet report. What was the thinking behind this? Also were the face to face questions asked separate from the on-line survey? Mrs Loftis was unsure if that was the case and said she would investigate and get back to him. Mr Macnab noted that this survey built on previous ones and thought that it reflected the Cabinet Committee's questions. It should be noted that this survey was also being conducted on the business community and not just the shoppers and the commuters. He thought that the face to face survey was the same as that used on-line.

Councillor Jon Whitehouse noted that the survey was not on the consultation portal of the Council's website, although it did have its own page. He also wanted to know if the Local Plan Consultation gave enough time. Mr Macnab said that although it would now start mid-May to June next year, the length of time it would take had not been altered.

Councillor Dorrell asked what were the drivers behind the costs of the surveys. Mrs Loftis said that the estimated cost was based on the previous surveys and that she could get a break down of these costs for him if he wished.

RESOLVED:

That the consultation Plan/Register for 2014/15 and those consultations exercises completed during 2013/14, be noted.

7. PROVISIONAL CAPITAL OUTTURN REPORT 2013/14

The Principal Accountant, Simon Alford, introduced the Provisional Capital Outturn report for 2013/14. This report set out the Council's capital programme for 2013/14, in terms of expenditure and financing, and compared the provisional outturn figures with the revised estimates. The revised estimates, which were based on the Capital Programme, represented those adopted by the Council in February 2014.

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.

In particular the purchase of two long leasehold interests in Bridgeman House, Sun Street, Waltham Abbey was delayed and did not take place before 31 March 2014. One lease related to the first floor of Bridgeman House to provide an extension to the museum, for which Heritage Lottery funding had been secured. The other lease was for the second floor of Bridgeman House consisting of offices, which would provide an investment for the Council as well as rental income. Purchase of the second floor would also prevent the existing offices being converted into residential flats, which would present problems of security and increased risks such as flooding. The purchase of the leasehold interest in the first floor for the museum had now taken place and negotiations were in hand with regard to the second floor; a carry forward of £1,304,000 was therefore requested to cover the purchases in 2014/15.

There was also a significant underspent of £196,000 on the planned maintenance programme within the Resources Directorate. However, the planned maintenance programme is on-going and the outstanding works will be completed during 2014/15; it was therefore recommended that this budget be carried forward in full.

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 related 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 has now been completed and the system was expected to be fully functional by August 2014. Most other ICT schemes were completed in 2013/14 and were within budget. It was recommended that the underspend be carried forward to 2014/15.

Within the Governance Directorate, the budget for new developments was underspent by £173,000. The majority of this underspend related to the Langston Road redevelopment project. This site had 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. It was anticipated that the survey and planning application would go ahead in the next few months and a carry forward of the full sum was requested.

It was noted that 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 were expected to commence in 2014/15. It was recommended that the full underspend was carried forward until the Buckhurst Hill and Loughton reviews were completed.

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 represented 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. Secondly, additional costs had been identified on the purchase of the lease relating to Torrington Drive due to higher than expected agency fees. In both cases, Members were 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 were also requested in respect of all other projects, pending a thorough review of the Capital Programme when it was updated towards the end of 2014.

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 represented a 3% underspend.

RESOLVED:

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

8. PROVISIONAL REVENUE OUTTURN REPORT 2013/14

The Principal Accountant, Simon Alford, introduced the provisional Revenue Outturn report for 2013/14. This provided an overall summary of the revenue outturn for the financial year.

The Panel noted that the net expenditure of the Continuing Services Budget (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.

There were also improvements in the funding position as this showed an increase of £286,000, however this was 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.

It was noted that the Councils portion of the Business Rates collection fund deficit at the end of March 2014 was some £394,000 which would need to be paid back over the next two years, thus adversely affecting the future funding available to the General fund.

CSB expenditure was £149,000 below the original estimate and £265,000 lower than the revised. Variances had arisen on both the opening CSB and the in year figures. The opening CSB was £375,000 lower than the revised estimate and the in year figures, £110,000 higher than the revised estimate.

There was however, one 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), produced quite large figures in terms of under or overspend. Having said that, an additional amount had been put into the Bad and Doubtful debts provision to provide against a proportion of these debts becoming uncollectable.

Net District Development Fund (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 was £1,415,000 below the original and £1,102,000 below the revised. There were requests for carry forwards totalling £682,000 and these were detailed in Appendix D of the report.

As spending was £1,102,000 below the revised estimate but carry forwards of £682,000 had been requested, a net underspend of £420,000 was shown.

A Surplus within the Housing Revenue Account (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.

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

RESOLVED:

- (1) That the Panel noted the provisional 2013/14 revenue outturn for the General Fund and Housing Revenue Account (HRA);

- (2) That as detailed in Appendix D of the report, 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 also be noted.

9. TERMS OF REFERENCE / WORK PROGRAMME

Terms of Reference

The Panel considered their terms of reference noting that item 3 of the terms of reference needed updating to indicate their new responsibility in scrutinising future KPIs as proposed by the Overview and Scrutiny Review Task and Finish Panel.

Work Programme

The Panel noted that the report on the Council's switchboard and telephony system asked for at their last meeting (minute 43) was not on the agenda. Mr Tautz said he would ensure it came to a future panel meeting.

10. 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, especially how pleased the members were with the sickness record of the council, and to revise the Panel's Terms of Reference.



Report to: Finance and Performance Management Scrutiny Panel

Date: 9 September 2014

Portfolio: All Portfolios (Cabinet)

Subject: Key Performance Indicators 2014/15 - Quarter 1 Performance

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

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

That the Scrutiny Panel review performance in relation to the key performance indicators within its areas of responsibility, for the first quarter of the year.

Executive Summary:

1. Pursuant to the Local Government Act 1999, the Council is required to make arrangements to secure continuous improvement in the way in which its functions and services are exercised, having regard to a combination of economy, efficiency and effectiveness.
2. As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's services and key objectives, are adopted each year. Performance against the majority of KPIs is monitored on a quarterly basis, and has previously been a focus of inspection in external assessments and judgements of the overall progress of the authority.

Reasons for Proposed Decision:

3. The KPIs provide an opportunity for the Council to focus attention on how specific areas for improvement will be addressed, and how opportunities will be exploited and better outcomes delivered.
4. A number of KPIs are used as performance measures for the Council's key objectives for each year. It is important that relevant performance management processes are in place to review and monitor performance against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under performance.

Other Options for Action:

5. No other options are appropriate in this respect. Failure to monitor and review KPI performance and to consider corrective action where necessary could have negative implications for judgements made about the Council's progress, and might mean that opportunities for improvement are lost. The Council has agreed new arrangements for the member review of performance against the KPIs from the 2014/15 municipal year.

Report:

6. A range of thirty-six Key Performance Indicators (KPI) for 2014/15 was adopted by the Finance and Performance Management Cabinet Committee in March 2014. The KPIs are important to the improvement of the Council's services and the achievement of its key objectives, and comprise a combination of some former statutory indicators and locally determined performance measures. The aim of the KPIs is to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district, that are the focus of the key objectives.
7. Progress in respect of each of the KPIs is reviewed by the relevant Portfolio Holder, Management Board, and overview and scrutiny at the conclusion of each quarter. In order to enhance the value of the on-going review of KPI performance throughout each year, no indicators are subject to scrutiny or performance reporting at year-end only.
8. Improvement plans are produced for all of the KPIs each year, setting out actions to be implemented in order to achieve target performance, and to reflect changes in service delivery. In view of the corporate importance attached to the KPIs, the improvement plans are agreed by Management Board and are also subject to ongoing review between the relevant service director and Portfolio Holder over the course of the year.
9. As part of the overview and scrutiny review undertaken in 2013/14, changes have been made to arrangements for the quarterly review of KPI performance with effect from the current municipal year. From this first quarter of the year, the existing scrutiny panels (Finance and Performance Management, Housing, Planning Services, Safer, Greener, Cleaner) are now each responsible for the review of quarterly performance against specific KPIs within their areas of responsibility, rather than all indicators being considered by the Finance and Performance Management Scrutiny Panel as previously.

Key Performance Indicators 2014/15 - Quarter 1 Performance

10. The overall position with regard to the achievement of target performance for all of the KPIs at the end of the first quarter (1 April to 30 June 2014) of the year, was as follows:
 - (a) 22 (60%) indicators achieved the cumulative third-quarter target; and
 - (b) 14 (39%) indicators did not achieve the cumulative third-quarter target, although 4 (11%) of these KPI performed within the agreed tolerance for the indicator.
11. A headline third-quarter performance summary in respect of each of the KPIs for 2014/15 is attached as Appendix 1 to this agenda together with details of the specific three-month performance for each indicator.
12. The 'amber' performance status used in the KPI report identifies indicators that have missed the agreed target for the quarter, but where performance is within an agreed tolerance or range. The KPI tolerances were agreed by Management Board when targets for the KPIs were set in February 2014, or were subsequently determined by the appropriate service directors. Of the thirty-six KPI, 80% indicators are currently anticipated to achieve the cumulative year-end target.
13. In order to avoid the generation of multiple reports, the new arrangements for the quarterly review of KPI performance are intended to be achieved through the production of a single quarterly report for consideration by each of the scrutiny panels. The designated lead officer for each panel will focus member attention on relevant indicators from the report at the respective meetings, as follows:

KPI	Description	Scrutiny Panel
GOV001	Website satisfaction	Finance & Performance Management
GOV002	Commercial premises (Rent)	Finance & Performance Management
GOV003	Commercial premises (Occupancy)	Finance & Performance Management
RES001	Sickness absence	Finance & Performance Management
RES002	Invoices paid	Finance & Performance Management
RES003	Council Tax collection	Finance & Performance Management
RES004	NNDR collection	Finance & Performance Management
RES005	New benefit claims	Finance & Performance Management
RES006	Changes of circumstance	Finance & Performance Management
RES007	Fraud (Investigations)	Finance & Performance Management
RES008	Fraud (Proven)	Finance & Performance Management
COM001	Percentage of rent paid	Housing
COM002	Re-letting of Council properties	Housing
COM003	Tenant satisfaction	Housing
COM004	Temporary accommodation	Housing
COM005	Homes in decent condition	Housing
COM006	Modern Homes Standard	Housing
COM007	Emergency repairs	Housing
COM008	Responsive repairs	Housing
COM009	Repairs appointments	Housing
COM010	Call response (Careline)	Housing
NEI010	Increase in homes	Planning Services
GOV004	Major planning applications	Planning Services
GOV005	Minor planning applications	Planning Services
GOV006	Other planning applications	Planning Services
GOV007	Planning appeals	Planning Services
GOV008	Planning appeals (Members)	Planning Services
NEI001	Non-recycled waste (kg)	Safer, Greener, Cleaner
NEI002	Non-recycled waste (%)	Safer, Greener, Cleaner
NEI003	Litter	Safer, Greener, Cleaner
NEI004	Detritus	Safer, Greener, Cleaner
NEI005	Neighbourhood complaints	Safer, Greener, Cleaner
NEI006	Fly-tipping (Investigations)	Safer, Greener, Cleaner
NEI007	Fly-tipping (Contract)	Safer, Greener, Cleaner
NEI008	Fly-tipping (Non-contract)	Safer, Greener, Cleaner
NEI009	Noise complaints	Safer, Greener, Cleaner

14. Appropriate officers will be available to address concerns or questions in respect of current performance in areas within the responsibility of the panel. The success of this arrangement will be reviewed at year-end.
15. The Scrutiny Panel is requested to review three-month performance in relation to the KPIs for 2014/15 within its areas of responsibility.

Resource Implications:

Resource requirements for actions to achieve specific KPI performance for 2014/15 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

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

Consultation Undertaken:

The performance information and targets set out in this report have been submitted by each appropriate service director and have been reviewed by Management Board. The individual KPI improvement plans for 2014/15 will be agreed by the Board.

Background Papers:

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

Impact Assessments:

Risk Management

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

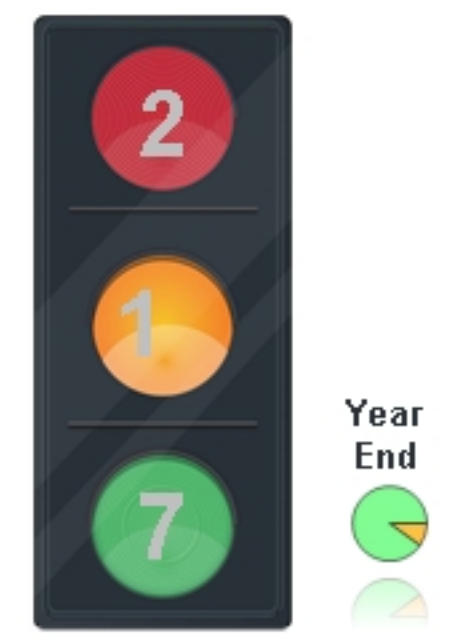
Equality:

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

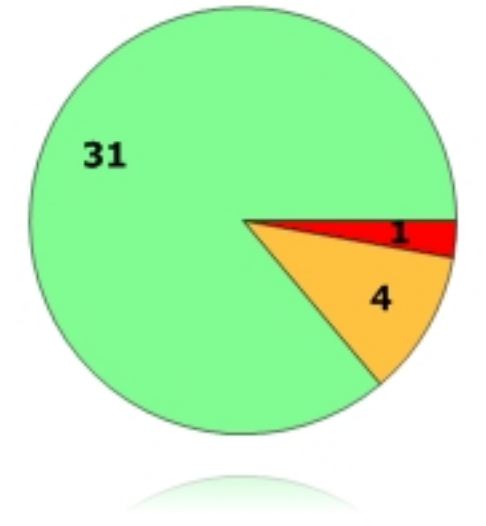
Overall summary of KPIs achieving target



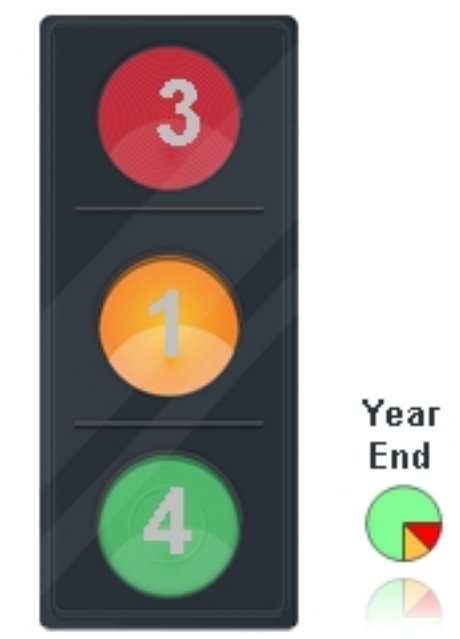
Communities Directorate



Predicted Level of Year End Target Achievement (All KPIs)



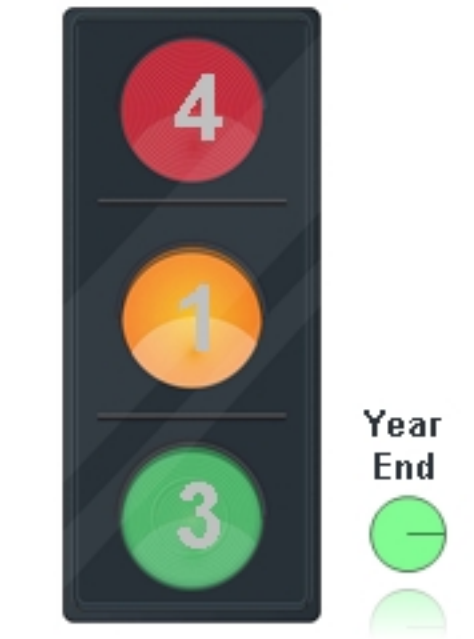
Governance Directorate



Neighbourhoods Directorate



Resources Directorate



Headlines - Reflecting on our performance

Q1 2014/15
 22 out of 36 Key Performance Indicators have achieved target in Q1, representing 61% of the full set.

Of the 14 KPIs missing their target 4 missed within their tolerated amber margin.

Quarterly Indicators		Quarter 1		Quarter 2		Quarter 3		Quarter 4		Is year-end target likely to be achieved?
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual	
Communities Quarterly KPIs										
COM001	(Housing rent) (%)	96.00%	94.66%		96.00%		96.00%		96.00%	Yes
COM002	(Void re-lets) (days)	37.0	39.0		37.0		37.0		37.0	Uncertain
COM003	(Tenant satisfaction) (%)	98.00%	99.00%		98.00%		98.00%		98.00%	Yes
COM004	(Temp. accommodation) (no.)	65	51		65		65		65	Yes
COM005	(Non-decent homes) (%)	0.00%	0.00%		0.00%		0.00%		0.00%	Yes
COM006	(Modern Homes Std) (%)	825	1,244		1,650		2,475		3,300	Yes
COM007	(Emergency repairs) (%)	99%	99%		99%		99%		99%	Yes
COM008	(Responsive repairs) (days)	7.0	7.7		7.0		7.0		7.0	Yes
COM009	(Emergency repairs) (%)	98%	99%		98%		98%		98%	Yes
COM010	(Calls to Careline) (%)	97.5%	99.7%		97.5%		97.5%		97.5%	Yes
Governance Quarterly KPIs										
GOV001	(Website Satisfaction) (Stars)	3.0	2.7		3.0		3.0		30.0	Yes
GOV002	(Commercial rent arrears) (%)	3.00%	4.73%		3.00%		3.00%		3.00%	No
GOV003	(Commercial premises let) (%)	98.00%	97.97%		98.00%		98.00%		98.00%	Yes
GOV004	(Major planning) (%)	75.00%	100.00%		75.00%		75.00%		75.00%	Yes
GOV005	(Minor planning) (%)	90.00%	95.83%		90.00%		90.00%		90.00%	Yes
GOV006	(Other planning) (%)	94.00%	95.90%		94.00%		94.00%		94.00%	Yes
GOV007	(Appeals - officers) (%)	19.00%	18.20%		19.00%		19.00%		19.00%	Yes
GOV008	(Appeals - members) (%)	50.00%	66.67%		50.00%		50.00%		50.00%	Uncertain
Neighbourhoods Quarterly KPIs										
NEI001	(Non-recycled waste) (kg)	101	98		199		298		400	Uncertain
NEI002	(Household recycling) (%)	60.95%	63.00%		62.03%		61.02%		60.00%	Uncertain
NEI003	(Litter) (%)	8%	2%		8%		8%		8%	Yes
NEI004	(Detritus) (%)	10%	7%		10%		10%		10%	Yes
NEI005	(Neighbourhood issues) (%)	95.00%	96.03%		95.00%		95.00%		95.00%	Yes
NEI006	(Fly-tip investigations) (%)	90%	93%		90%		90%		90%	Yes
NEI007	(Fly-tip: contract) (%)	90%	90%		90%		90%		90%	Yes
NEI008	(Fly-tip: non-contract) (%)	90%	97%		90%		90%		90%	Yes
NEI009	(Noise investigations) (%)	90%	85%		90%		90%		90%	Yes
NEI010	(Increase in homes) (no.)	68	65		187		218		230	Yes
Resources Quarterly KPIs										
RES001	(Sickness absence) (days)	1.69	2.03		3.05		4.82		7.00	Yes
RES002	(Invoice payments) (%)	97%	96%		97%		97%		97%	Yes
RES003	(Council Tax collection) (%)	27.03%	27.32%		51.94%		77.56%		97.00%	Yes
RES004	(NNDR Collection) (%)	29.68%	28.43%		55.97%		82.33%		97.70%	Yes
RES005	(New benefit claims) (days)	25.00	23.06		25.00		25.00		25.00	Yes
RES006	(Benefits changes) (days)	10.00	8.36		10.00		10.00		6.00	Yes
RES007	(Benefit fraud) (no.)	47	32		125		169		250	Yes
RES008	(Proven fraud) (%)	35%	28%		35%		35%		35%	Yes

COM001 What percentage of the rent due from our council home tenants was paid?

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

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

Current and previous quarters performance



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

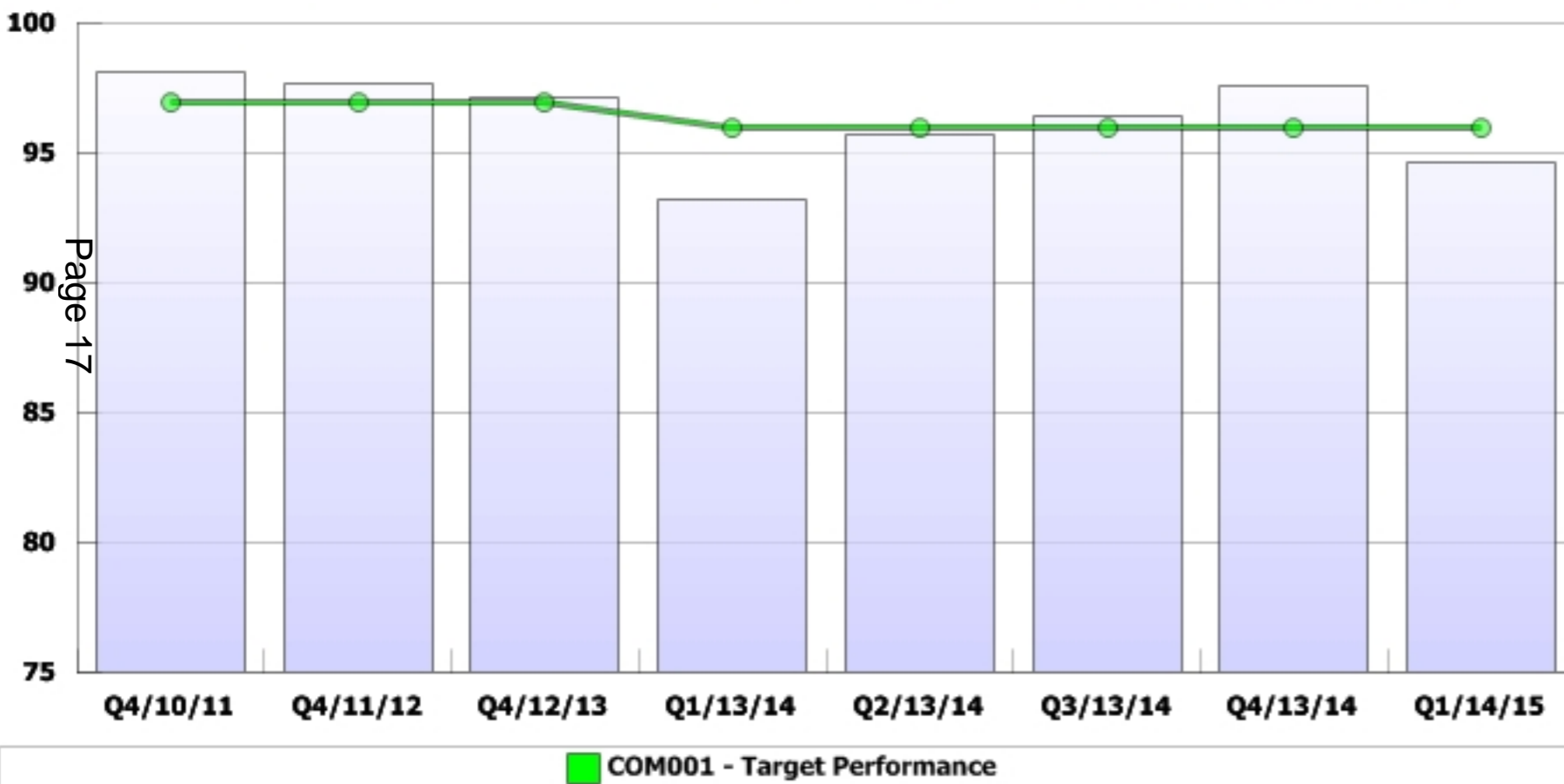
Yes

Quarter	Target	Actual	
Q1/14/15	96.00%	94.66%	
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%	

Annual Target: 2014/15 - 96.00%
2013/14 - 96.00%

Indicator of good performance:
A higher percentage is good

is the direction of improvement



Comment on current performance (including context):

(Q1 2014/15) - Although the target has not been met in Q1, it is expected that it will be met by the end of Q4, as the end of year figure is always the highest by far.

As in previous years, it has proved difficult to measure performance on a quarterly basis due to the complicated calculation. This is because at the end of each quarter rent paid by direct debit is not always able to be included, especially now there are so many payment dates available to customers. Furthermore, amounts paid by tenants at the cash desk by cheque may not have reached their accounts.

Corrective action proposed (if required):

(Q1 2014/15) - A project is underway, in conjunction with Finance and Audit, to carry out monthly reconciliations of the rent accounts. One of the purposes of this project is to improve the performance figure on a quarterly basis.

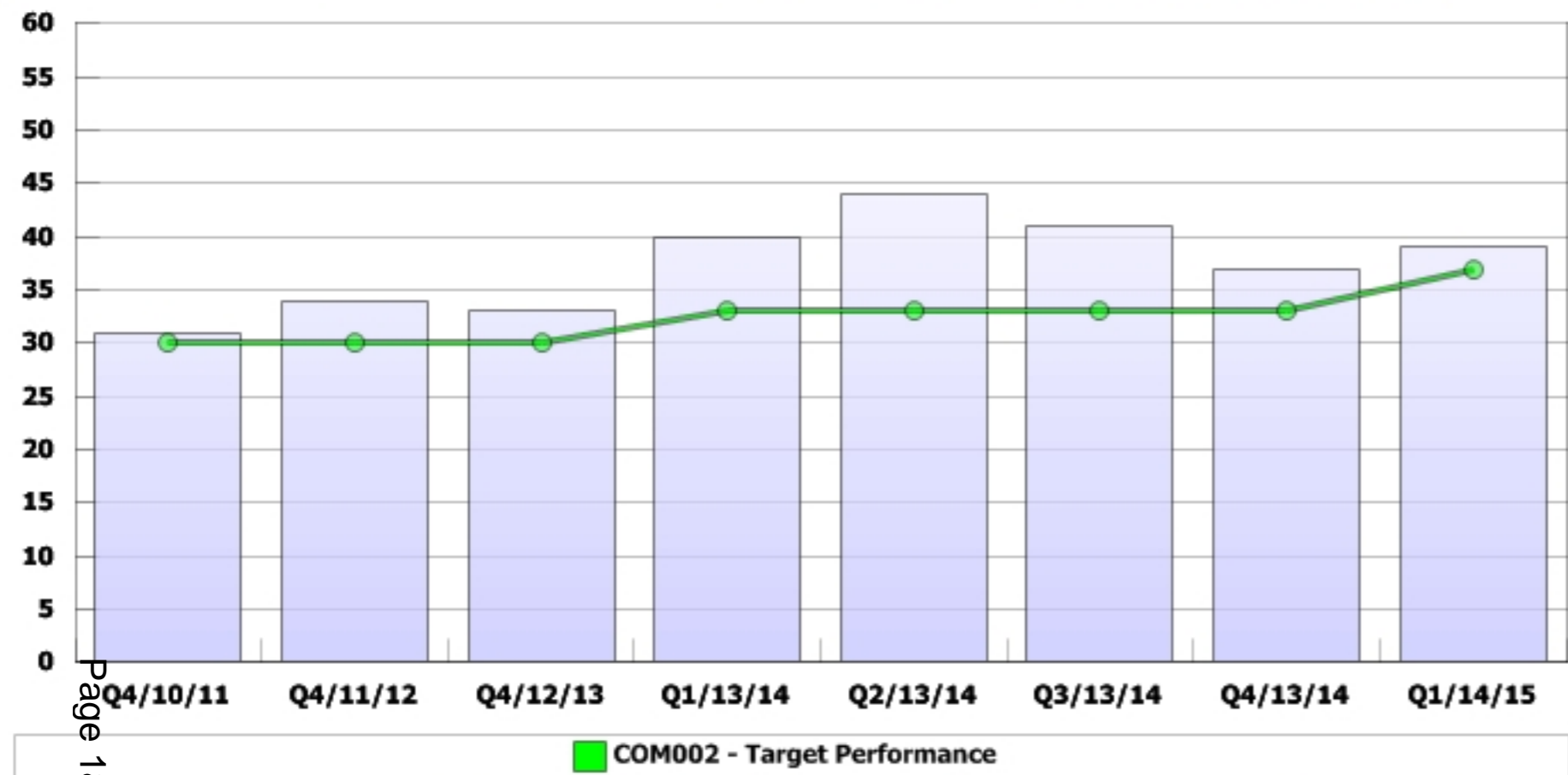
COM002 On average, how many days did it take us to re-let a Council property?

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

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



Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	37.0	39.0	✗
Q4/13/14	33.0	37.0	✗
Q3/13/14	33.0	41.0	✗
Q2/13/14	33.0	44.0	✗
Q1/13/14	33.0	40.0	✗

Annual 2014/15 - 37 days
Target: 2013/14 - 33 days
Indicator of good performance:
A lower number of days is good
 ↓ is the direction of improvement

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

Comment on current performance (including context):

(Q1 2014/15) - The Housing Allocation Team have begun undertaking pre-verification checks on bidders to reduce time at point of allocation. In addition, it is planned to undertake a detailed void study to identify ways of improving performance.

Corrective action proposed (if required):

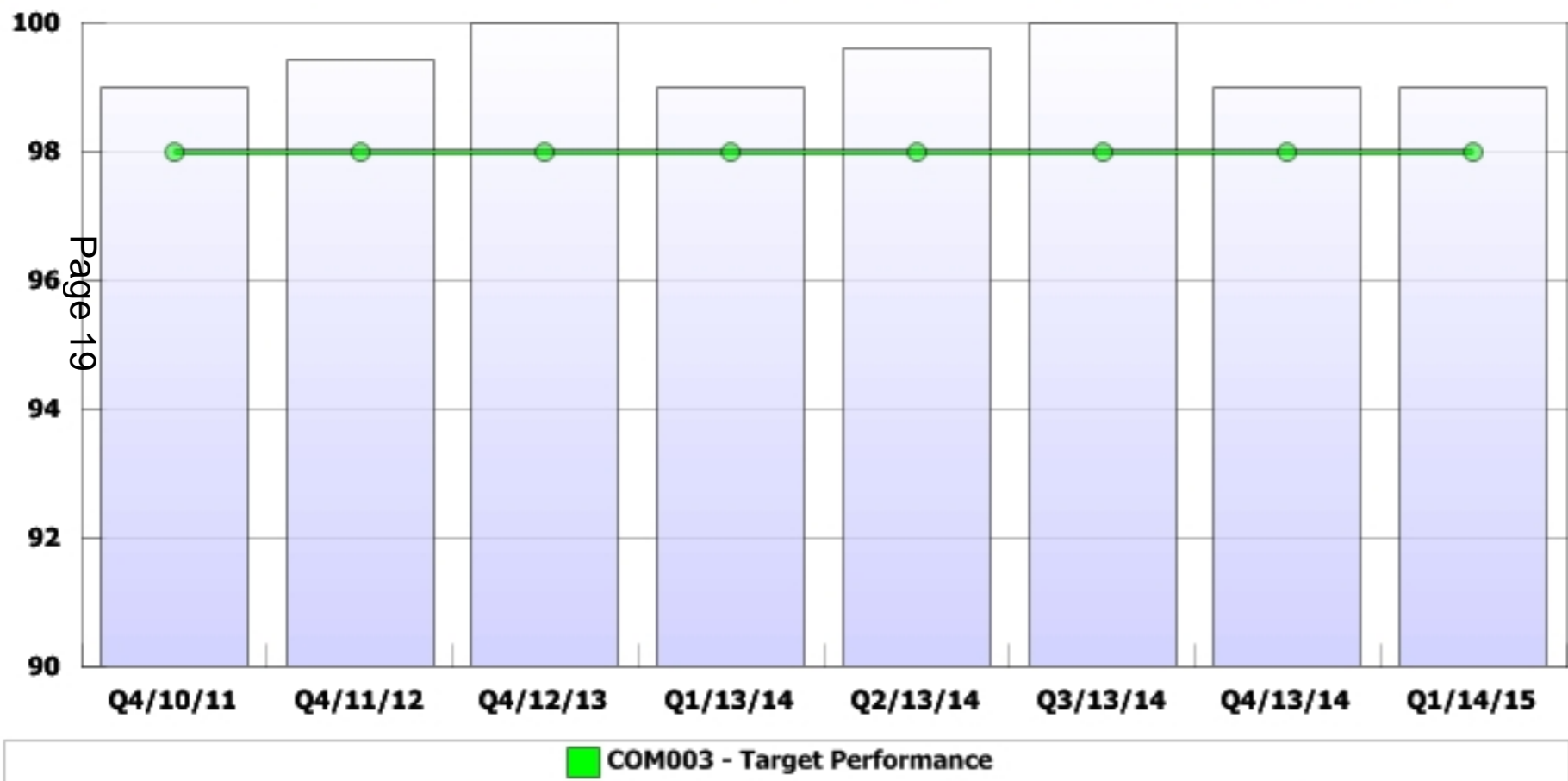
(Q1 2014/15) - The following corrective actions are being considered as part of the ongoing process of improving relet times:
 - Possible re-introduction of pre-inspections prior to tenants transferring. Permissions will be withheld where properties are in a poor state of repair. This will avoid undertaking extensive works following vacation thereby extending the void period.
 - Reducing bidding cycles from fortnightly to weekly to reduce the period between the keys being returned to Housing Options and the property being let.
 - Introducing multiple viewings for general needs difficult to let properties which should reduce the time between offers.

COM003 How satisfied were our tenants with the standard of the repairs service they received?

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

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

Current and previous quarters performance

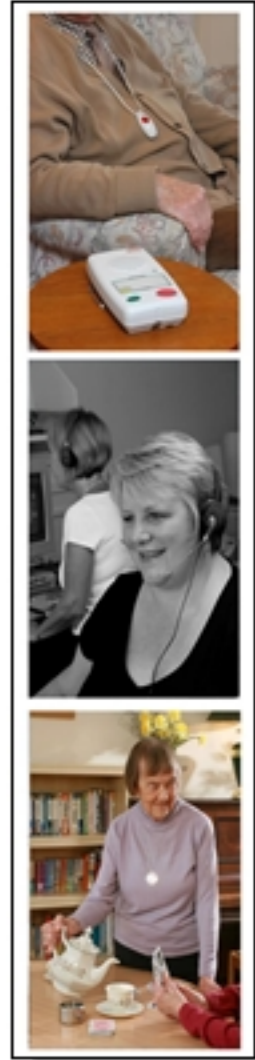


Quarter	Target	Actual
Q1/14/15	98.00%	99.00%
Q4/13/14	98.00%	99.00%
Q3/13/14	98.00%	100.00%
Q2/13/14	98.00%	99.61%
Q1/13/14	98.00%	99.00%



Annual 2014/15 - 98.00%
Target: 2013/14 - 98.00%
Indicator of good performance: A higher percentage is good
 ↑ is the direction of improvement

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



Comment on current performance (including context):

(Q1 2014/15) - Satisfaction continues to achieve target.

Corrective action proposed (if required):

COM004 How many households were housed in temporary accommodation?

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

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

Current and previous quarters performance



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

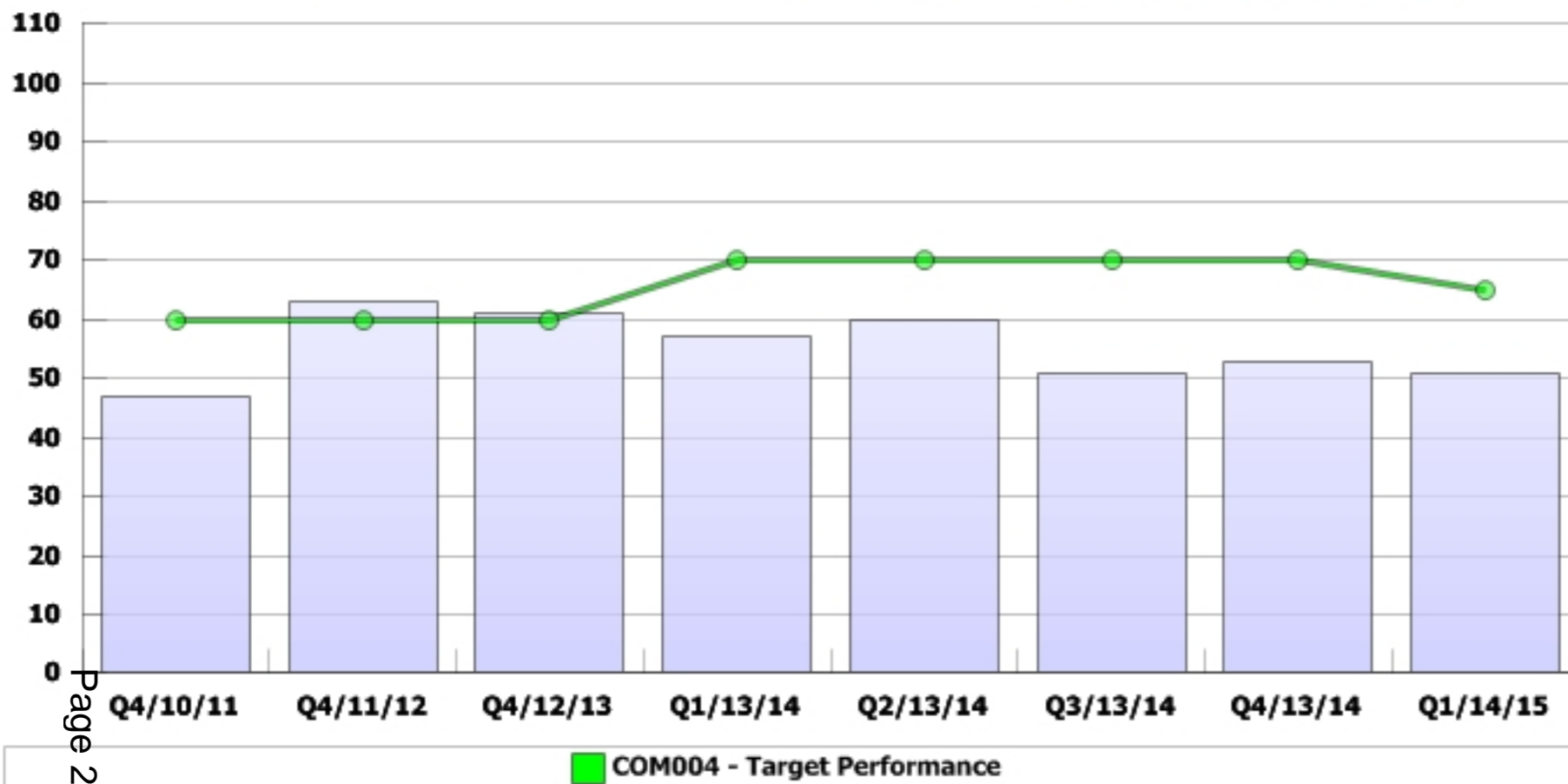
Yes

Quarter	Target	Actual
Q1/14/15	65	51
Q4/13/14	70	53
Q3/13/14	70	51
Q2/13/14	70	60
Q1/13/14	70	57

Annual 2014/15 - 65
Target: 2013/14 - 70

Indicator of good performance:
A lower number is good

↓ is the direction of improvement



Comment on current performance (including context):

(Q1 2014/15) - The target has been achieved.

Corrective action proposed (if required):

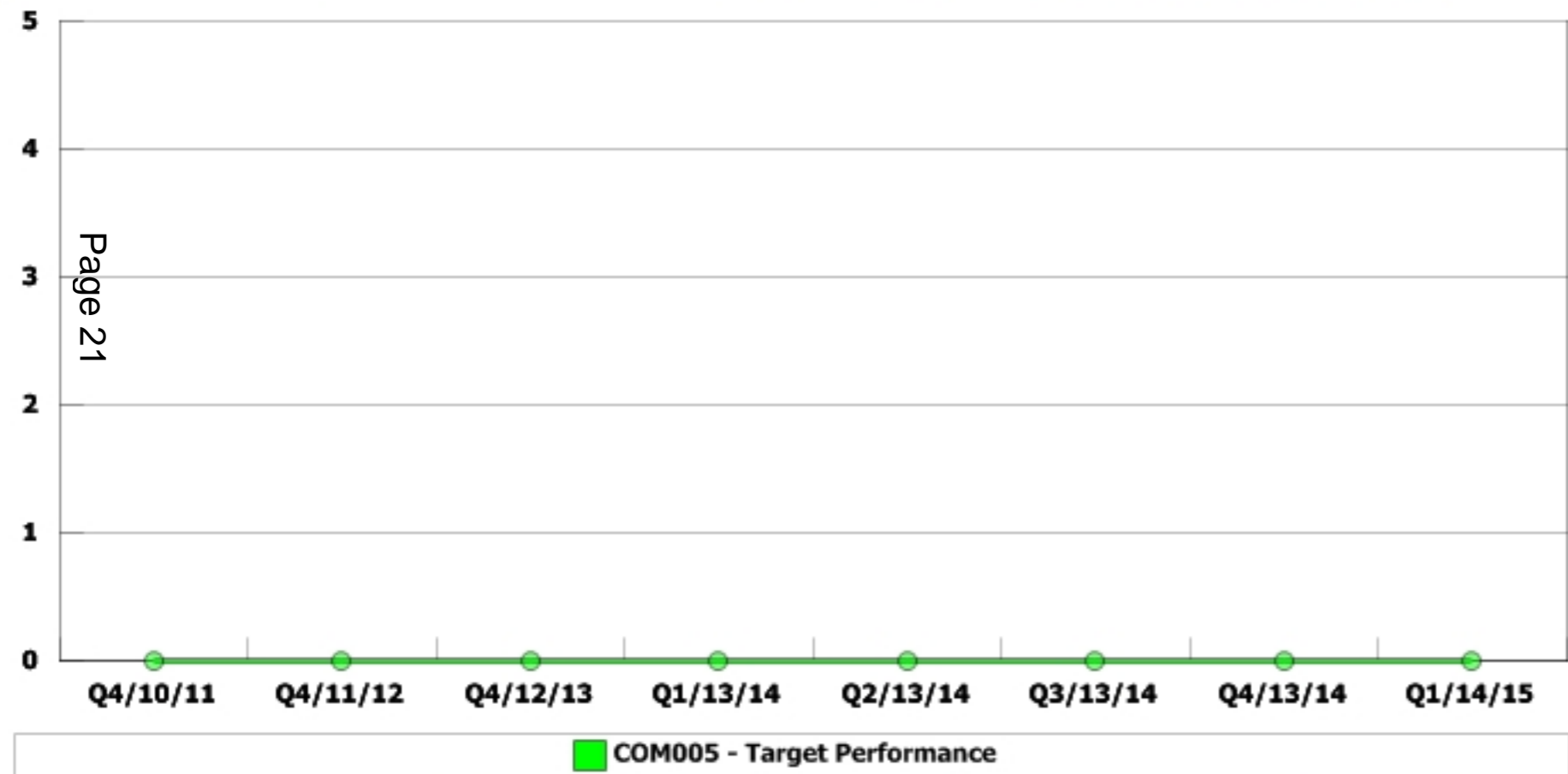
Empty box for corrective action proposed.

COM005 What percentage of our council homes were not in a decent condition?

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

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

Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	0.00%	0.00%
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%

Annual 2014/15 - 0.00%
 Target: 2013/14 - 0.00%
 Indicator of good performance:
 A lower percentage is good
 ↓ is the direction of improvement

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

Comment on current performance (including context):

(Q1 2014/15) - Potential building element failures have been identified from Stock Condition Survey Address List and appropriate Capital and Revenue works programmes have commenced to prevent these properties falling into 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.

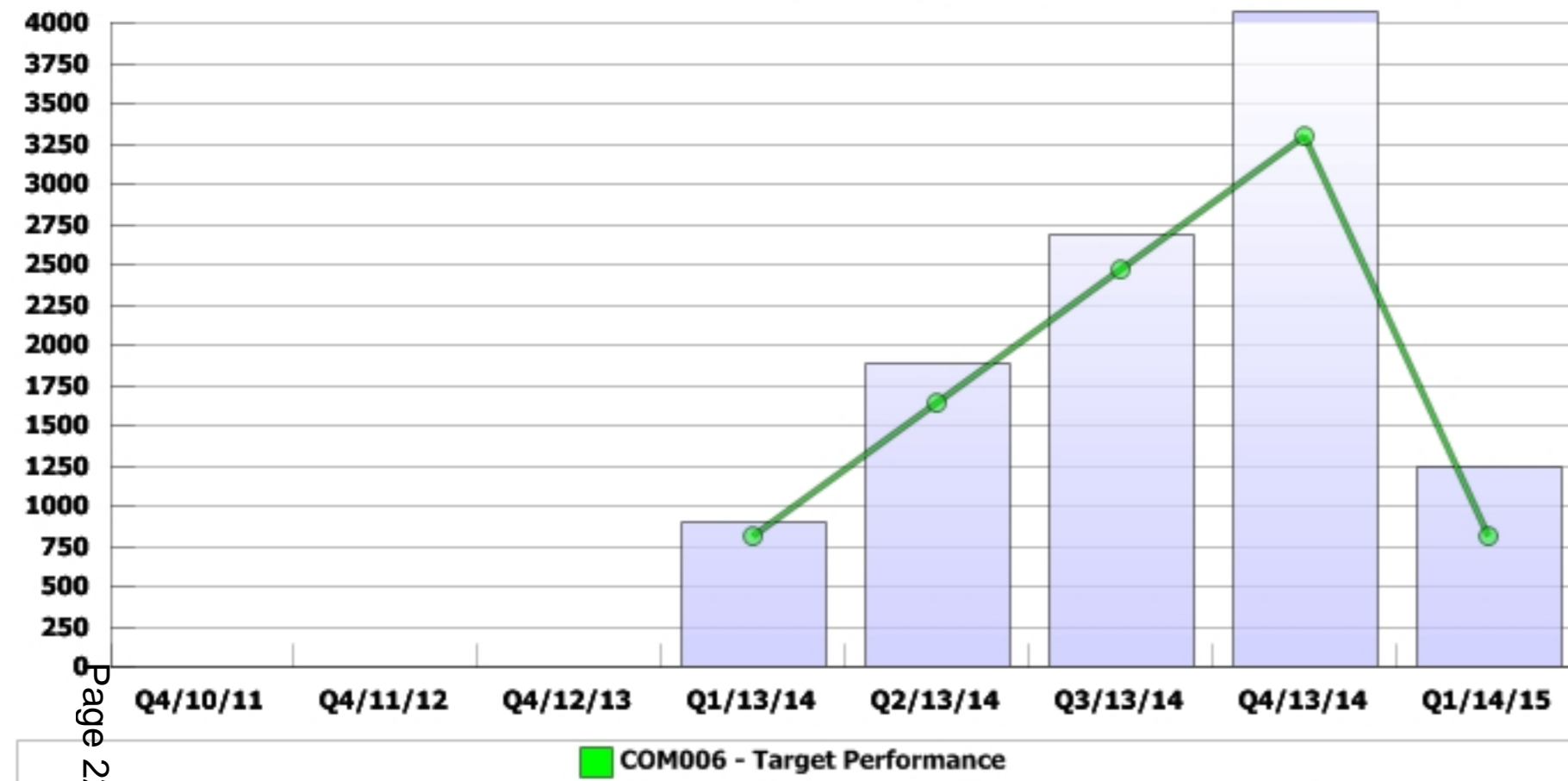
Corrective action proposed (if required):

COM006 How many of the key building components required to achieve the Modern Homes Standard were renewed?

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

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

Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	825	1,244
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

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

Yes

↑ is the direction of improvement

Annual Target: 2014/15 - 3,300
 2013/14 - 3,300
 Indicator of good performance: A higher percentage is good

Comment on current performance (including context):

(Q1 2014/15) - Potential building element failures have been identified from Stock Condition Survey Address List and appropriate Capital and Revenue works programmes have commenced to prevent these properties falling into the Non-Decent category.

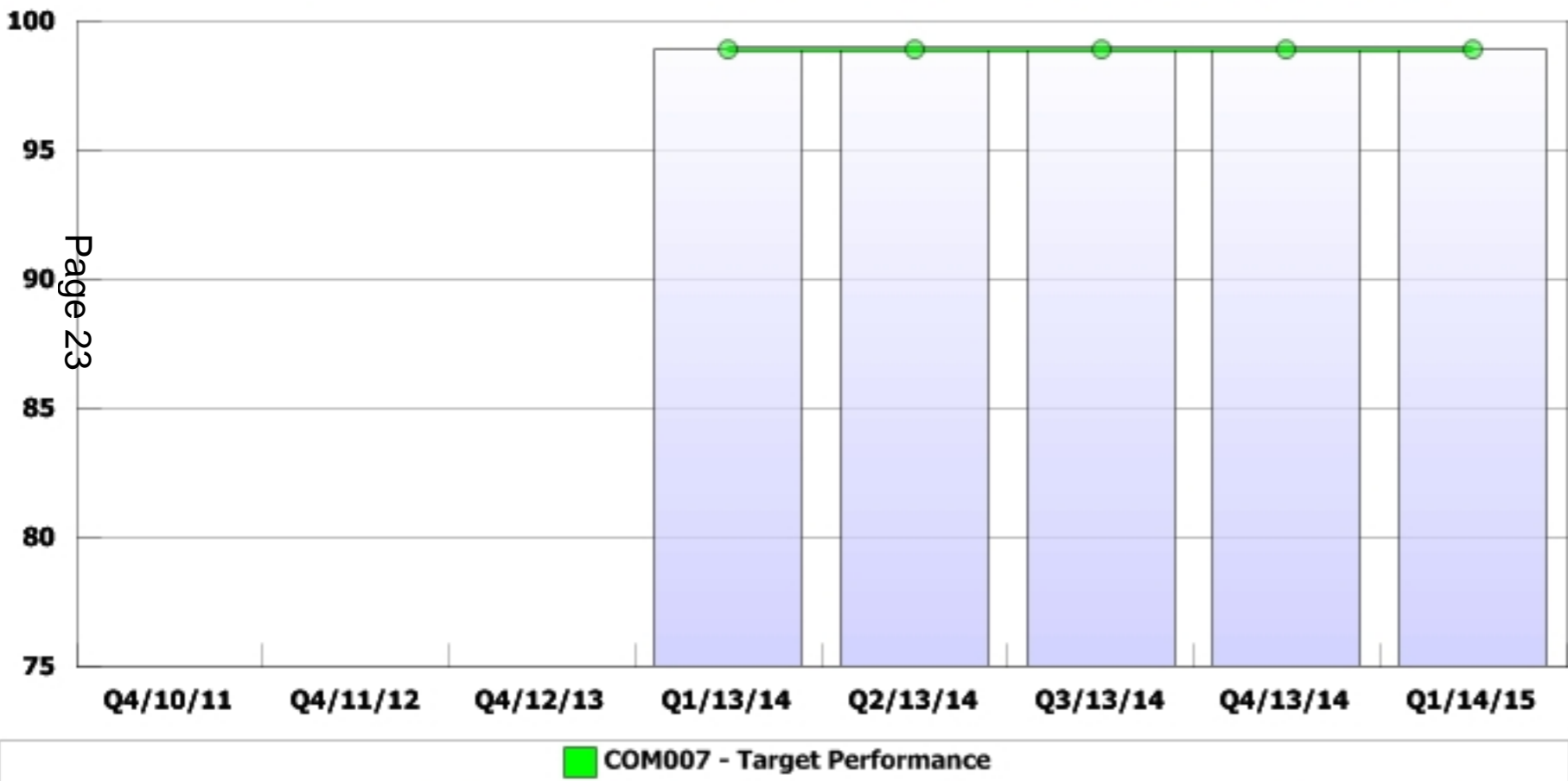
Corrective action proposed (if required):

COM007 What percentage of all emergency repairs are attended to within 4 working hours?

Additional Information:

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

Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	99%	99%
Q4/13/14	99%	99%
Q3/13/14	99%	99%
Q2/13/14	99%	99%
Q1/13/14	99%	99%



Annual Target: 2014/15 - 99%
2013/14 - 99%

Indicator of good performance:
A higher percentage is good

↑ is the direction of improvement

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

Yes

Comment on current performance (including context):

(Q1 2014/15) - Performance target achieved, average attendance performance is 1 hour 37 minutes.

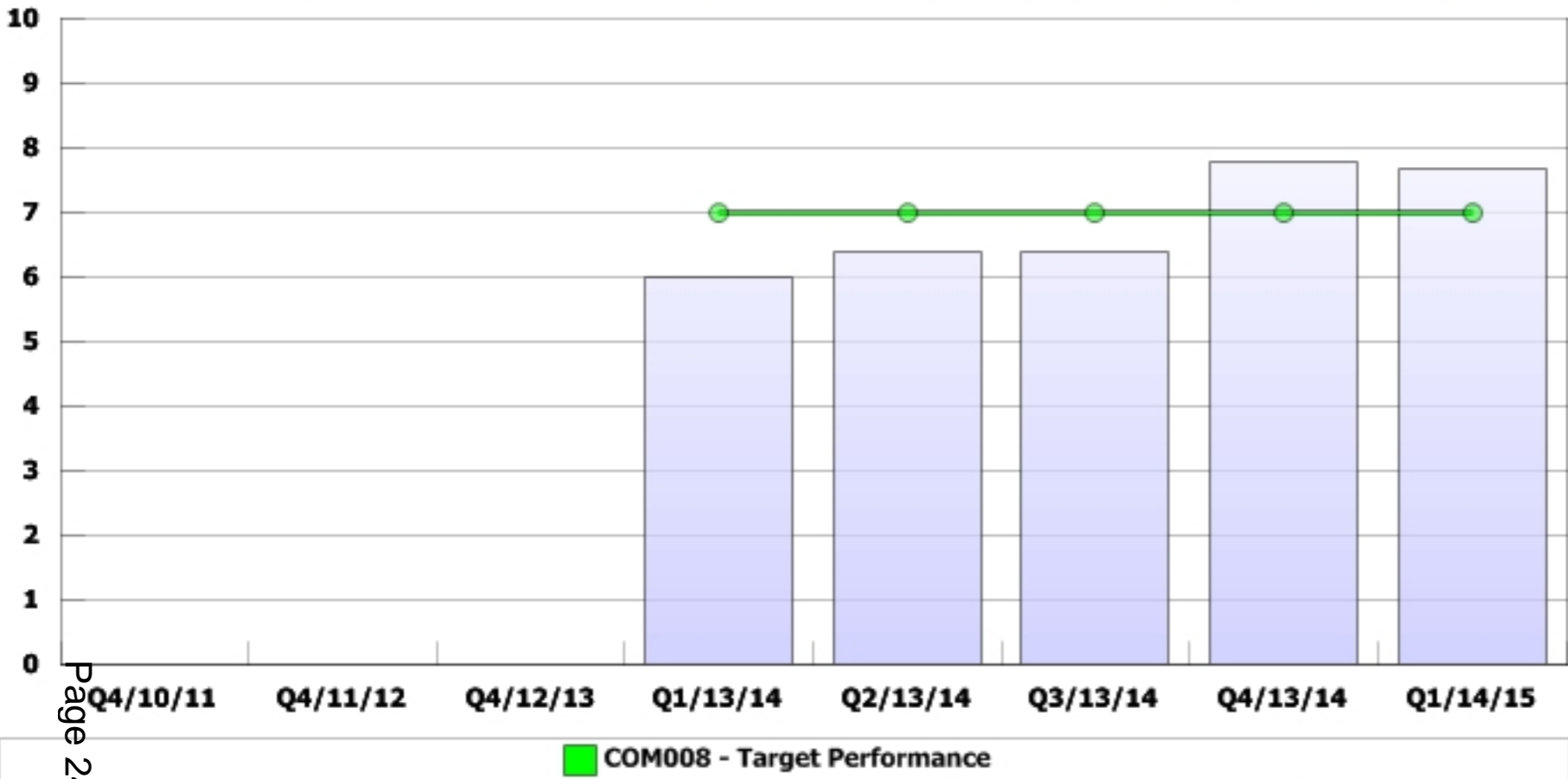
Corrective action proposed (if required):

COM008 What is the average overall time to complete responsive repairs?

Additional Information:

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	7.0	7.7	✗
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	✓

Annual 2014/15 - 7 working days
Target: 2013/14 - 7 working 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):

(Q1 2014/15) - Performance has failed to achieve target for Q1. This indicator has been affected by the number of fencing jobs reported following the storms in the earlier part of the year. This was further impacted by a national shortage of fencing timber to complete these repairs. Current performance for jobs reported since 1 April 2014 to date has this performance at 5.91 working days.

Corrective action proposed (if required):

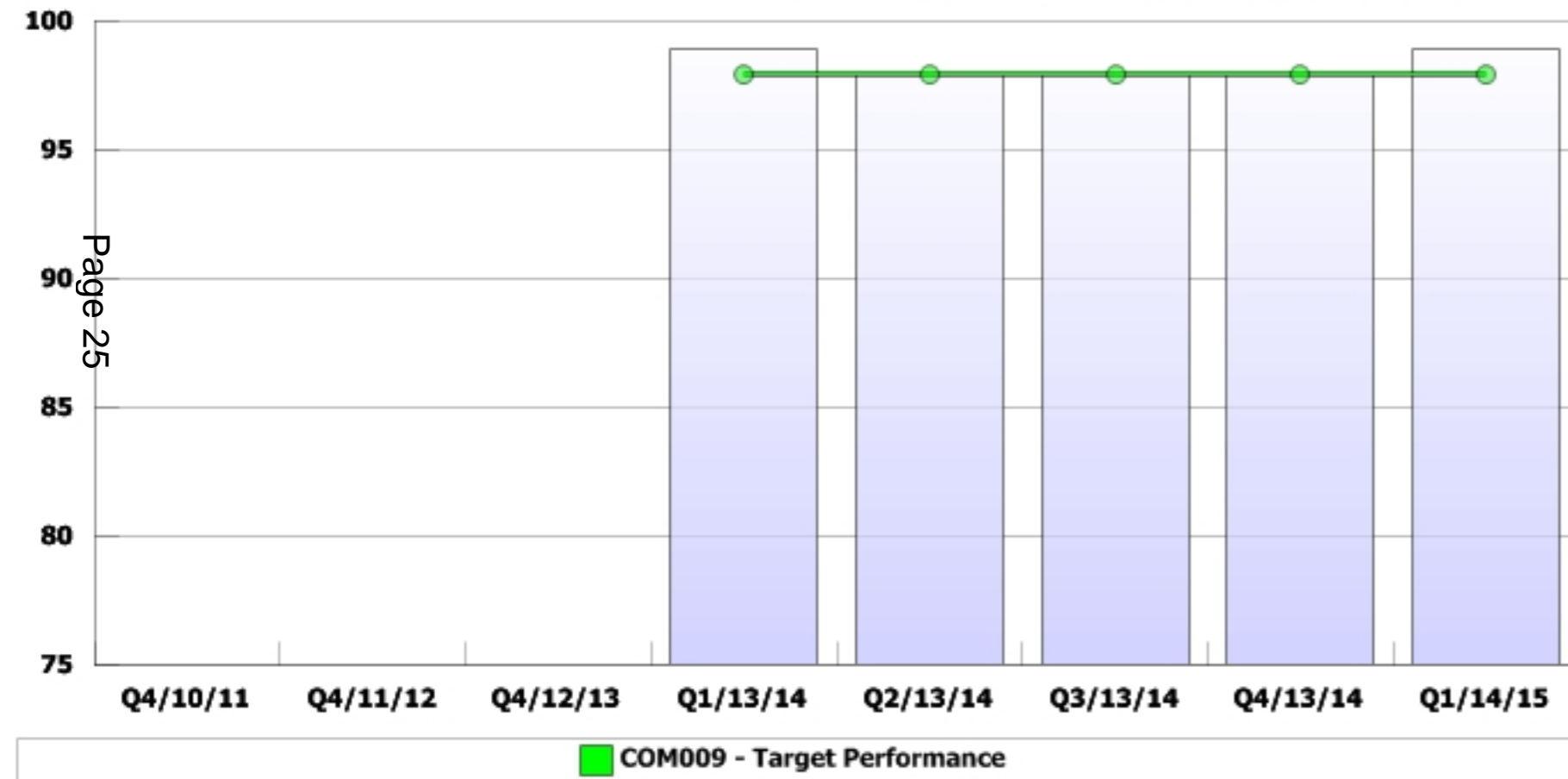
(Q1 2014/15) - The Housing Repairs Service will drive performance in Q2 through to Q4 to reduce the full year performance back down to 7 working days by the end of March 2015. By keeping performance under 6 working days this should have the effect of reducing the 0.71 working day average increase over the full year.

COM009 What percentage of appointments for repairs are both made and kept?

Additional Information:

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

Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	98%	99%
Q4/13/14	98%	98%
Q3/13/14	98%	98%
Q2/13/14	98%	98%
Q1/13/14	98%	99%

Annual Target: 2014/15 - 98%
 Target: 2013/14 - 98%

Indicator of good performance:
 A higher percentage is good

↑ is the direction of improvement

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

Yes

Comment on current performance (including context):

(Q1 2014/15) - Performance has achieved target.

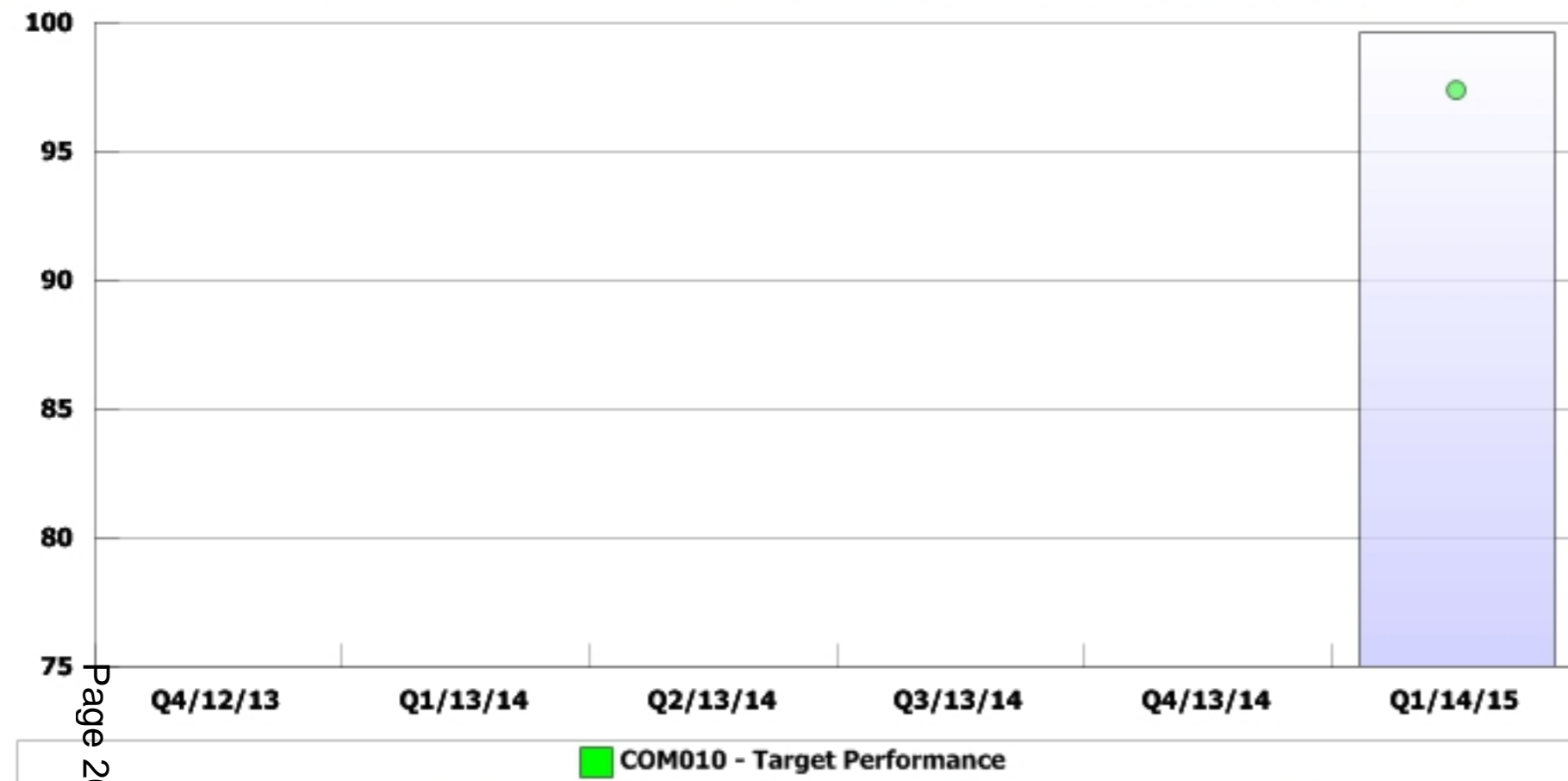
Corrective action proposed (if required):

COM010 What percentage of calls to the council's Careline service are answered within 60 seconds?

Additional Information:

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

Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	97.5%	99.7%
Q4/13/14	97.5%	0.0%
Q3/13/14	97.5%	0.0%
Q2/13/14	97.5%	0.0%
Q1/13/14	97.5%	0.0%



Annual Target: 2014/15 - 97.50%
2013/14 - 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):

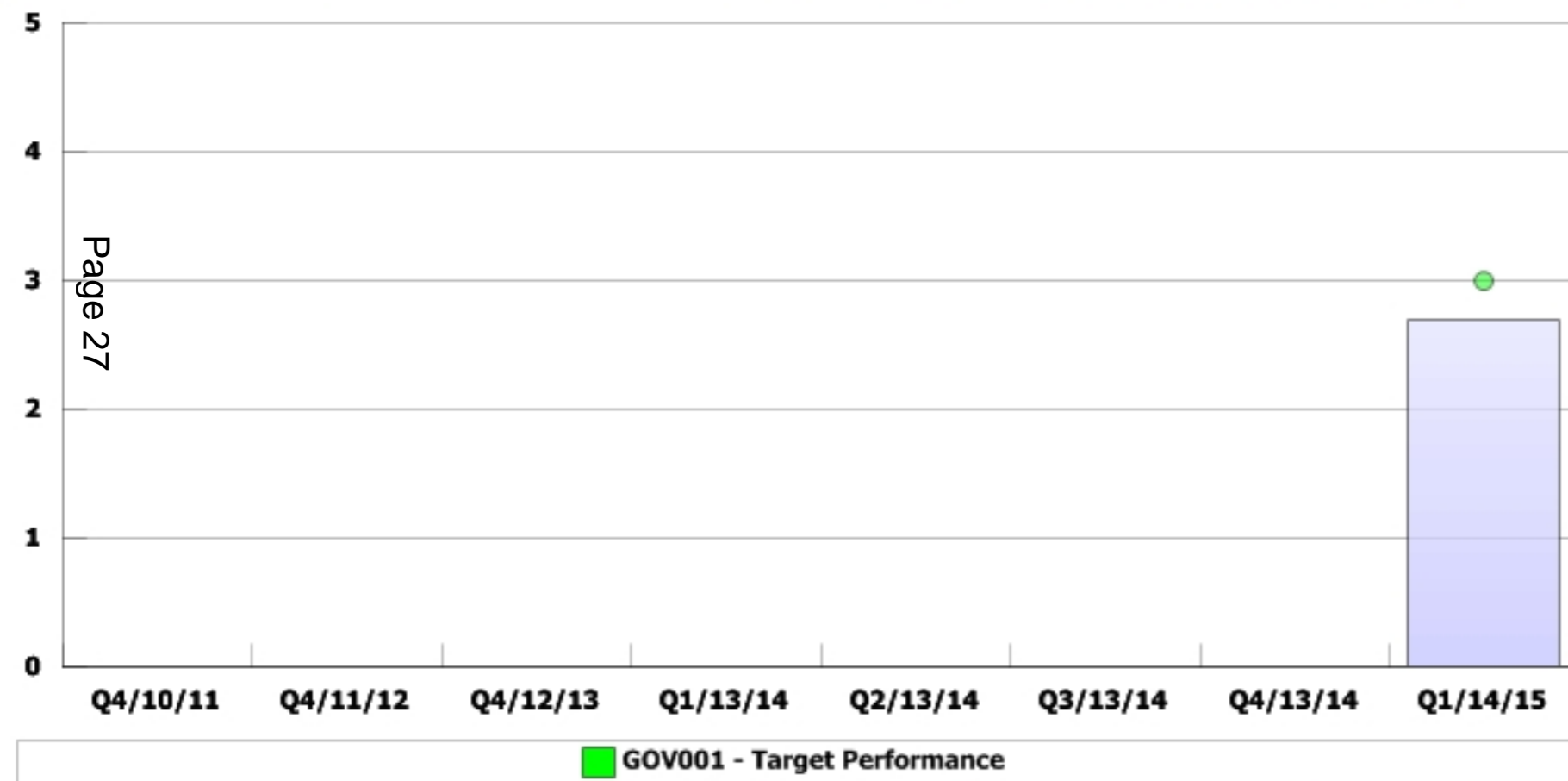
(Q1 2014/15) - The target has been achieved.

Corrective action proposed (if required):

Additional Information:

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

Current and previous quarters performance

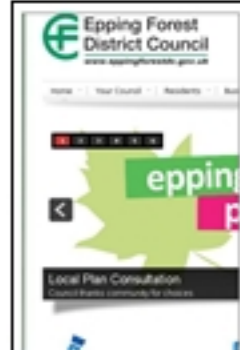


Quarter	Target	Actual
Q1/14/15	3.0	2.7
Q4/13/14		0.0
Q3/13/14		0.0
Q2/13/14		0.0
Q1/13/14		0.0



Annual Target: 2014/15 - 3 Stars
 2013/14 - N/A
 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):

(Q1 2014/15) - The new user feedback tool was implemented in April 2014. The user can select a happy, neutral or sad face and leave comments which are linked to the page. There were 23 replies in the first 3 months consisting of 7 happy, 6 neutral and 10 sad giving an average of 2.7.

Corrective action proposed (if required):

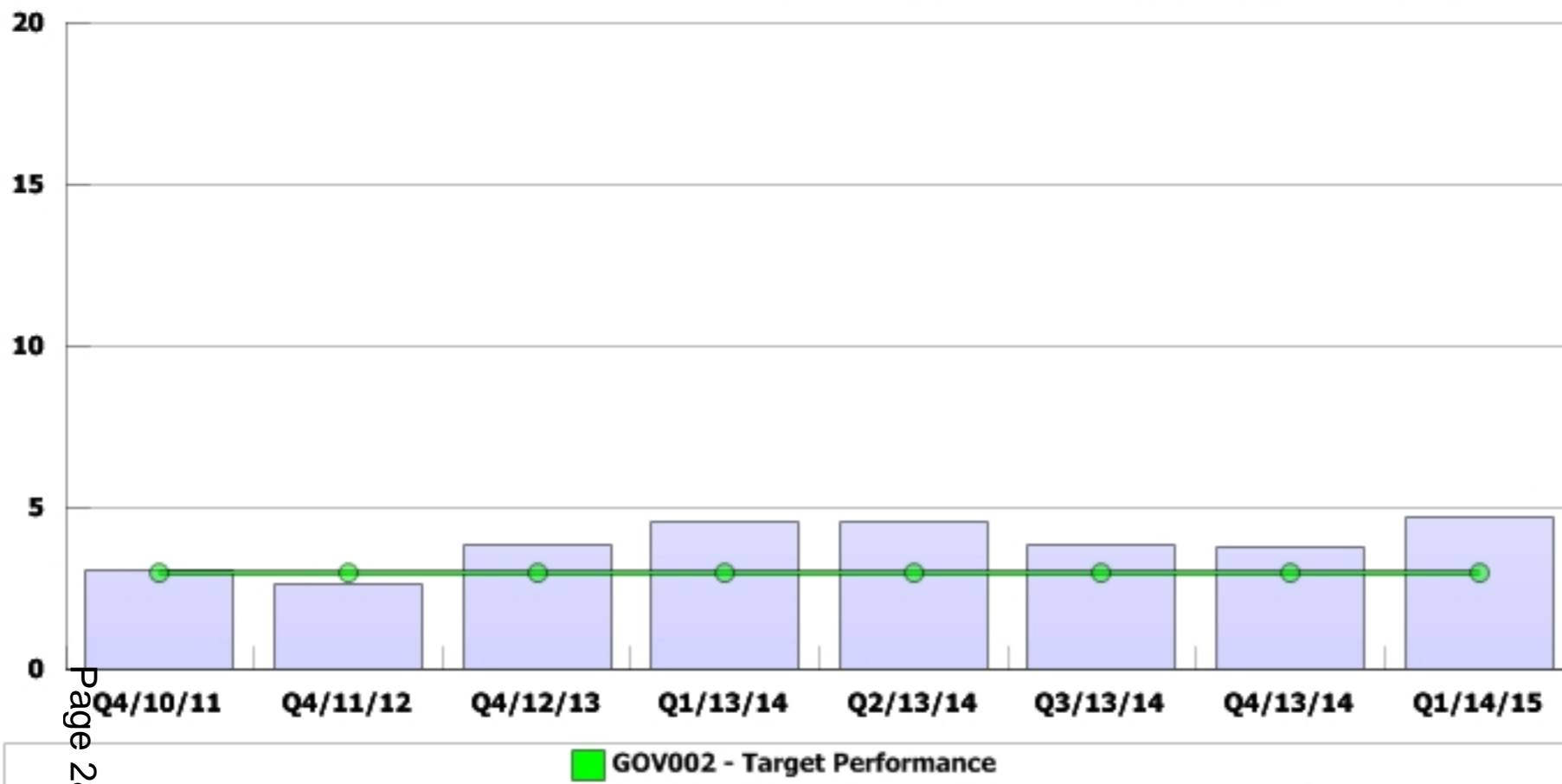
(Q1 2014/15) - The comments have enabled us to make specific changes to benefit users which cannot be gained from statistics alone.

GOV002 What percentage of the rent we were due to be paid for our commercial premises was not paid?

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

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	3.00%	4.73%	✗
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%	✗

Annual Target: 2014/15 - 3.00%
 2013/14 - 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):

(Q1 2014/15) Arrears are slightly higher than the target but still quite low in the present economic climate.

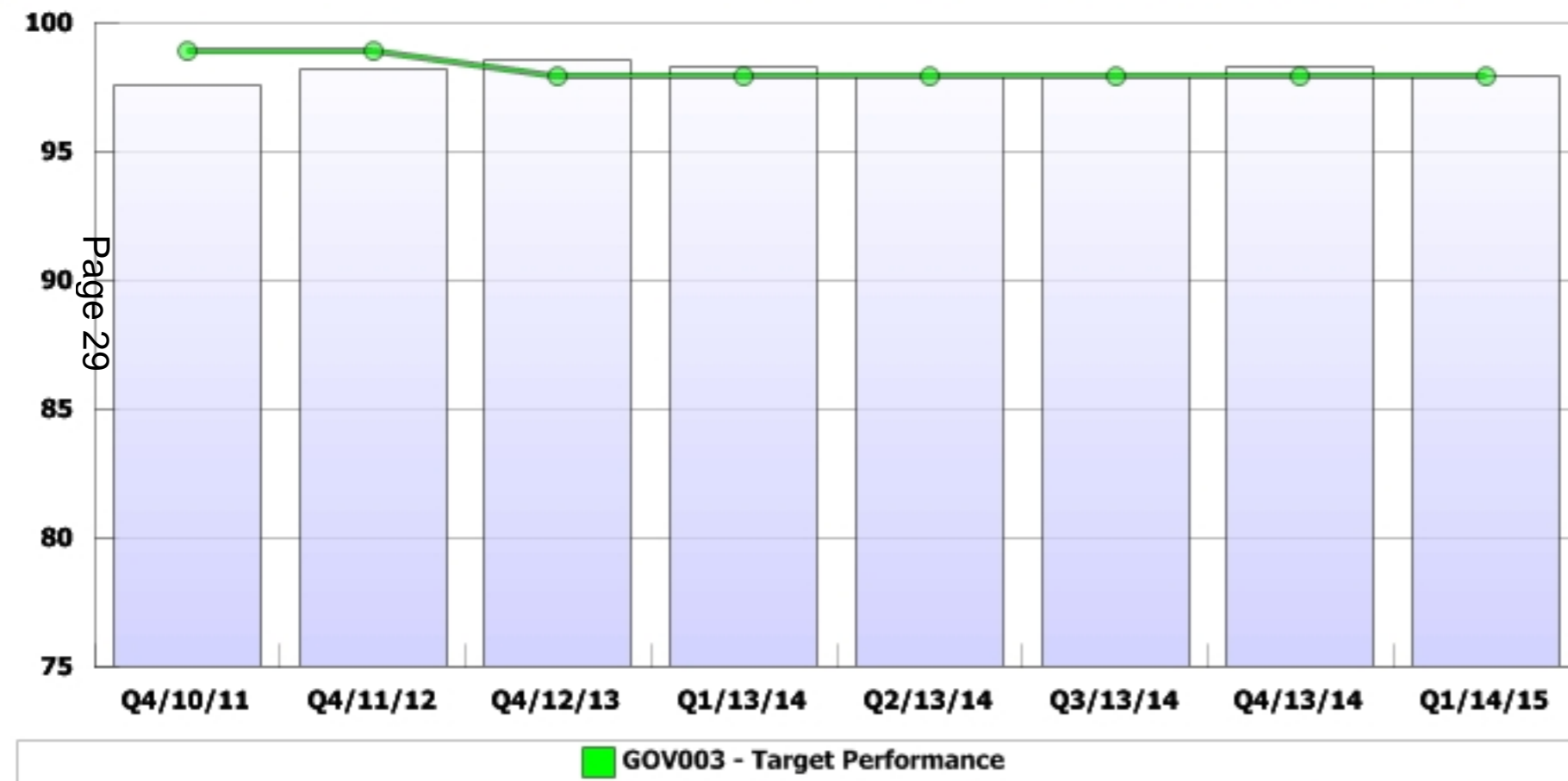
Corrective action proposed (if required):

(Q1 2014/15) It is hoped to start arrears meetings with Finance and Legal Services again in the near future.

Additional Information: This indicator monitors the effectiveness of the local authority's asset management function and helps to monitor the vitality of the Council's commercial and industrial portfolio. Performance against this indicator is reported on a quarterly basis.

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	98.00%	97.97%	✗
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%	✓

Annual 2014/15 - 98.00%
 Target: 2013/14 - 98.00%

Indicator of good performance:
 A higher percentage is good

↑ is the direction of improvement

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

Yes

Comment on current performance (including context):

(Q1 2014/15) The target was almost met.

Corrective action proposed (if required):

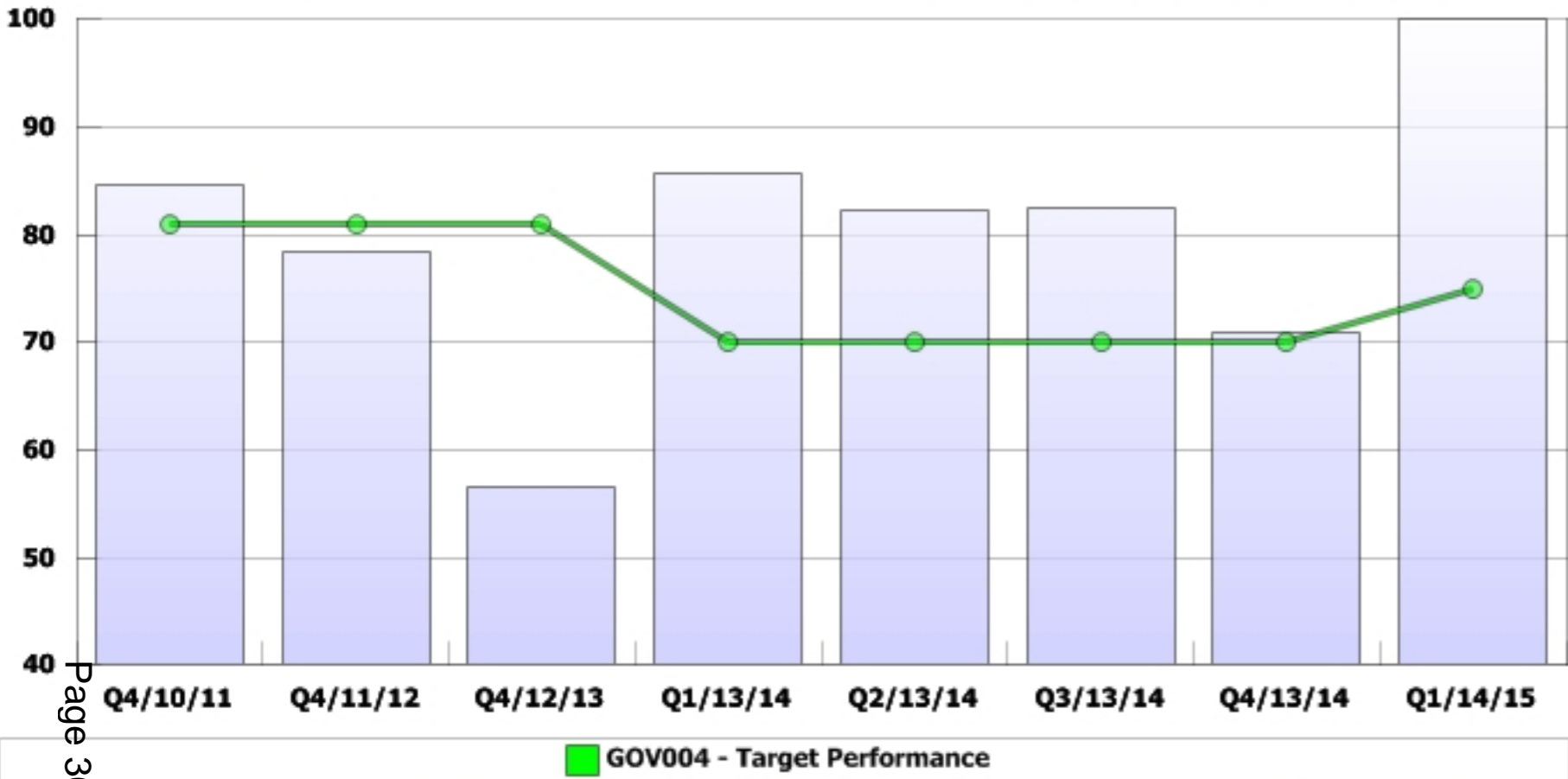
Empty box for corrective action proposed.

GOV004 What percentage of major planning applications were processed within 13 weeks?

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

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	75.00%	100.00%	✓
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%	✓

Annual Target: 2014/15 - 75.00%
 Target: 2013/14 - 70.00%
 Indicator of good performance: A higher percentage is good
 ↑ is the direction of improvement

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



Comment on current performance (including context):

(Q1 2014/15) - 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 6 out of 6 decided in time, the target has been achieved.

Corrective action proposed (if required):

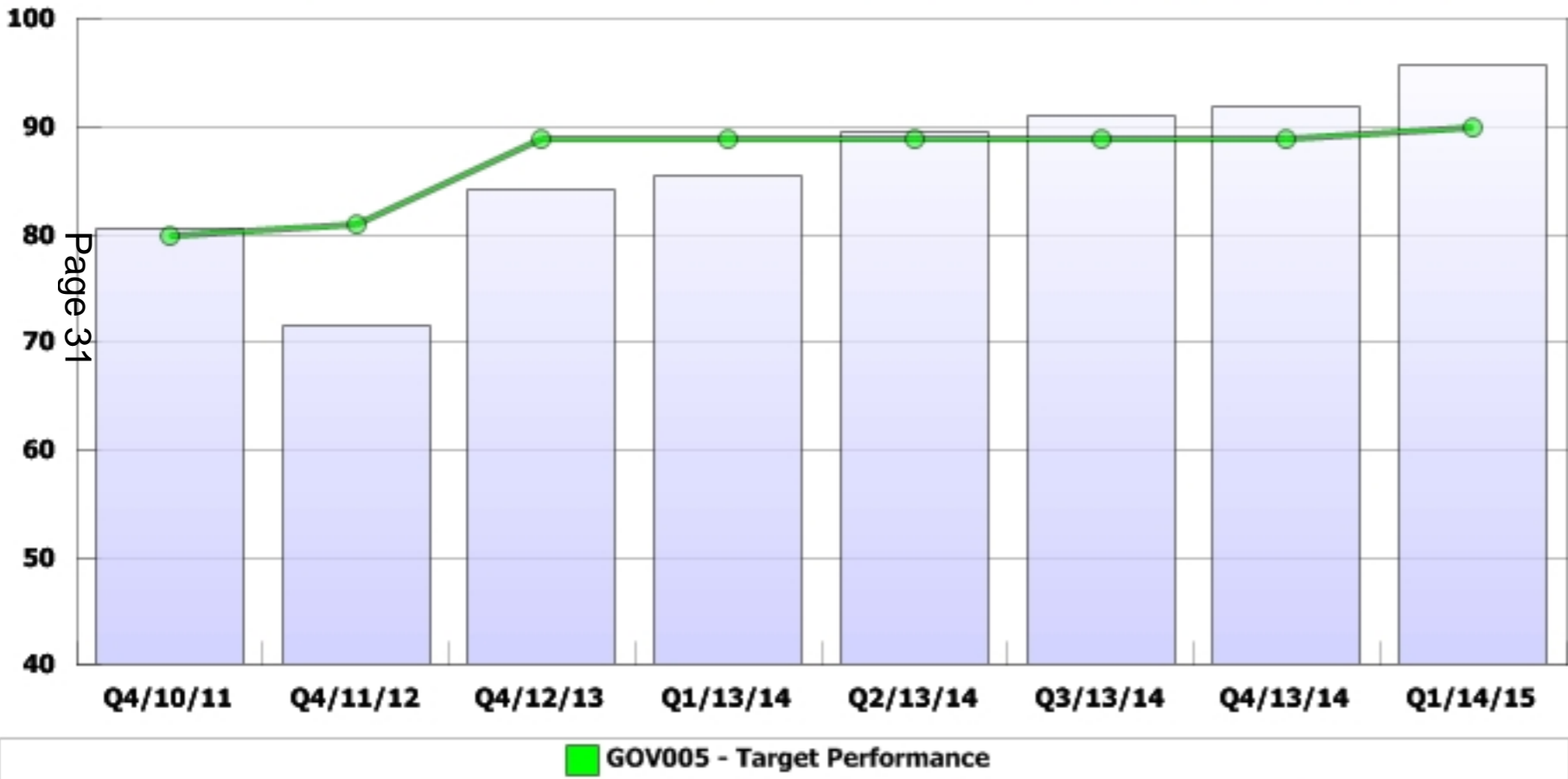
GOV005 What percentage of minor planning applications were processed within 8 weeks (Delegated decisions only from 2012/13)?

Additional Information: This indicator ensures that local planning authorities determine 'minor' planning applications in a timely manner (within eight weeks). With effect from Q1 2012/13 this indicator will measure performance on delegated decisions only. Historical performance figures will remain unchanged.

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



Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	90.00%	95.83%	✓
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%	✗

Annual 2014/15 - 90.00% (delegated)
 Target: 2013/14 - 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):

(Q1 2014/15) - 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 4 out of 96 applications in this category were outside the target time, which shows continued performance improvement on previous years, primarily because the Development Control team has been fully staffed and officers are making a concerted effort to hit the target.

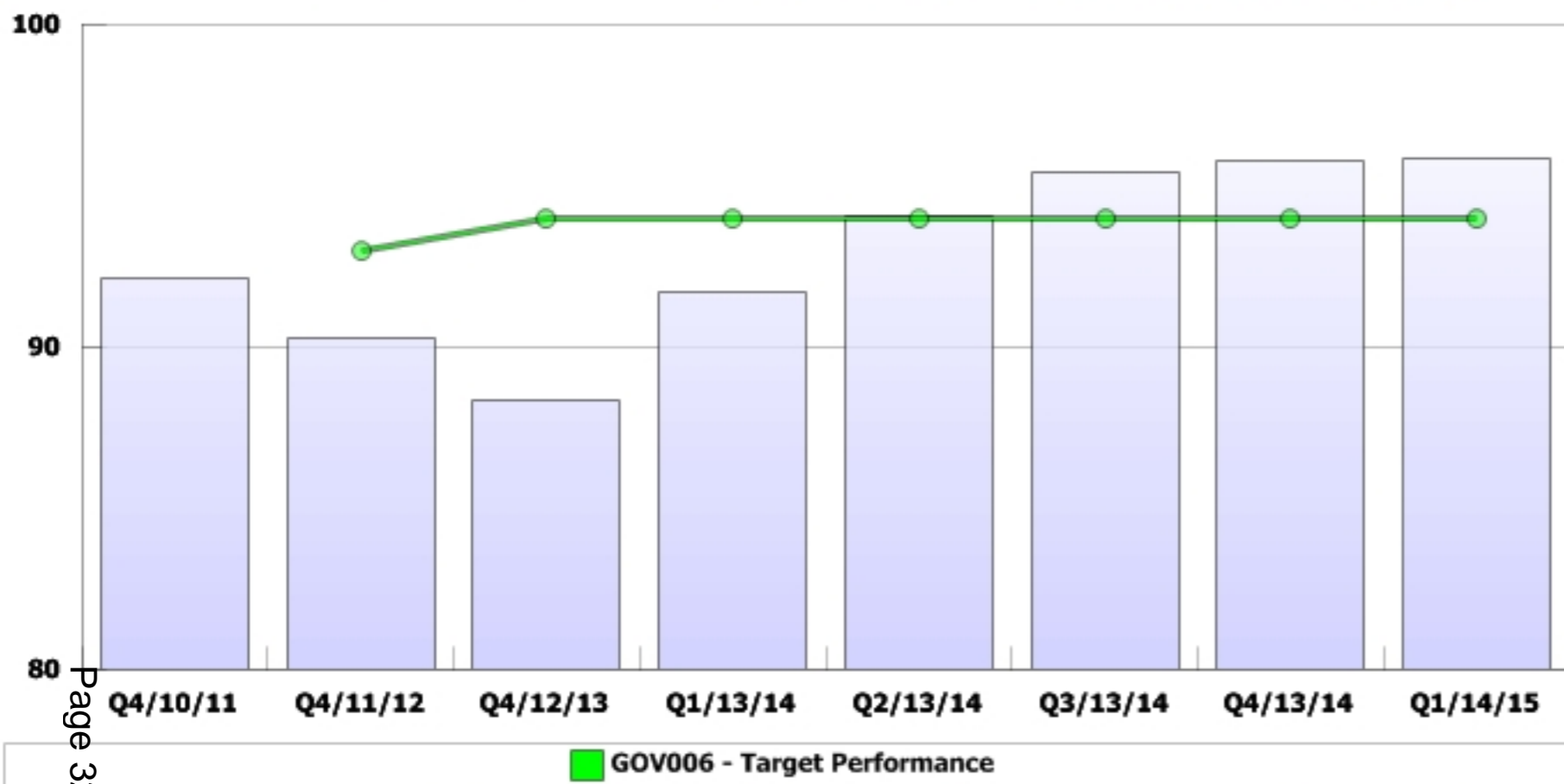
Corrective action proposed (if required):

GOV006 What percentage of other planning applications were processed within 8 weeks (Delegated decisions only from 2012/13)?

Additional Information: This indicator ensures that local planning authorities determine 'other' planning applications in a timely manner (within eight weeks). With effect from Q1 2012/13 this indicator will measure performance on delegated decisions only. Historical performance figures will remain unchanged.

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	94.00%	95.90%	✓
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%	✗

Annual 2014/15 - 94.00% (delegated)
 Target: 2013/14 - 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):

(Q1 2014/15) - Other Applications represents the highest number out of all planning application types decided under delegated powers. 281 out of 293 applications were decided in time in this category. Full complement of staff together with regular managing of workload has achieved this good performance.

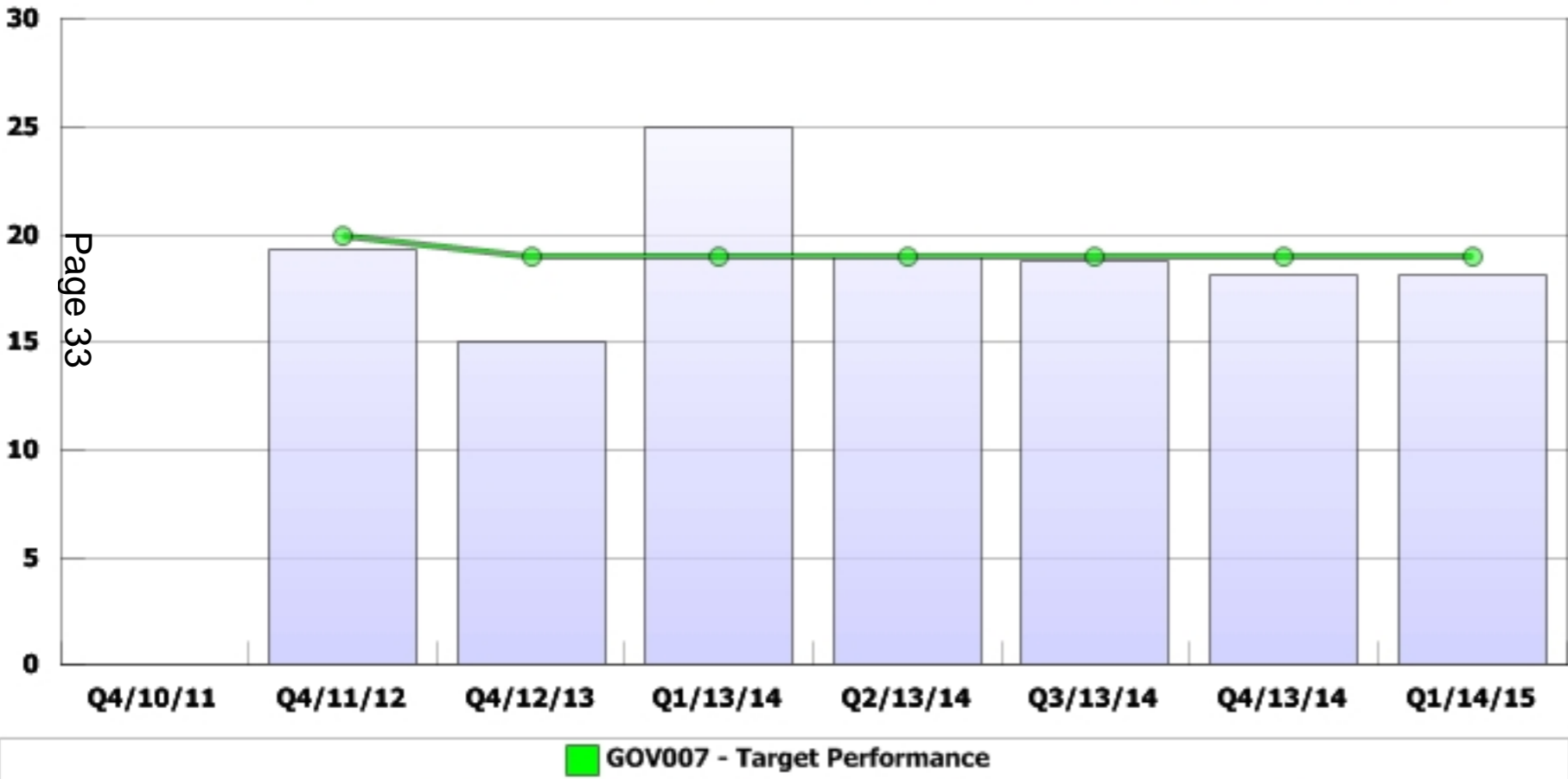
Corrective action proposed (if required):

GOV007 What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal?

Additional Information: This indicator is expressed as a percentage of the no. of appeals determined and seeks to assess the levels of applications that may be refused in order to meet development control performance targets. It measures the performance of only Officer Recommendations for refusal of planning permission

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	19.00%	18.20%	✓
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%	✗

Annual Target: 2014/15 - 19.00%
 Target: 2013/14 - 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):

(Q1 2014/15) - Of the 11 appeal decisions, resulting from officer delegated refusals, received in total, only 2 have been allowed. The target of 19% is currently being achieved, implying that Officers professional judgement on planning application is generally in line with national planning guidance.

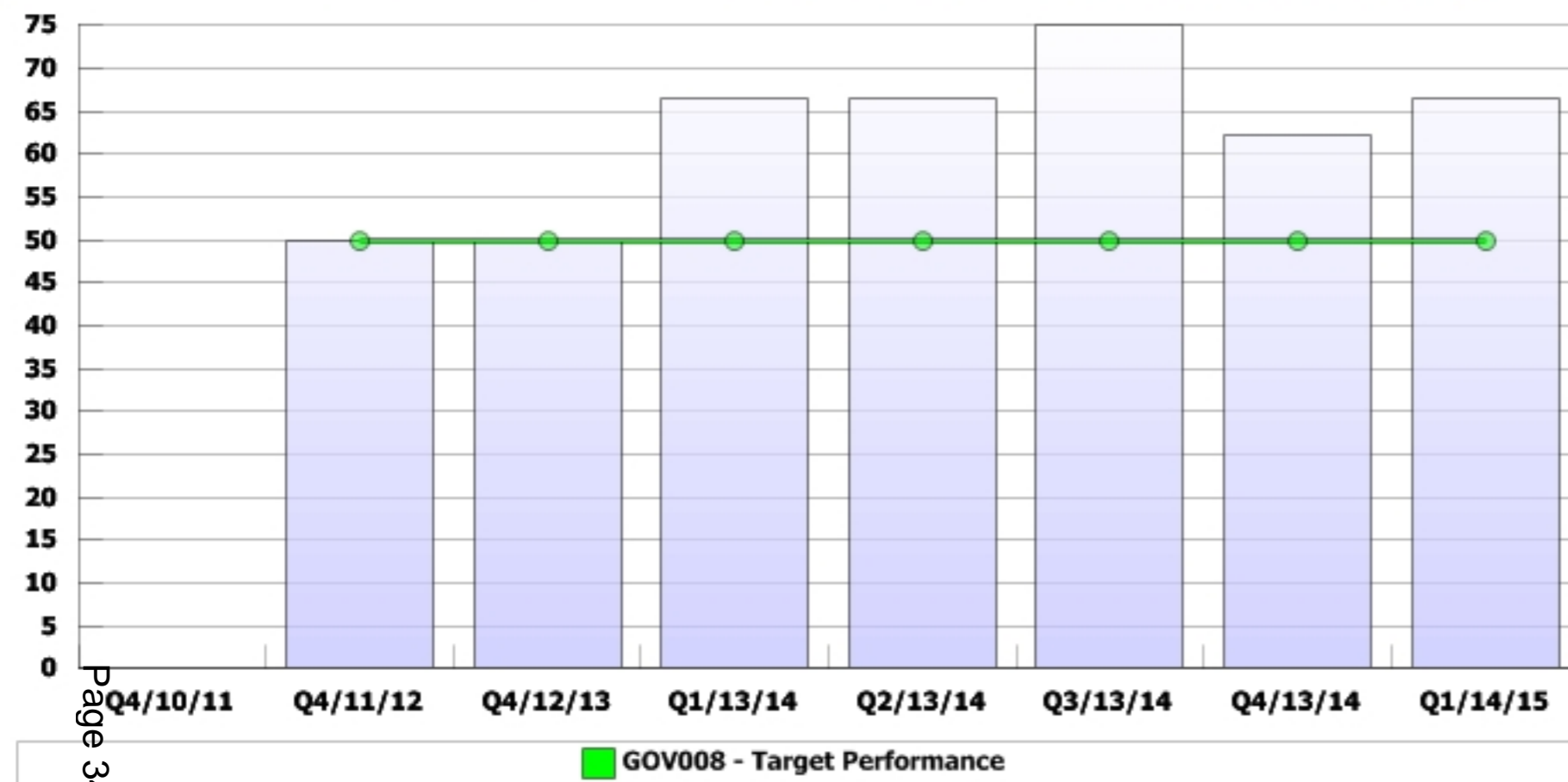
Corrective action proposed (if required):

GOV008 What percentage of planning applications, refused by Council Members against the planning officer's recommendation, were granted permission on appeal?

Additional Information: This indicator is expressed as a percentage of the no. of appeals determined and seeks to assess the levels of applications that may be refused in order to meet development control performance targets. It measures the performance of only Officer Recommendations for refusal of planning permission

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

Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	50.00%	66.67%
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%

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

Annual Target: 2014/15 - 50.00%
Target: 2013/14 - 50.00%
Indicator of good performance: A lower percentage is good
 ↓ is the direction of improvement

Comment on current performance (including context):

(Q1 2014/15) - Members decisions to refuse planning permission by reversing officer recommendations on planning applications were supported on appeal in 1 out of 3 cases, so that 66.67% (2) were allowed. However, this is a small number of appeal cases, so the performance swing is going to be very volatile.

Corrective action proposed (if required):

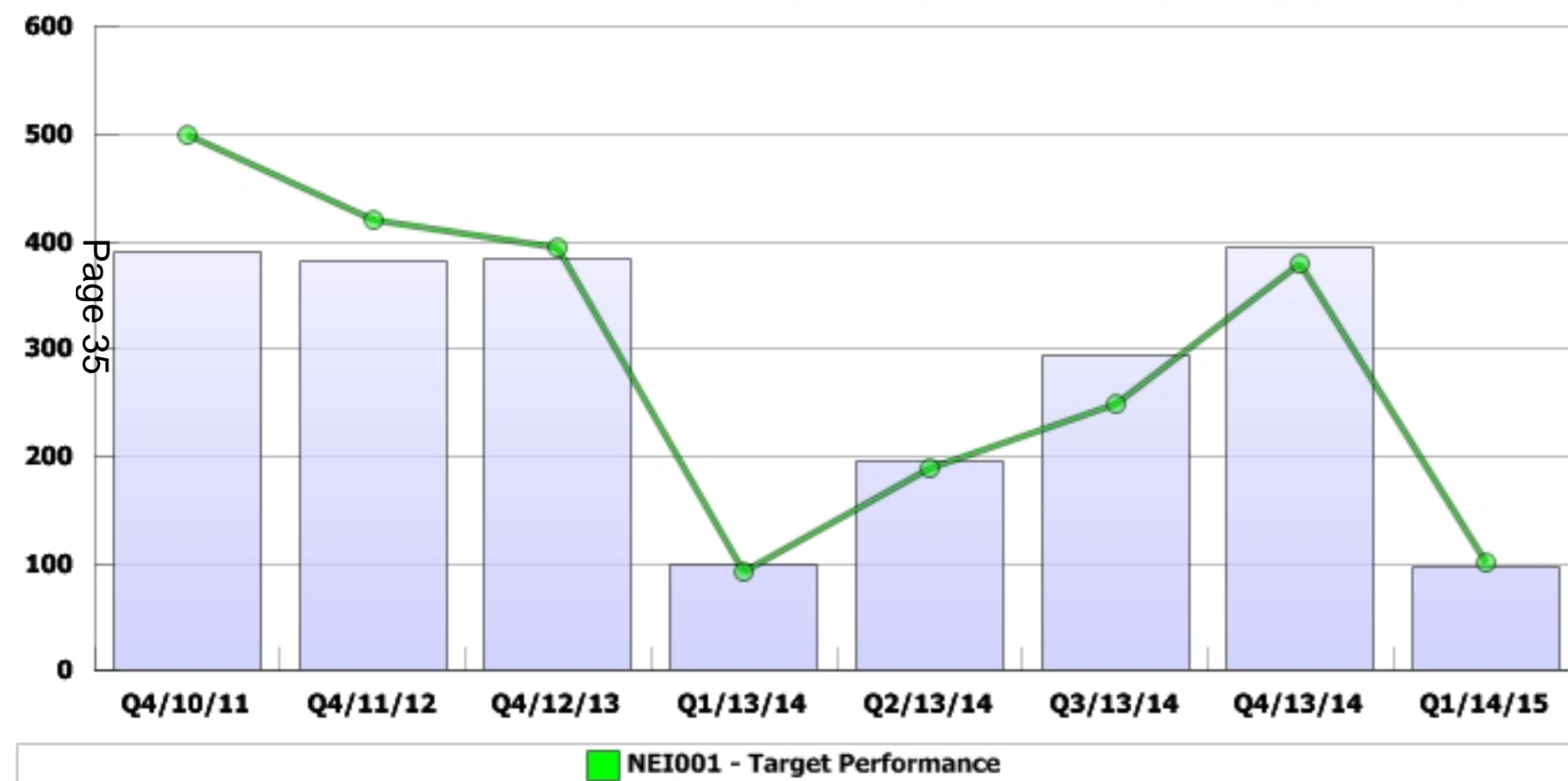
(Q1 2014/15) - Training has taken place recently for new Members so this needs time to bed in and will not affect the next couple of quarters performance. iOf the two appeals allowed, one was a parking refusal, which is notoriously difficult to persuade the Planning Inspectorate to support the Council's refusal. Members need to take this on board when deciding other similar type of applications.

NEI001 How much non-recycled waste was collected for every household in the district?

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

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	101	98	✓
Q4/13/14	380	396	✗
Q3/13/14	249	295	✗
Q2/13/14	190	197	✗
Q1/13/14	94	100	✗

Annual Target: 2014/15 - 400 kg
 Target: 2013/14 - 380 kg

Indicator of good performance:
 A lower waste figure is good

↓ is the direction of improvement



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

Uncertain



Comment on current performance (including context):

(Q1 2014/15) - 1st quarter target achieved - trends for the remaining quarters to be monitored

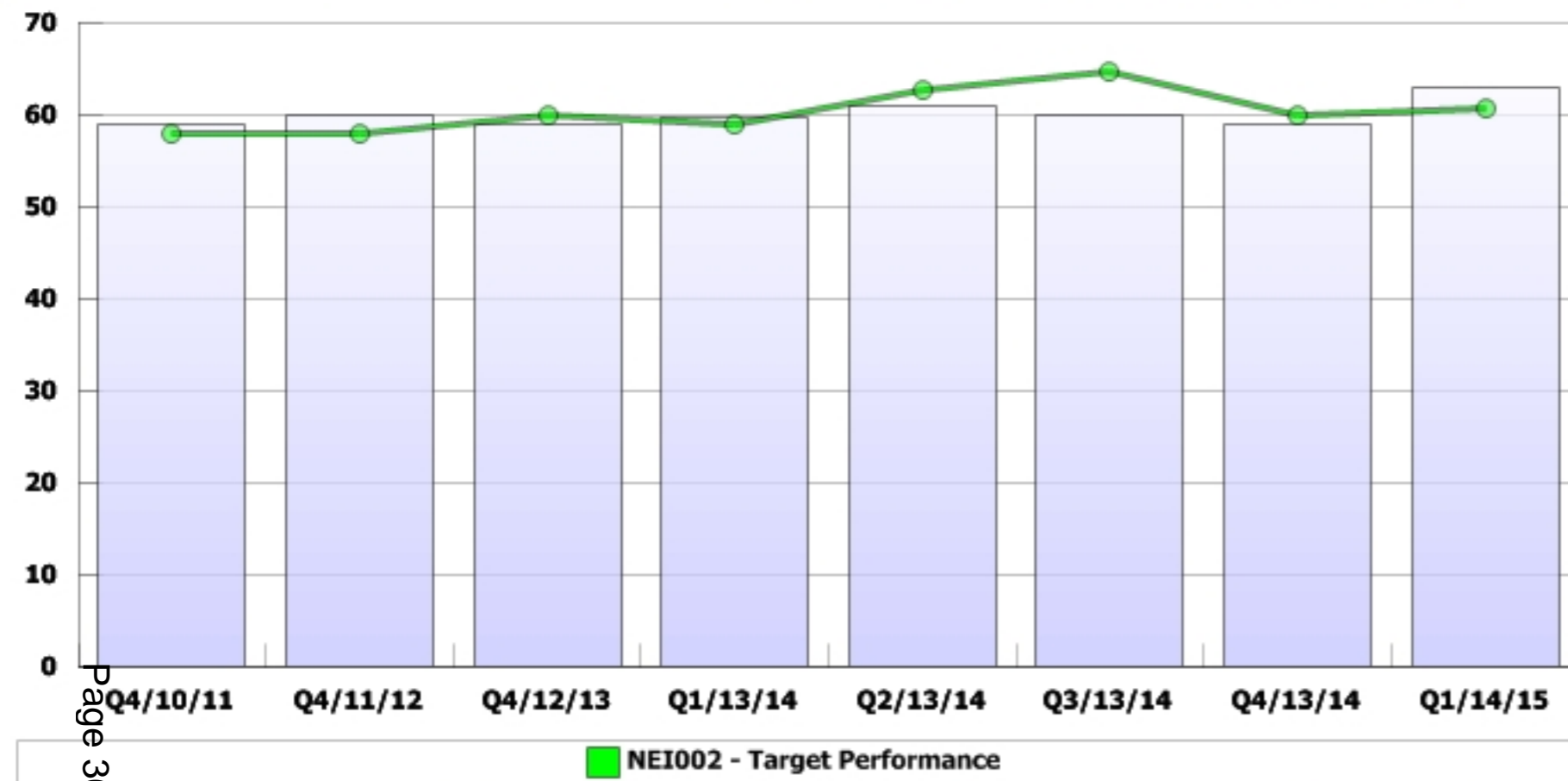
Corrective action proposed (if required):

NEI002 What percentage of all household waste was sent to be recycled, reused or composted?

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

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	60.95%	63.00%	✓
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%	✓

Annual Target: 2014/15 - 60.00%
 2013/14 - 60.00%

Indicator of good performance:
 A higher percentage recycled is good

↑ is the direction of improvement

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

Uncertain



Comment on current performance (including context):

(Q1 2014/15) - The performance for this quarter is as expected due to the high volumes of green waste put out for collection during this growing season.

Corrective action proposed (if required):

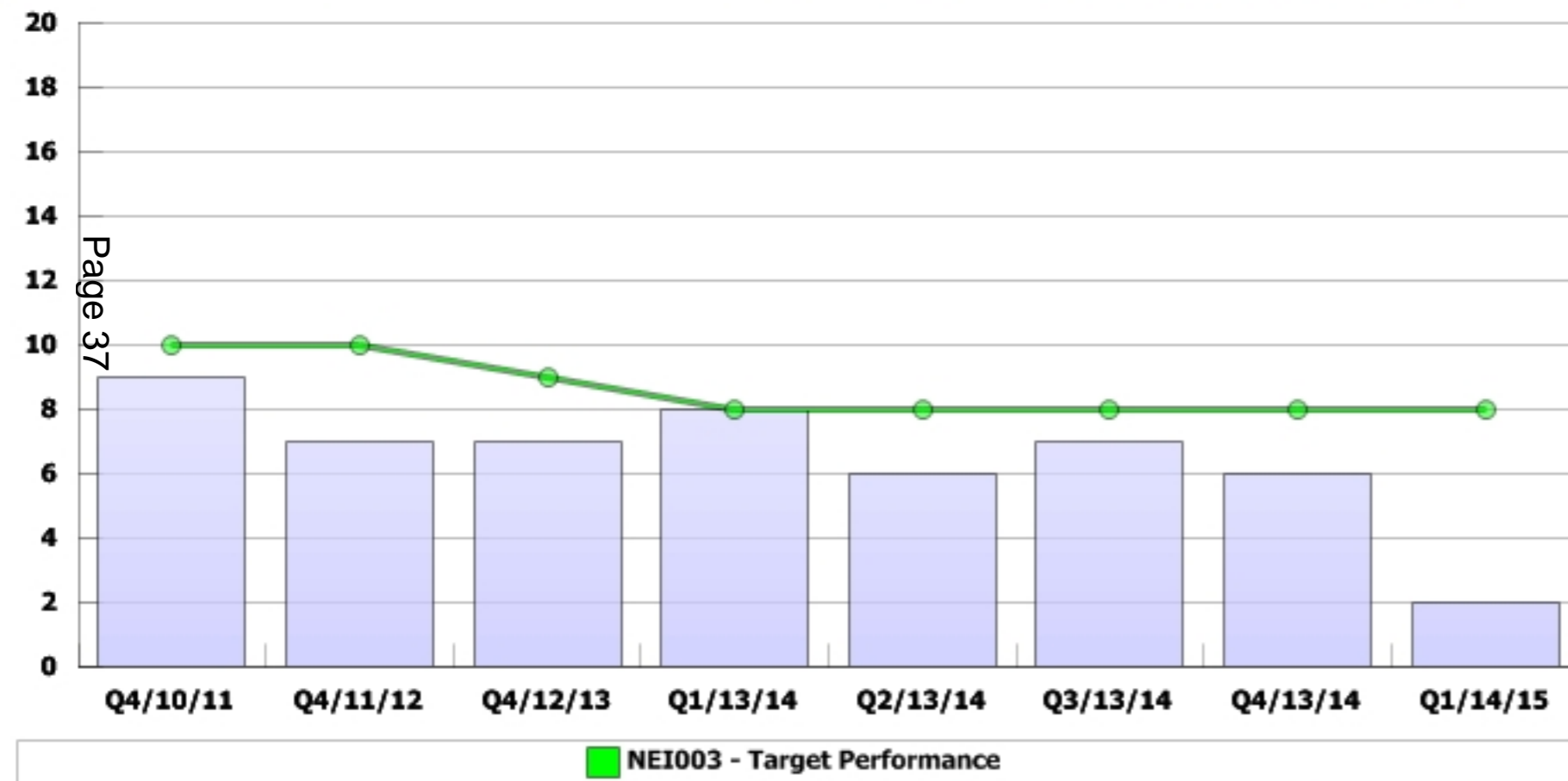
Empty box for corrective action.

NEI003 What percentage of our district had unacceptable levels of litter?

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

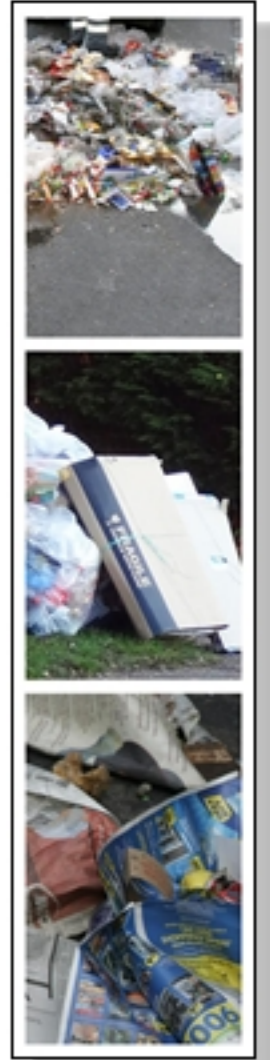
For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	8%	2%
Q4/13/14	8%	6%
Q3/13/14	8%	7%
Q2/13/14	8%	6%
Q1/13/14	8%	8%

Annual 2014/15 - 8%
 Target: 2013/14 - 8%
 Indicator of good performance:
 A lower percentage is good
 ↓ is the direction of improvement



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

Comment on current performance (including context):

(Q1 2014/15) - Current performance for this quarter was very good, this was due to a number of reasons including the areas surveyed. This is an unrealistic level for the standard to be constantly maintained and expect it to be closer to 6% in the future.

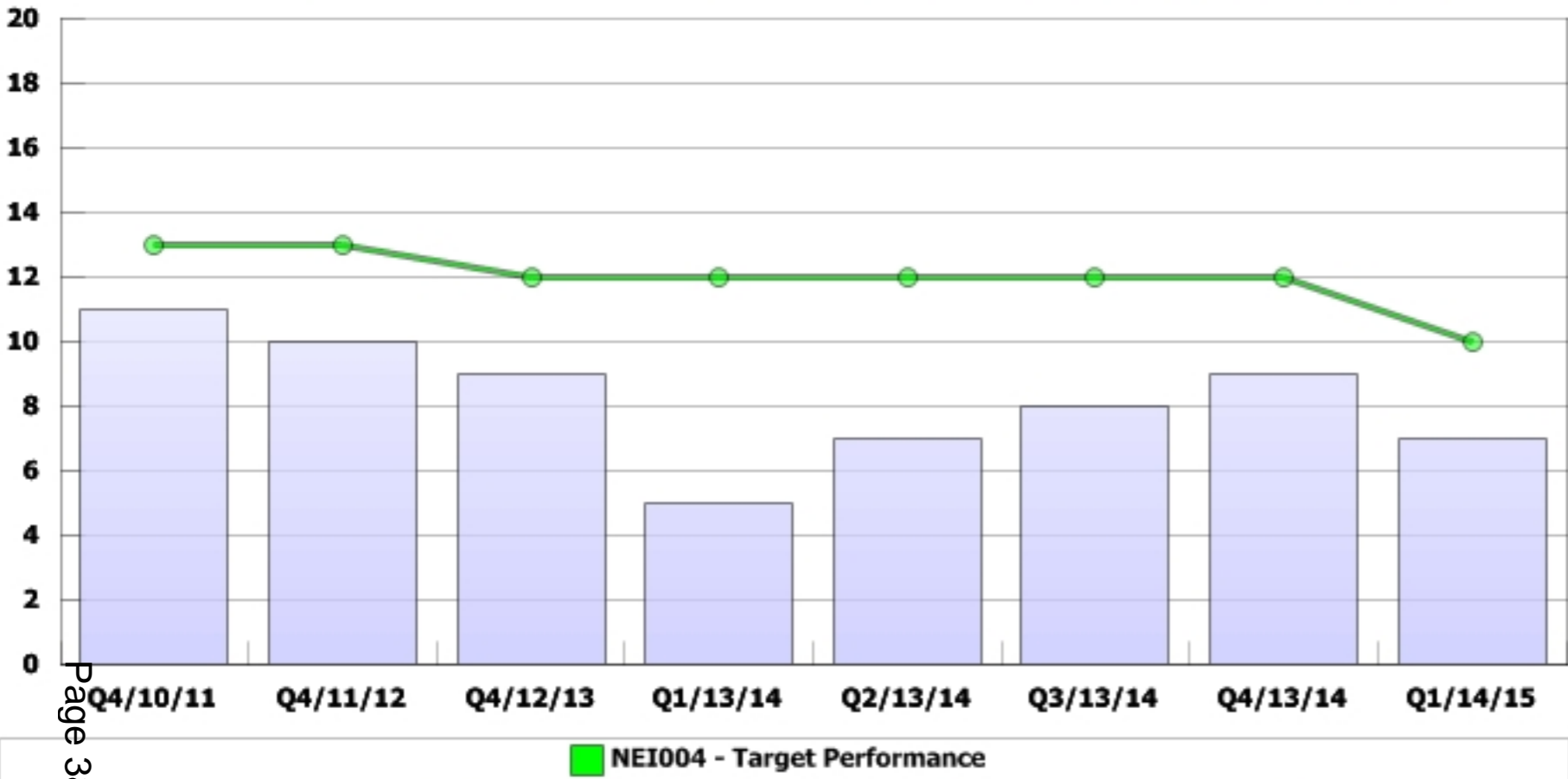
Corrective action proposed (if required):

NEI004 What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?

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

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	10%	7%	✓
Q4/13/14	12%	9%	✓
Q3/13/14	12%	8%	✓
Q2/13/14	12%	7%	✓
Q1/13/14	12%	5%	✓

Annual Target: 2014/15 - 10%
 2013/14 - 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):

(Q1 2014/15) - This result was acceptable and some of the previous problems on detritus have been resolved.

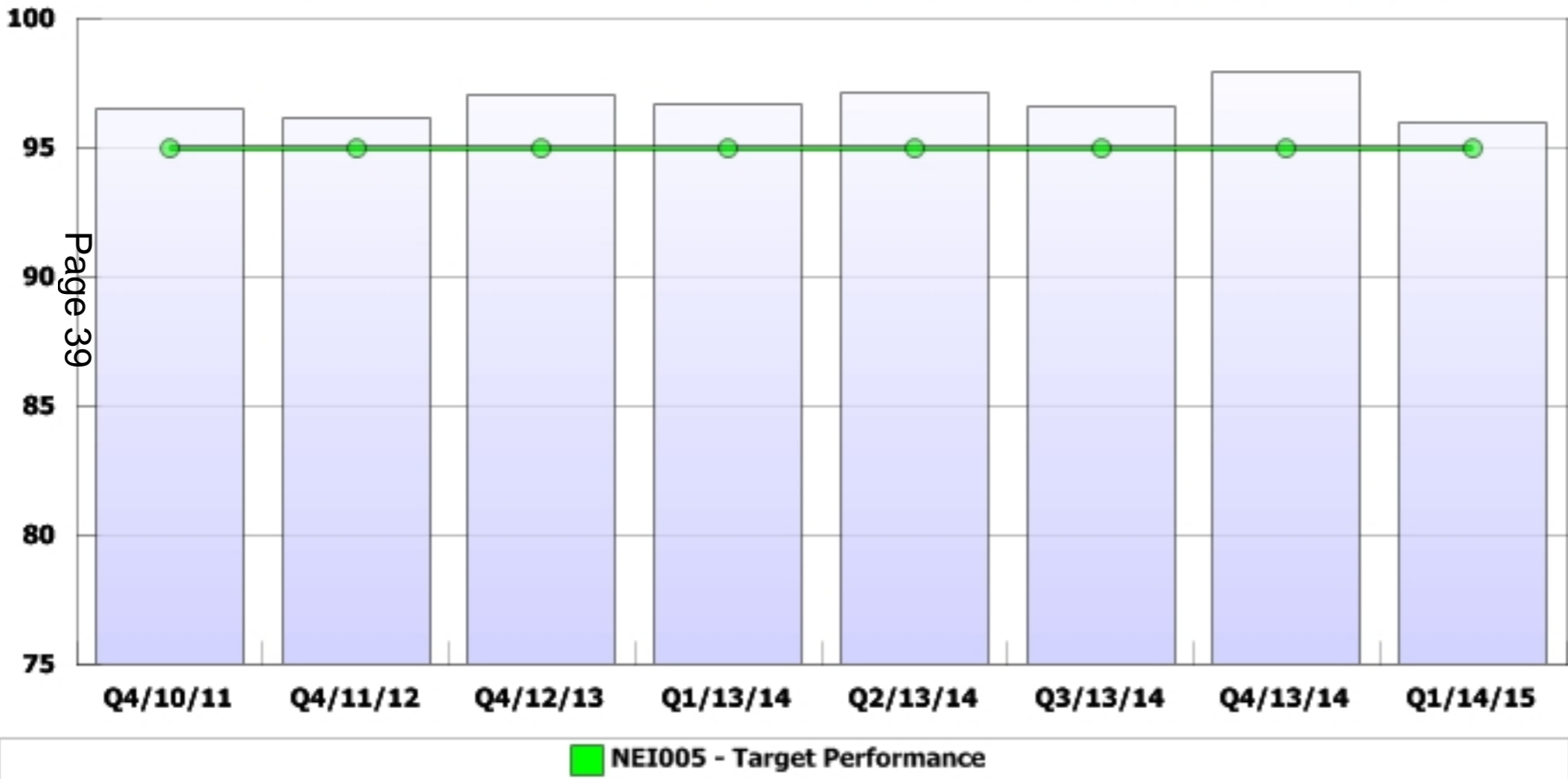
Corrective action proposed (if required):

NEI005 What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?

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

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	95.00%	96.03%	✓
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%	✓

Annual 2014/15 - 95.00%
 Target: 2013/14 - 95.00%
 Indicator of good performance:
 A higher percentage is good
 ↑ is the direction of improvement

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



Comment on current performance (including context):

(Q1 2014/15) - Target achieved.

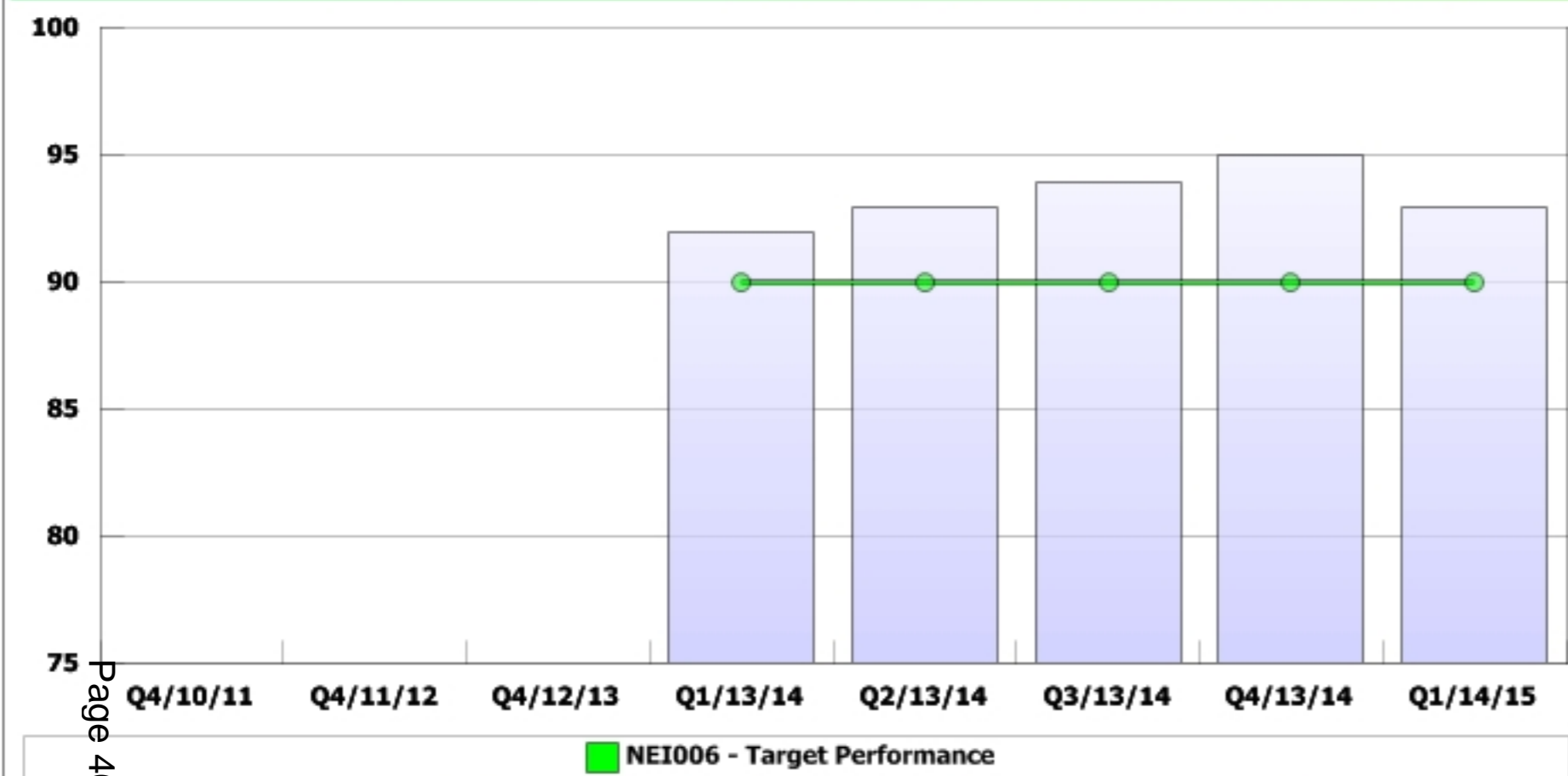
Corrective action proposed (if required):

NEI006 What percentage of the recorded incidences of fly-tipping are investigated within 3 working days of being recorded?

Additional Information:

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

Current and previous quarters performance



Quarter	Target	Actual	Direction of Improvement
Q1/14/15	90%	93%	↑
Q4/13/14	90%	95%	↑
Q3/13/14	90%	94%	↑
Q2/13/14	90%	93%	↑
Q1/13/14	90%	92%	↑

Annual Target: 2014/15 - 90%
Target: 2013/14 - 90%
Indicator of good performance: A higher percentage is good
 ↑ is the direction of improvement



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



Comment on current performance (including context):

(Q1 2014/15) - Target achieved

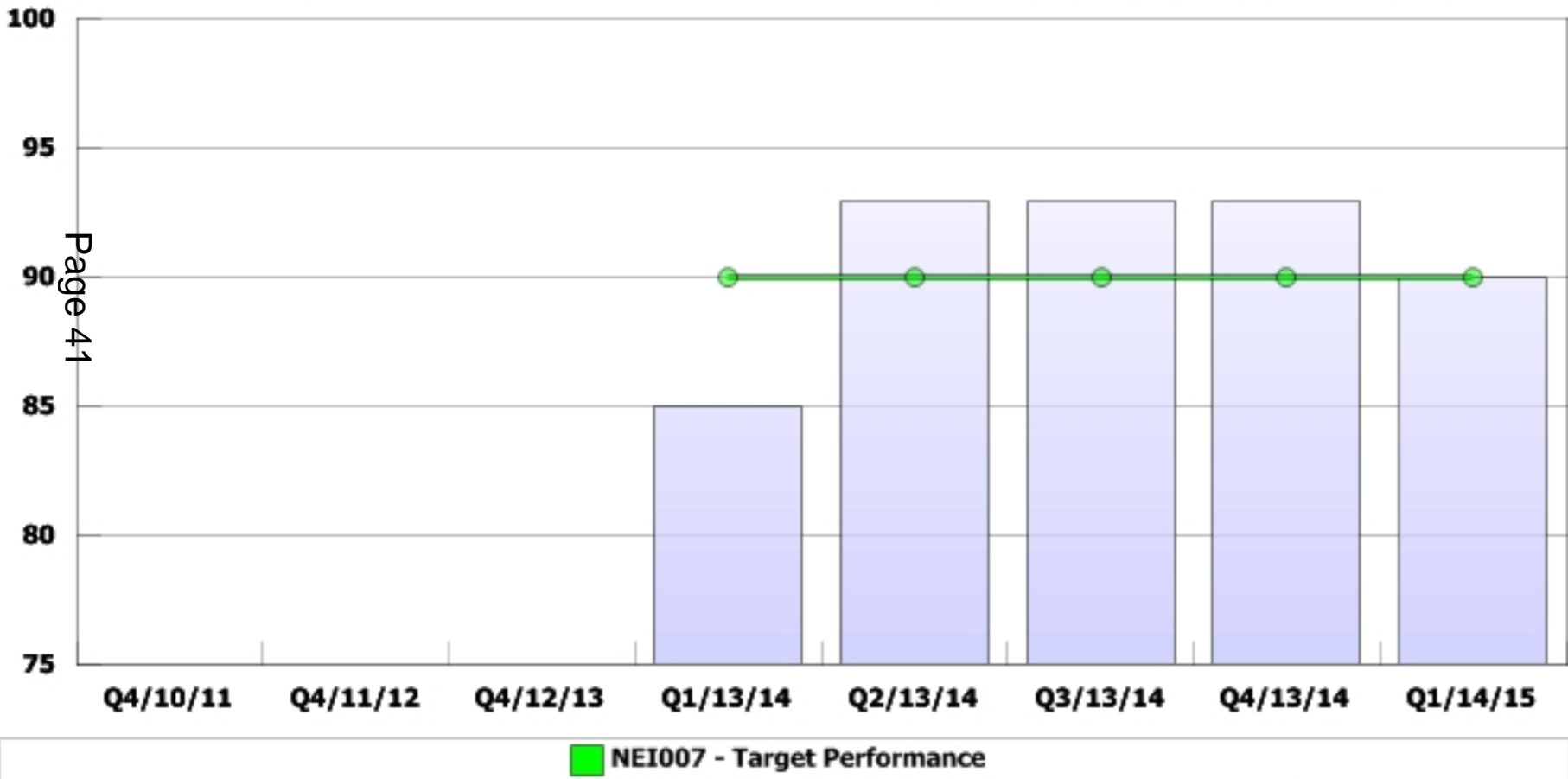
Corrective action proposed (if required):

NEI007 What percentage of the recorded incidences of fly-tipping (contract cleared) are removed within 5 working days of being recorded?

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

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	90%	90%	✓
Q4/13/14	90%	93%	✓
Q3/13/14	90%	93%	✓
Q2/13/14	90%	93%	✓
Q1/13/14	90%	85%	✗

Annual Target: 2014/15 - 90%
Target: 2013/14 - 90%

Indicator of good performance: A higher percentage is good

↑ is the direction of improvement

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

Yes



Comment on current performance (including context):

(Q1 2014/15) - Target achieved. An analysis of the incidents that have failed to meet the criteria has established that there are legitimate reasons for the delayed clearance in some of the cases. For example, clearance has been delayed in one case whilst the alleged perpetrator was persuaded to remove the waste. In some other cases, clearance has taken longer than expected due to difficulties establishing the landowner and/or whether or not a variation order is required. It is envisaged that the target will be met in the next quarter, but it is difficult to predict if the change to a new contractor will affect performance, as we reach the end of the contract with SITA.

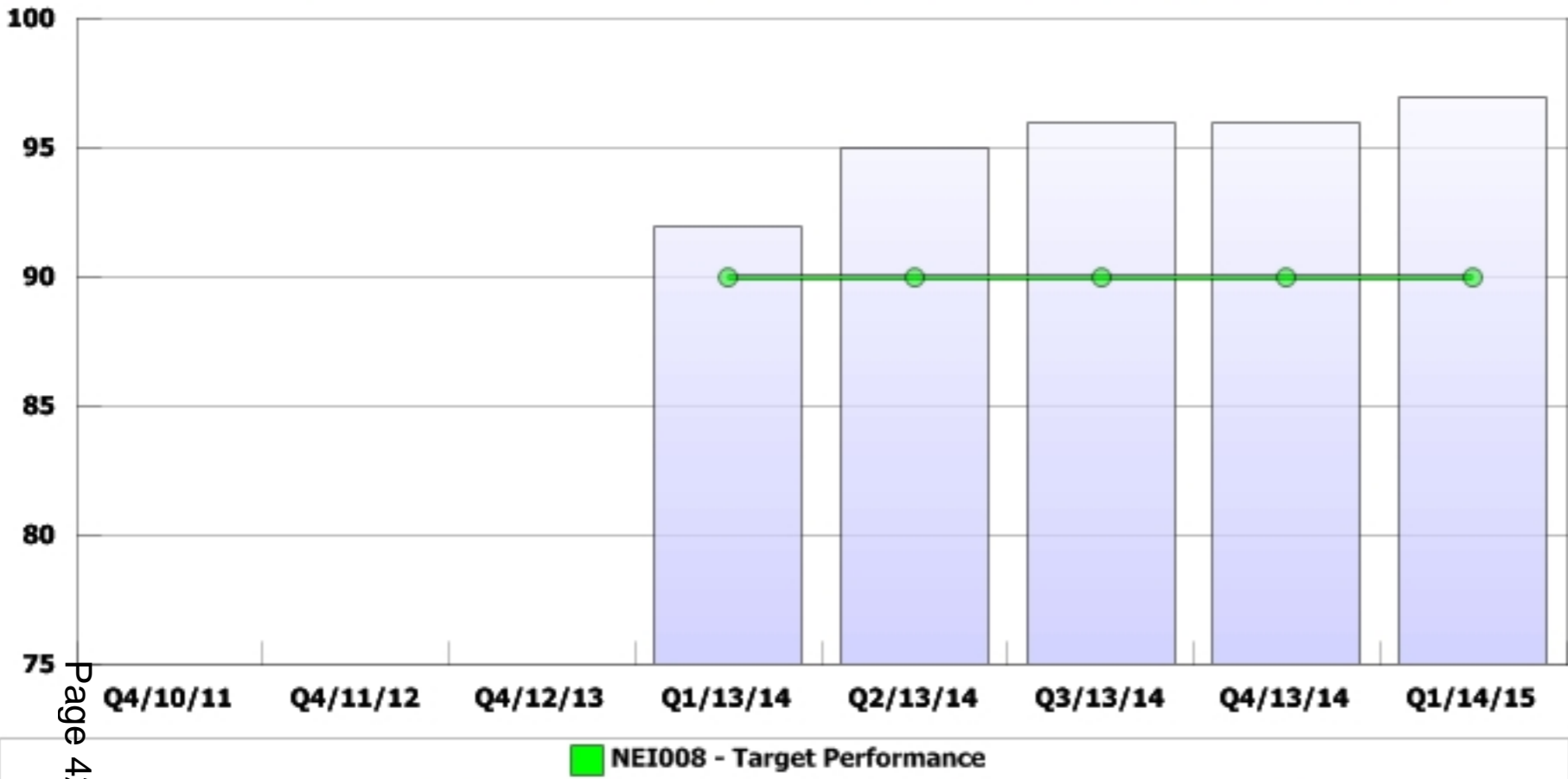
Corrective action proposed (if required):

NEI008 What percentage of the recorded incidences of fly-tipping (variation order / non-contract) are removed within 10 working days of being recorded?

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

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

Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	90%	97%
Q4/13/14	90%	96%
Q3/13/14	90%	96%
Q2/13/14	90%	95%
Q1/13/14	90%	92%

Annual Target: 2014/15 - 90%
 2013/14 - 90%

Indicator of good performance:
 A higher percentage is good

↑ is the direction of improvement

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

Yes



Comment on current performance (including context):

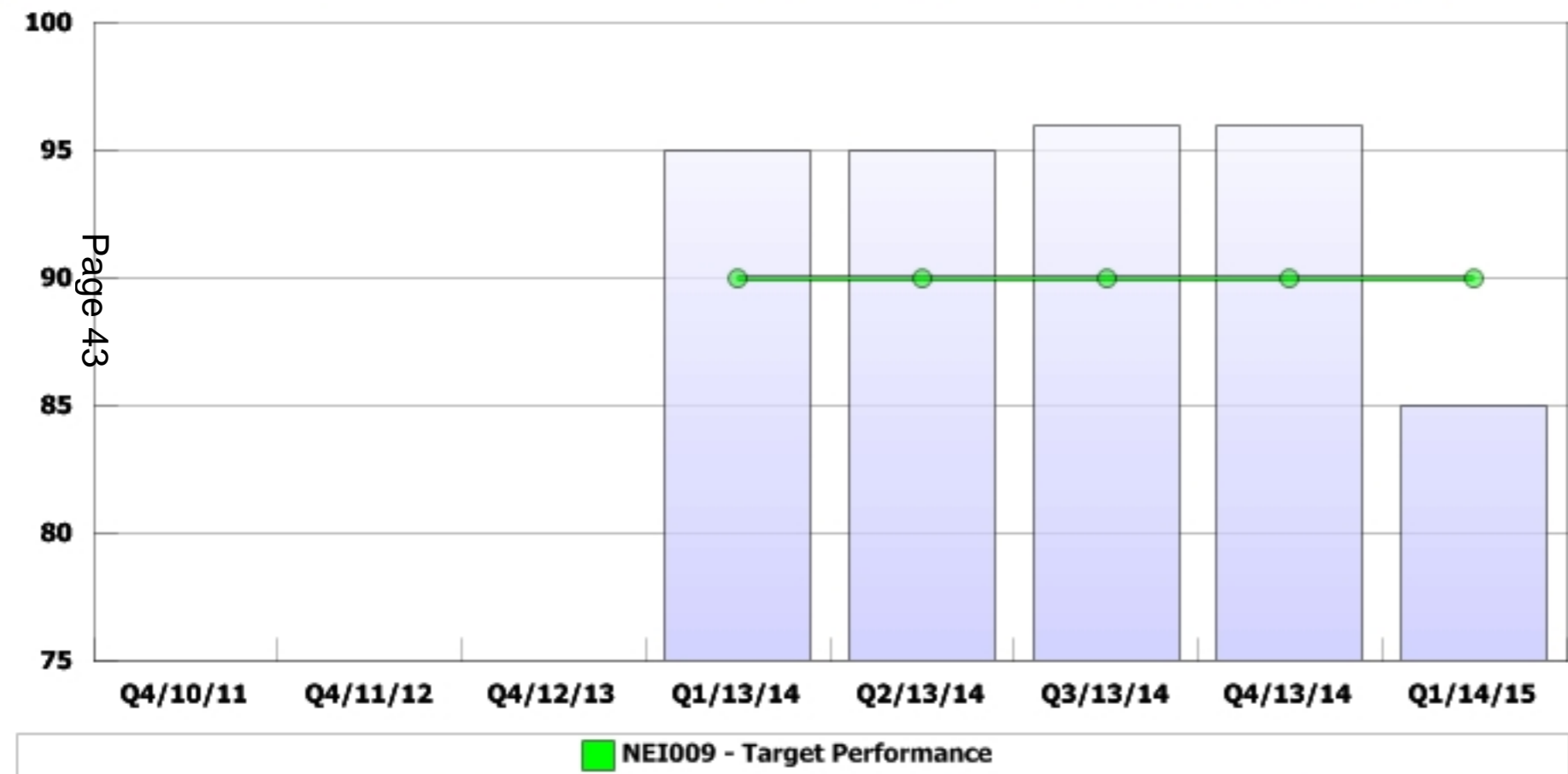
(Q1 2014/15) - Target achieved, no further action planned.

Corrective action proposed (if required):

Additional Information:

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	90%	85%	✗
Q4/13/14	90%	96%	✓
Q3/13/14	90%	96%	✓
Q2/13/14	90%	95%	✓
Q1/13/14	90%	95%	✓

Annual Target: 2014/15 - 90%
 Target: 2013/14 - 90%
 Indicator of good performance: A higher percentage is good
 ↑ is the direction of improvement

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

Comment on current performance (including context):

(Q1 2014/15) - This was a new performance indicator in 2013/14, which was achieved throughout that year. The responsibility for recording and passing the details of complaints to the duty noise officer changed to a contractor Mears at the start of this quarter. The duty noise officers initially experienced some delays in obtaining the details of the complainant from Mears. This has been reflected in the number of responses that have failed to meet the target. Officers have met with Mears and steps have been taken to clarify and speed up the process. It is envisaged that the target will be achieved in the next quarter.

Corrective action proposed (if required):

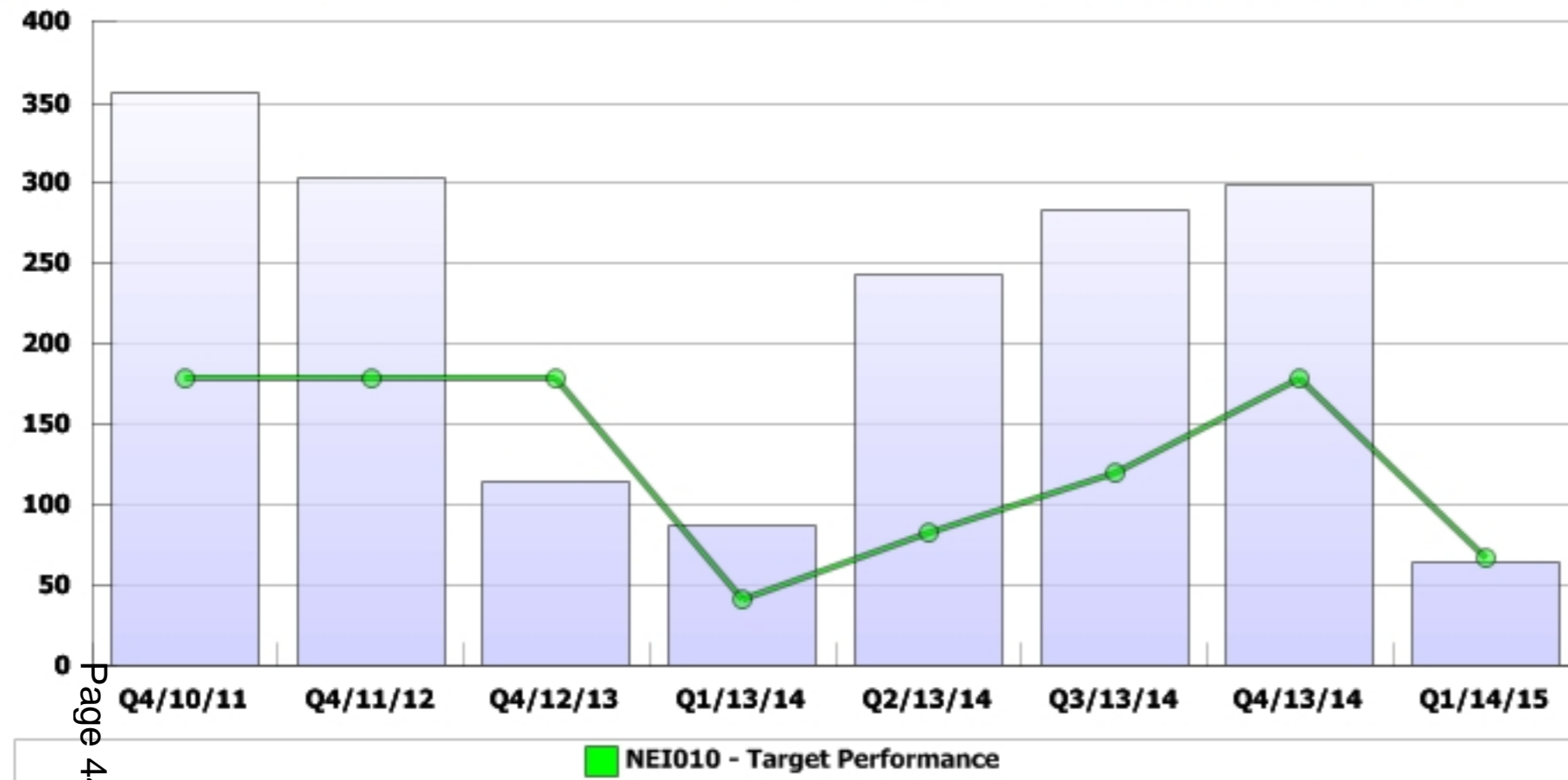
(Q1 2014/15) - Officers have met with Mears and steps have been taken to clarify and speed up the process at the Mears operating centre.

NEI010 What was the net increase or decrease in the number of homes in the district?

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

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

Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	68	65
Q4/13/14	180	299
Q3/13/14	121	284
Q2/13/14	83	243
Q1/13/14	42	88

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

Annual Target: 2014/15 - 230
 2013/14 - 180
Indicator of good performance:
 A higher number is good
 ↑ is the direction of improvement

Comment on current performance (including context):

(Q1 2014/15) - The quarterly target figure is 68 and our Q1 figure of 65 is slightly below it. However, our Q1 figure is very close (within Amber tolerances) Therefore at this stage, it is most likely that the annual Housing Completions target for 2014-15 will be met. Provision for future housing development will be made through new housing designations in the emerging Local Plan.

Corrective action proposed (if required):

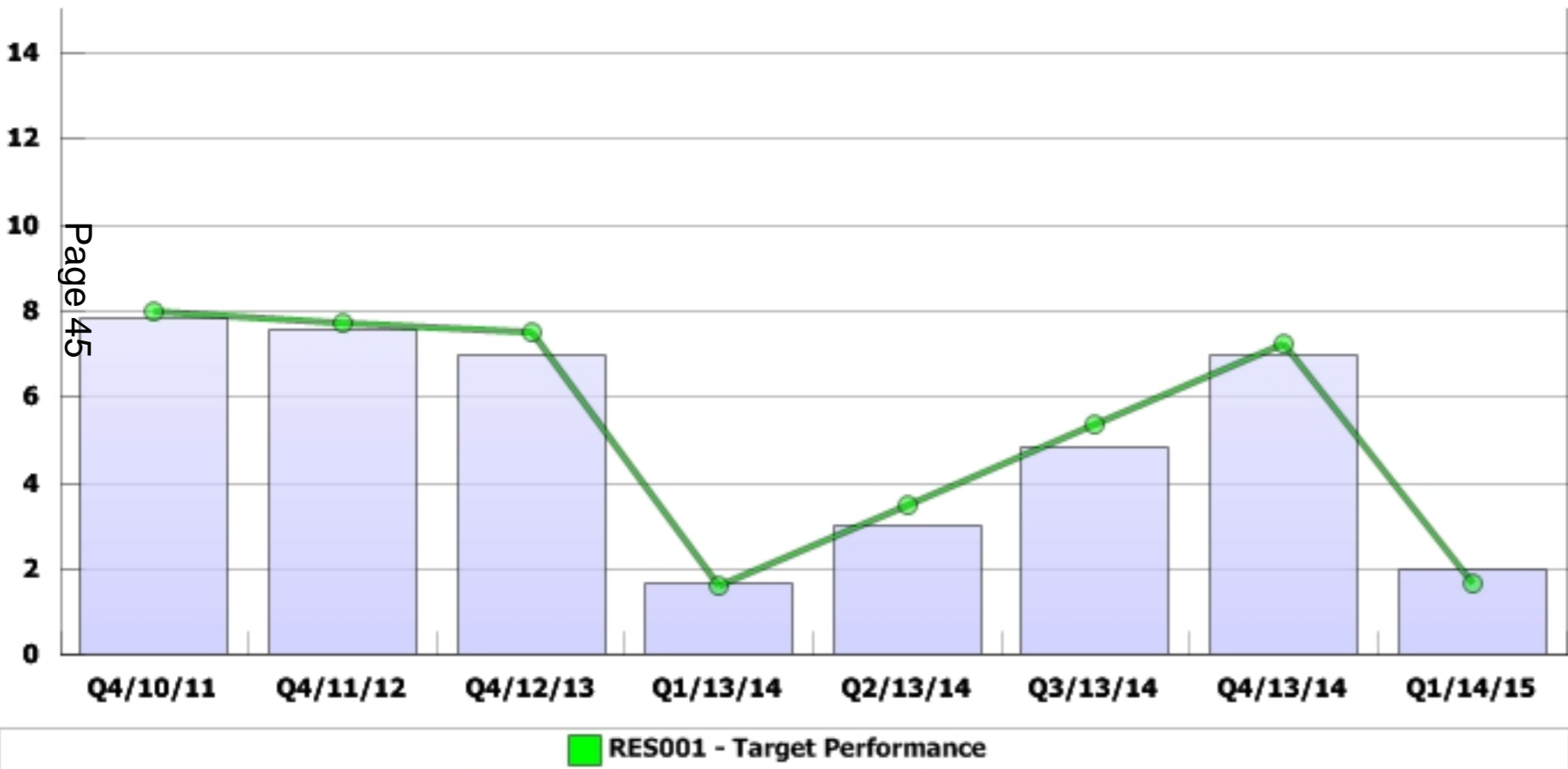
(Q1 2014/15) - None proposed at this time

RES001 How many working days did we lose due to sickness absence?

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

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

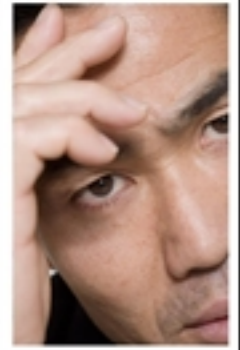
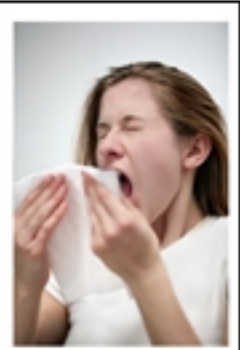
Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	1.69	2.03	Fail (X)
Q4/13/14	7.25	7.01	Pass (✓)
Q3/13/14	5.40	4.83	Pass (✓)
Q2/13/14	3.51	3.05	Pass (✓)
Q1/13/14	1.66	1.69	Fail (X)

Annual Target: 2014/15 - 7.00 days
 2013/14 - 7.25 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):

(Q1 2014/15) - The figure is above the target for this quarter (0.34 days).

Corrective action proposed (if required):

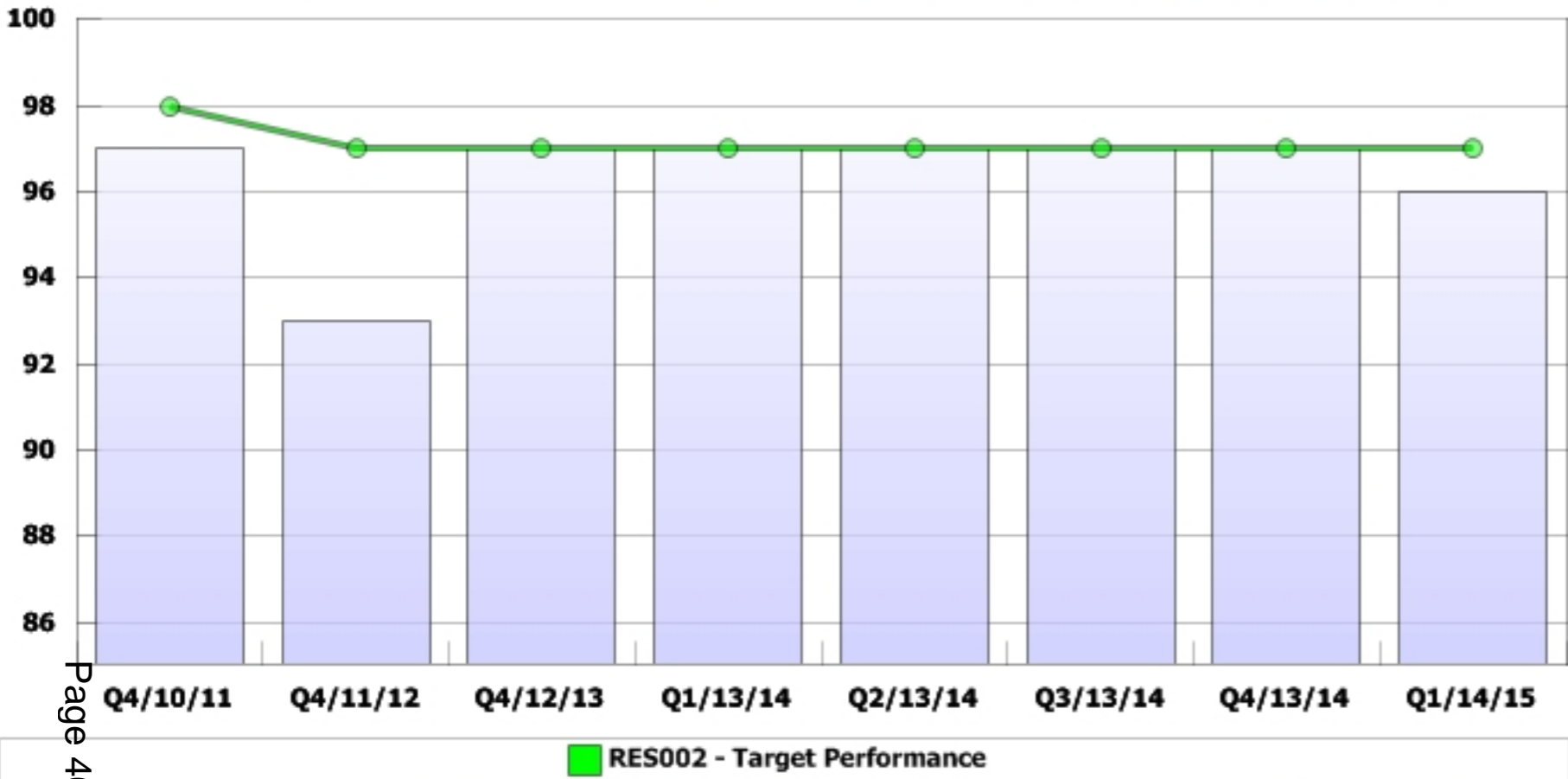
(Q1 2014/15) - HR will be analysing sickness absence on a monthly basis to ensure that those who meet the trigger levels are evaluated and appropriately managed as soon as possible. HR will also be working with managers to deal with long term absences in a timely but sensitive way.

RES002 What percentage of the invoices we received were paid within 30 days?

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

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	97%	96%	✗
Q4/13/14	97%	97%	✓
Q3/13/14	97%	97%	✓
Q2/13/14	97%	97%	✓
Q1/13/14	97%	97%	✓

Annual 2014/15 - 97.00%
 Target: 2013/14 - 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):

(Q1 2014/15) - Performance for quarter 1 has dipped below the target with Communities showing 94%. Because over half of the total invoices processed relate to communities any under performance there tends to translate to an overall under performance

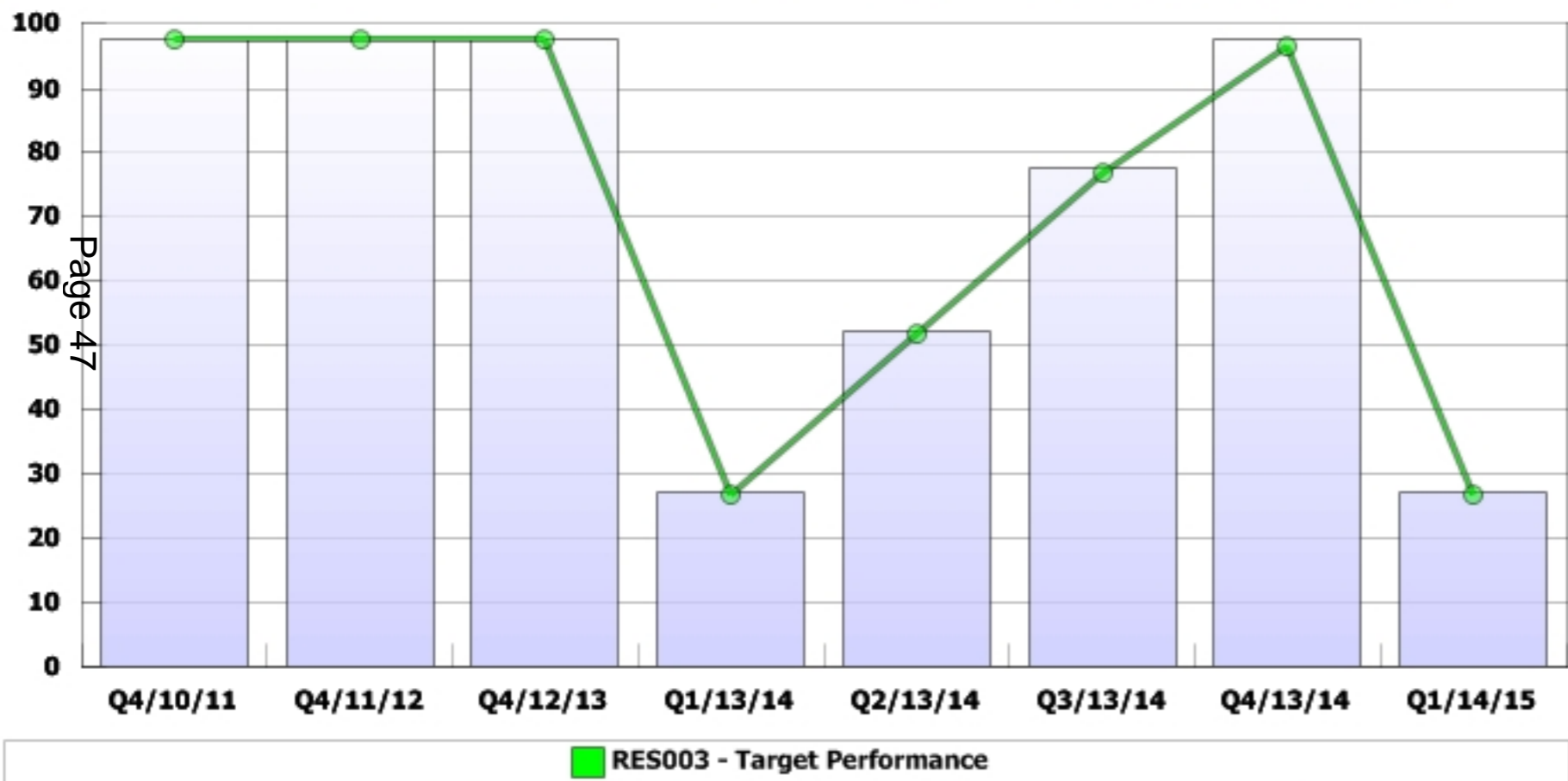
Corrective action proposed (if required):

(Q1 2014/15) - Additional monitoring can be introduced but the key is really ensuring all disputed invoices are registered as such and encouraging service areas to pass invoices in a timely fashion.

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

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

Current and previous quarters performance

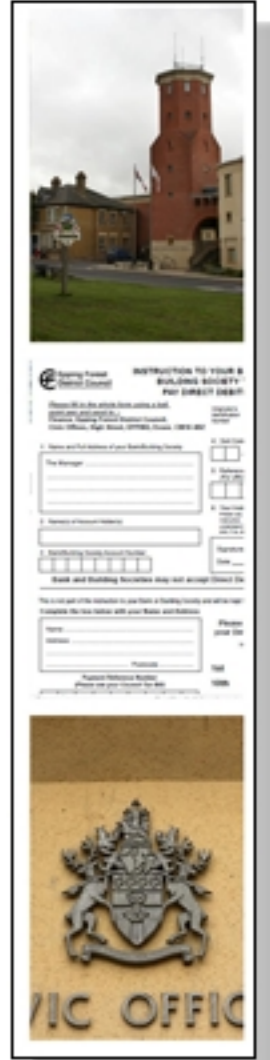


Quarter	Target	Actual
Q1/14/15	27.03%	27.32%
Q4/13/14	96.60%	97.62%
Q3/13/14	76.90%	77.55%
Q2/13/14	51.87%	52.27%
Q1/13/14	27.06%	27.20%



Annual Target: 2014/15 - 97.00%
 2013/14 - 96.60%
 Indicator of good performance: A higher percentage is good
 ↑ is the direction of improvement

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



Comment on current performance (including context):

(Q1 2014/15) The collection performance is 0.12% up on the same stage last year

Corrective action proposed (if required):

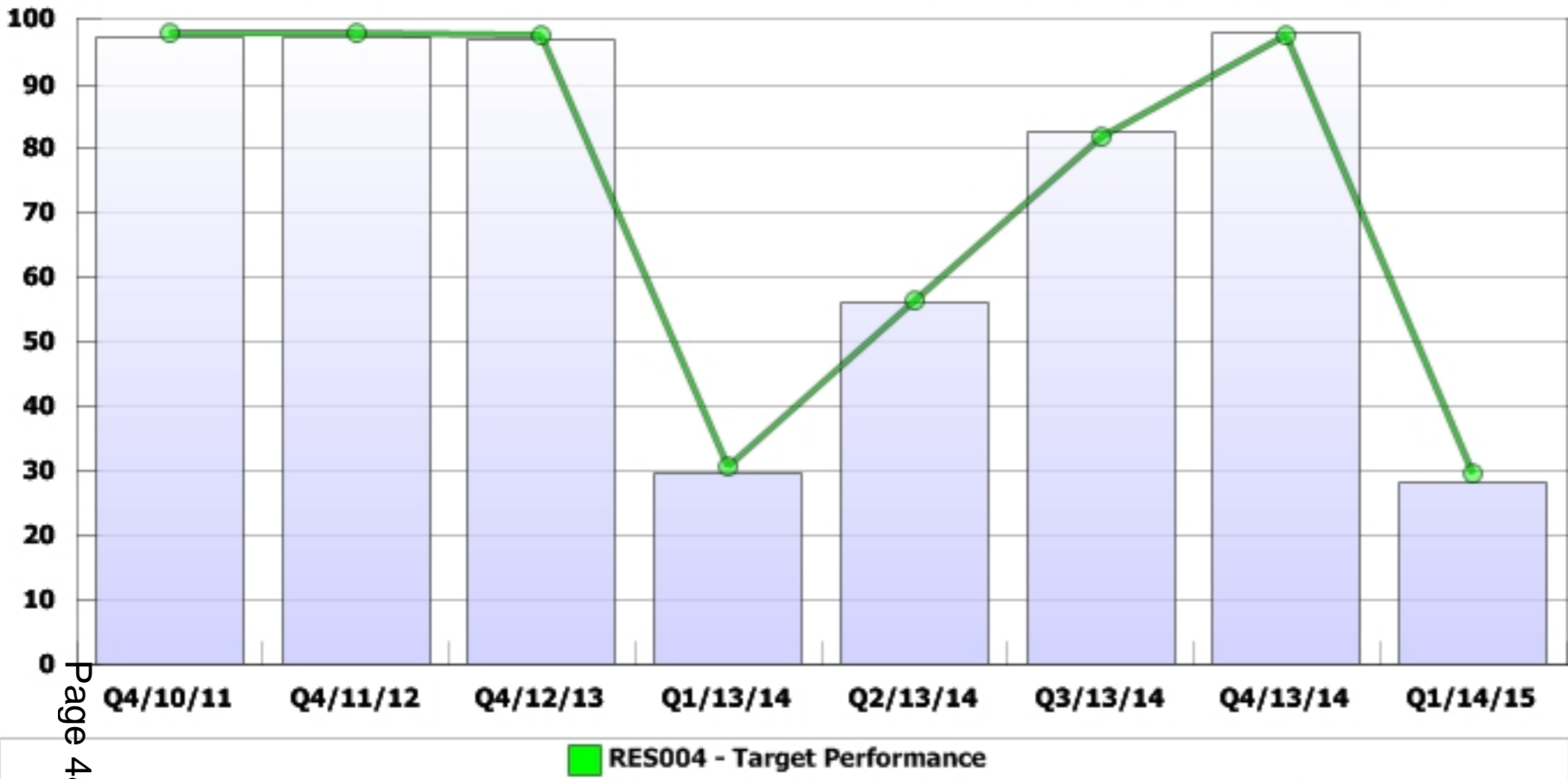
(Q1 2014/15) Collection and recovery procedures are in place for outstanding debts.

RES004 What percentage of the district's annual business rates was collected?

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

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	29.68%	28.43%	✗
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%	✗

Annual Target: 2014/15 - 97.70%
Target: 2013/14 - 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):

Corrective action proposed (if required):

(Q1 2014/15) The collection performance is 1.37% down on the same stage last year. With effect from 2014/15 all ratepayers have the option to spread their instalments over the 12 months of the year (April to March), rather than the statutory 10 instalments in previous years (April to January). Most of the Council's principal ratepayers have taken up this option and an analysis of the effect of these changes has shown this to be the reason for the current lower rate. The reduction is therefore a change in the instalment profiles rather than non-collection.

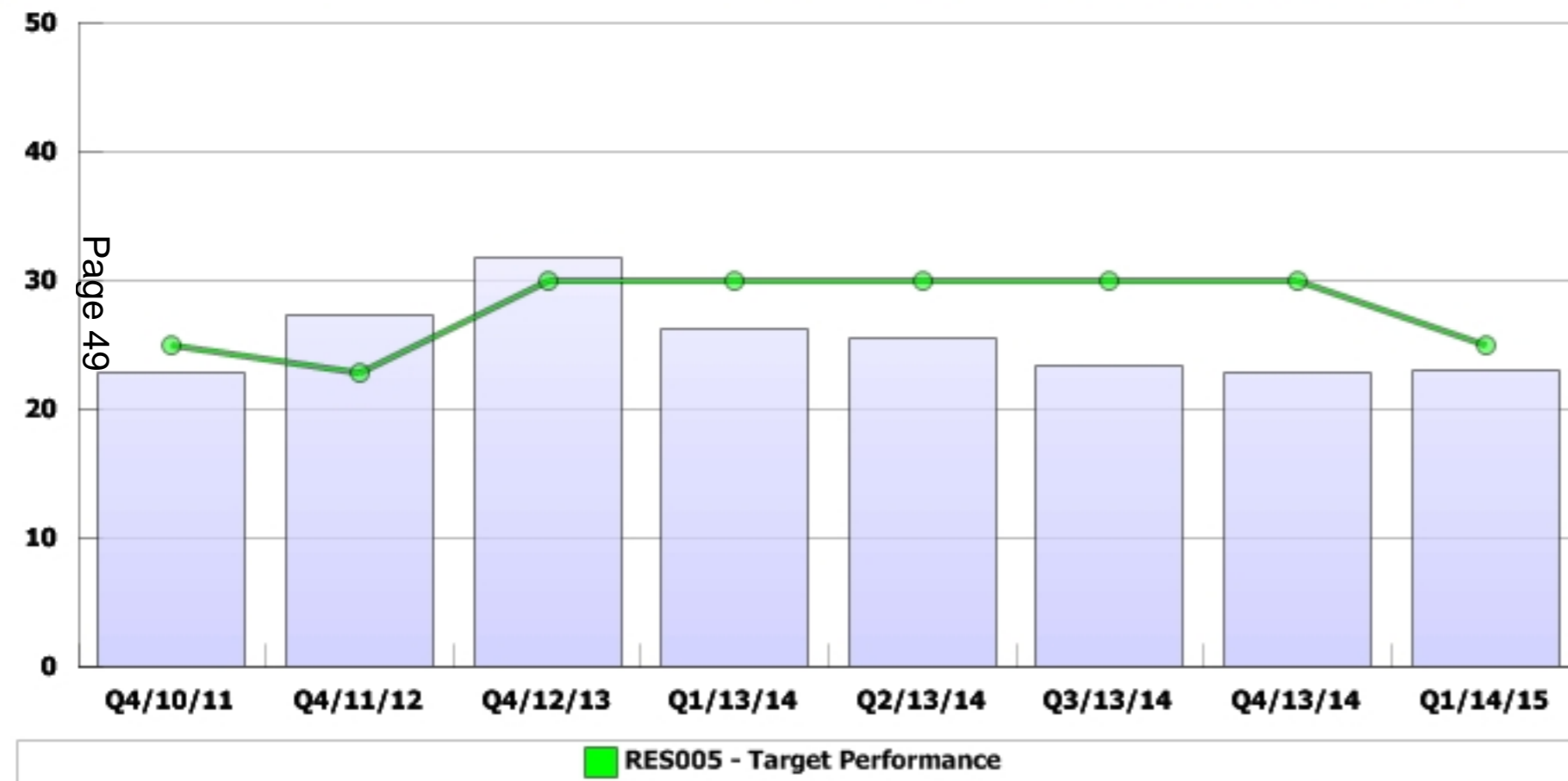
(Q1 2014/15) The Council is taking recovery action to collect the outstanding debts and the position is being closely monitored.

RES005 On average, how many days did it take us to process new benefit claims?

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

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

Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	25.00	23.06
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

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

Comment on current performance (including context):

(Q1 2014/15) - Performance is on course to achieve the target. The first quarter generally has longer processing times due to the large number of changes of circumstances that occur in March and April. However, performance has improved on the quarter 1 performance in 2013/14 of 26.42 days.

Corrective action proposed (if required):

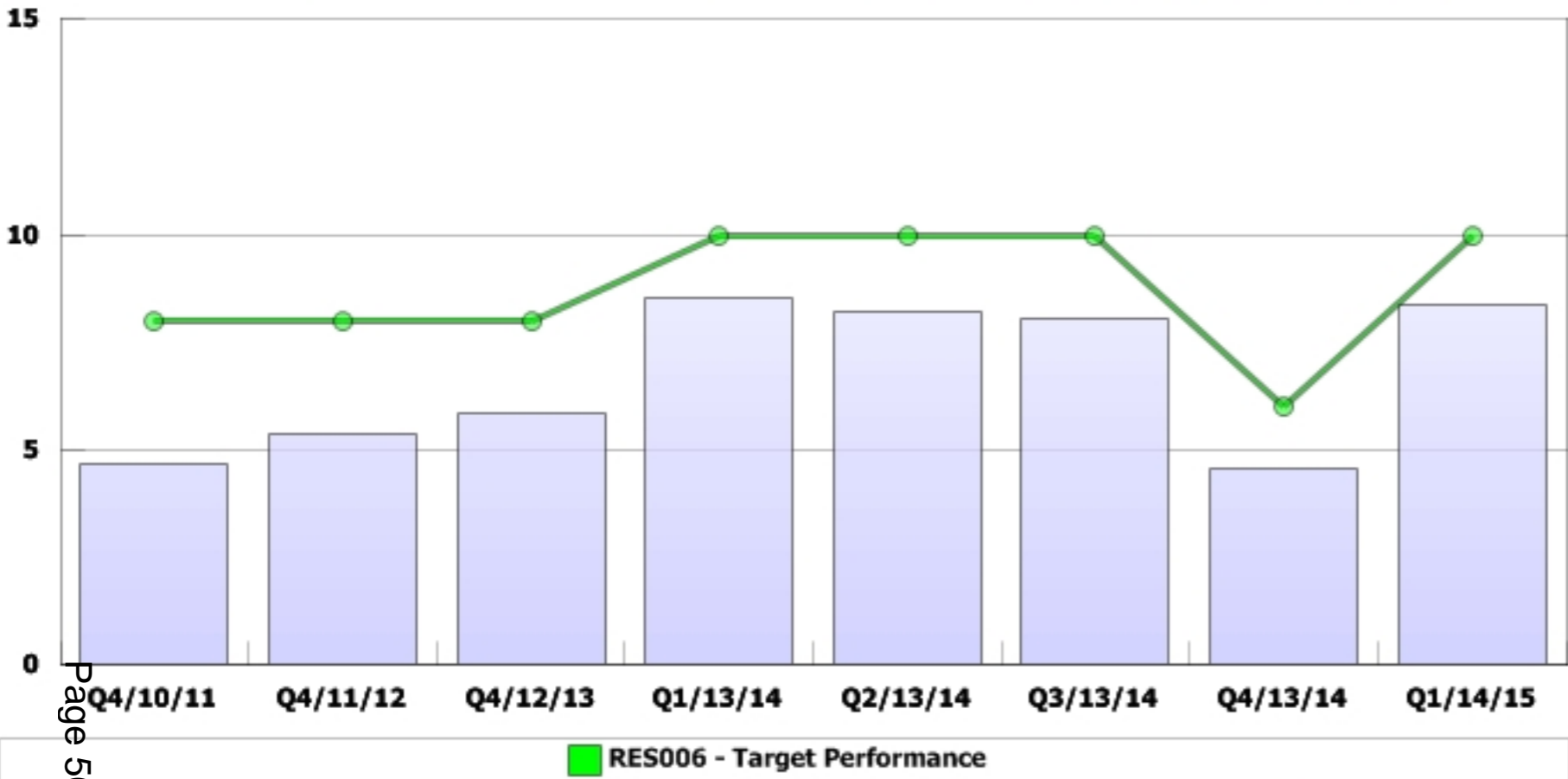
(Q1 2014/15) - Performance is monitored on a weekly basis and improvements to processes are made when appropriate.

RES006 On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?

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

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

Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	10.00	8.36
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

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

Annual 2014/15 - 6.00 days
 Target: 2013/14 - 6.00 days
 Indicator of good performance: A lower number of days is good
 ↓ is the direction of improvement

Comment on current performance (including context):

(Q1 2014/15) - Performance is on course to achieve the target. The first quarter generally has longer processing times due to the large number of changes of circumstances that occur in March and April. However, performance has improved on the quarter 1 performance in 2013/14 of 8.53 days.

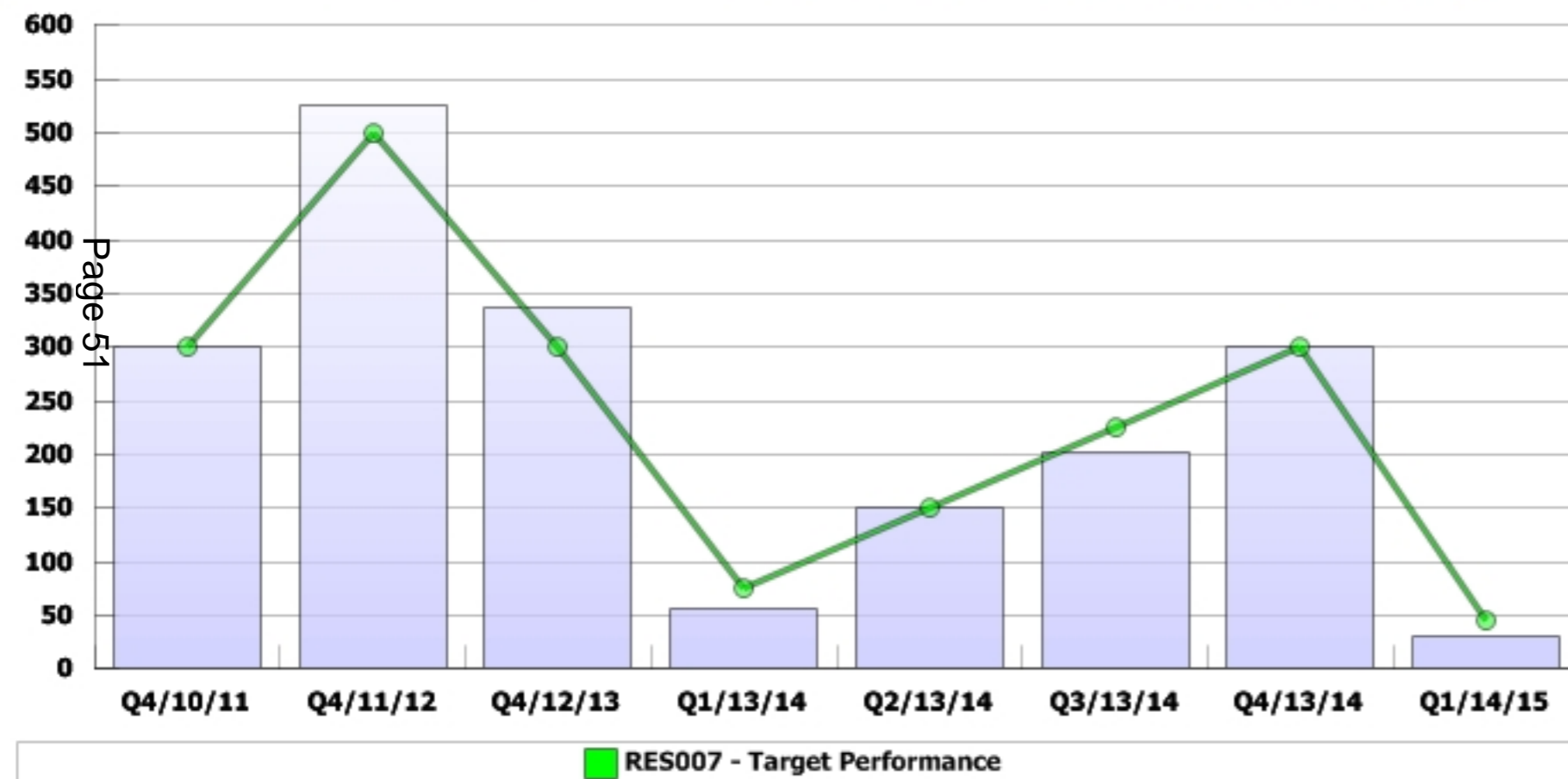
Corrective action proposed (if required):

(Q1 2014/15) - Performance is monitored on a weekly basis and improvements to processes are made when appropriate.

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

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

Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	47	32
Q4/13/14	300	301
Q3/13/14	225	203
Q2/13/14	150	151
Q1/13/14	75	56

Annual

2014/15 - 250

Target:

2013/14 - 300

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):

(Q1 2014/15) - The target for quarter 1 of 47 has not been met, primarily due to long term sickness absence of one Investigator and the other Investigation Officers concentrating on cases that have been very time consuming. There is also the uncertainty of the future as the Investigation Officers do not know whether they will move to a Corporate Fraud team or whether they will be transferred to the Department of Work and Pensions next year as part of the Single Fraud Investigation Service.

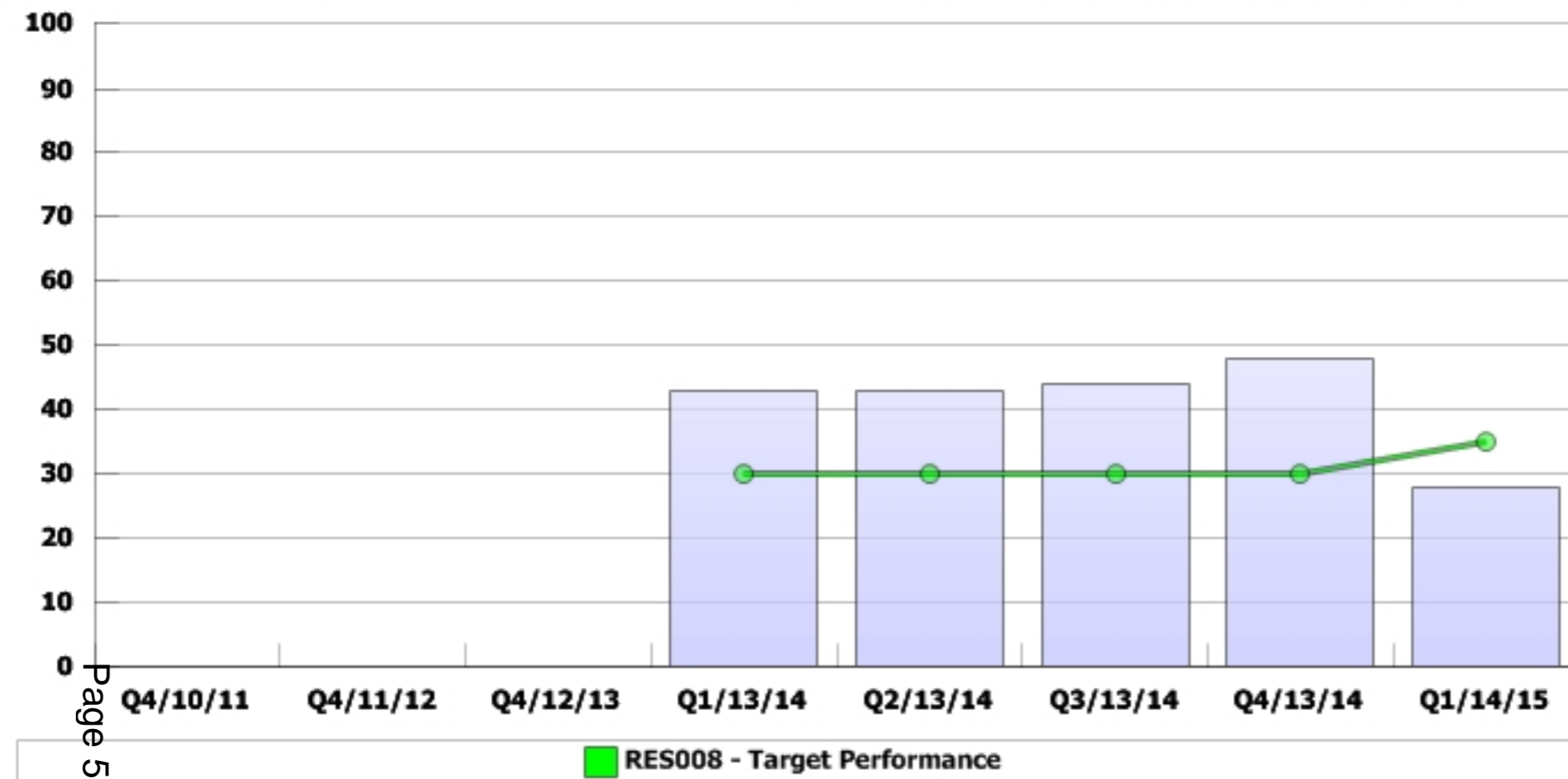
Corrective action proposed (if required):

(Q1 2014/15) - The risk assessment criteria for fraud referrals has been changed and it is planned to make up the shortfall in quarter 2 by carrying out some types of investigations that are generally quick to finalise.

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

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

Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	35%	28%
Q4/13/14	30%	48%
Q3/13/14	30%	44%
Q2/13/14	30%	43%
Q1/13/14	30%	43%

Annual Target: 2014/15 - 35%
2013/14 - 30%

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):

(Q1 2014/15) - The target for quarter 1 has not been met, primarily due to the Investigation Officers concentrating on a few cases that have been very time consuming and not very productive in establishing fraud. There is also the uncertainty of the future as the Investigation Officers do not know whether they will move to a Corporate Fraud team or whether they will be transferred to the Department of Work and Pensions next year as part of the Single Fraud Investigation Service. This uncertainty means that morale is low.

Corrective action proposed (if required):

(Q1 2014/15) - The risk assessment criteria for fraud referrals has been changed and it is planned to make an improvement in performance in quarter 2.

Report to the Finance & Performance Management Scrutiny Panel



**Epping Forest
District Council**

Date of meeting: 9 September 2014

Portfolio: Finance

Subject: Quarterly Financial Monitoring

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

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

Recommendations/Decisions Required:

That the Panel note the revenue and capital financial monitoring report for the first quarter of 2014/15;

Executive Summary

The report provides a comparison between the original estimate for the period ended 30 June 2014 and the actual expenditure or income as applicable.

Reasons for proposed decision

To note the first quarter financial monitoring report for 2014/15.

Other options for action

No other options available.

Report:

1. The Panel has within its terms of reference to consider financial monitoring reports on key areas of income and expenditure. This is the first quarterly report for 2014/15 and covers the period from 1 April 2014 to 30 June 2014. The reports are presented based on which directorate is responsible for delivering the services to which the budgets relate.
2. Salaries monitoring data is presented as well as it represents a large proportion of the authorities expenditure and is an area where historically large under spends have been seen.

Revenue Budgets (Annex 1 – 6)

3. Comments are provided on the monitoring schedules but a few points are highlighted here as they are of particular significance. The salaries schedule (Annex 1) shows an underspend of £103,000 or 2.0%. This is in line with this time last year.
4. All Directorates are either in line with the budget or underspent for example expenditure and budget for Resources is £1,384,000 giving a zero variance. Neighbourhoods is showing the largest underspend and is due to vacancies within Forward Planning, Communities is showing an underspend which is primarily related to the Housing Revenue Account (HRA) and the underspend on Governance relates to the Estates division.

5. Investment interest levels in 2014/15 are slightly above expectations at quarter 1, due to an increase in surplus cash available for investment. Despite a lot of media coverage there is still no clear indication when rates might improve though an upward movement albeit small seems a possibility during 2015/16.
6. With regard to the return of monies from the Heritable Bank, 94% has been received so far with an indication that the remainder will be repaid during the autumn. There was always a feeling that the actions taken by the Government at the time of the Icelandic bank crisis were overzealous with regard to the Heritable Bank, and the expected outcome supports this.
7. Development Control income at Month 3 is going particularly well fees and charges are £53,000 higher than the budget to date and pre-application charges are £18,000 higher. July was also a good month. As usual the budgets will be revisited during the autumn when an assessment will need to be made of how much of this additional income should be treated as CSB and how much as DDF.
8. Building Control income was on budget at the end of June as was expenditure. The final position at the end of 2013/14 was rather better than expected and in fact the deficit was only £1,000 in the end meaning the account is still in overall surplus to the tune of £20,000. Income in July fell short of the budget so the account will need to be kept under review.
9. Hackney Carriage and other licensing income are both above expectations by £9,000 and £1,000 respectively. There has been some additional income this year due to changes to the Licencing regime.
10. Income from MOT's carried out by Fleet Operations is £4,000 above expectations. Overall a deficit of £29,000 is predicted for 2014/15 and it is a little early to say whether or not this is likely to improve. The future of the service is currently under review and a report is due to be made to Cabinet shortly on the outcome of this.
11. Local Land Charge income is £17,000 above expectations at the end of June with a further improvement in July. There is still significant uncertainty surrounding the future for charging for these services which may or may not be resolved during the financial year.
12. The Housing Repairs Fund shows an underspend of £240,000. However a larger than average proportion of the expenditure is seasonal, falling in the winter months.
13. Payments to the Waste Management contractor are now back in line with expectations however the payments to the Leisure Management contractor are a month behind. The frequency of billing can be a little haphazard at times and whilst budget payments are profiled one month in arrears this is not always what actually happens.
14. Compared to this time last year income streams are holding up well and in the case of Development Control, positively buoyant. An analysis of income levels and whether any of the increases are expected to be sustained will be carried out during the current budget cycle to see whether some of the additional income can be included in the CSB. One note of caution also needs to be expressed here though as the number of traders using the North Weald Market is still in decline. The Director of Neighbourhoods is liaising with the market operator to consider ways of promoting the market.
15. Expenditure is generally lower in the first quarter than other quarters so it is no surprise that a number of areas are showing underspends. The budgets are being revisited and where appropriate will be revised in line with expectations.

Business Rates

16. This is the second year of operation for the Business Rates Retention Scheme whereby a proportion of rates collected are retained by the Council.
17. There are two aspects to the monitoring, firstly changes in the rating list and secondly the collection of cash. Changes in the rating list are important as with local retention the overall funds available to authorities will increase or decrease as the total value of the list increases or decreases. The NNDR1 form set out the non-domestic rate estimates for the year and started with a gross yield of £40,972,136 which was then reduced by the various reliefs for charities and small businesses and an allowance for appeals to get to a net rate yield of £33,766,634. At the end of June the net rate yield had increased by £101,700 and as the Council retains 40% of gains and losses this would mean an increase in funding of £40,680. However given that a number of claims for small business rates and other reliefs are being received this could easily reverse. Also the government will reimburse the General Fund in part for these losses.
18. Cash collection is important as the Council is required to make payments to the Government and other authorities based on their share of the rating list. These payments are fixed and have to be made even if no money is collected. Therefore, effective collection is important as this can generate a cash flow advantage to the Council. If collection rates are low the Council is left to finance these payments from working capital and so has to reduce investment balances. At the end of June the total collected was £10,466,111 and payments out were £8,101,500 meaning the Council was holding £2,364,611 of cash and so the Council's overall cash position was benefitting from the effective collection of non-domestic rates.
19. In summary, at the end of June the increase in the overall value of the rating list is welcome but may not be sustained, and cash collection is going well.

Capital Budgets (Annex 7 - 12)

20. Tables for capital expenditure monitoring purposes (annex 7 -12) are included for the three months to 30 June. There is a commentary on each item highlighting the scheme progress.
21. The full year budget for comparison purposes is the original budget updated for budgets carried forward from 2013/14 as part of the Provisional Outturn Report considered at the July meeting.

Major Capital Schemes (Annex 13)

22. There are two projects included on the Major Capital Schemes schedule these relate to the Museum redevelopment and House Building package 1. Annex 13 gives more detail.

Conclusion

23. With regard to revenue, income is up on expectations and expenditure down. The increased income levels are very much welcome, and appear to provide some evidence of the economic recovery. Expenditure being below budget is not surprising this early in the year, particularly given the ongoing re-organisation of activities.
24. The panel is asked to note the position on both revenue and capital budgets as at the end of the first quarter of the financial year.

Consultations Undertaken

This report will also be presented to the Finance Cabinet Committee and therefore Portfolio-holders will have sight of the report as part of that agenda. An oral update will be provided to

cover any additional comments or information received from Portfolio-holders.

Resource Implications

There is no evidence at this stage to suggest that the net budget set will not be met and in fact things look a little more positive than at this stage last year. The budget will be revised over the next few months incorporating increased income levels if they appear to be sustained.

Legal and Governance Implications

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

Safer, Cleaner, Greener Implications

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

Background Papers

Various budget variance working papers held in Accountancy.

Impact Assessments

Risk Management

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

Equality and Diversity:

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

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

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

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

<u>DIRECTORATE</u>	<u>2014/15</u>			<u>2013/14</u>		
	<u>EXPENDITURE</u>	<u>BUDGET</u>	<u>VARIATION</u>	<u>EXPENDITURE</u>	<u>BUDGET</u>	<u>VARIATION</u>
	<u>TO 30/06/14</u>	<u>PROVISION</u>	<u>FROM BUDGET</u>	<u>TO 30/06/13</u>	<u>PROVISION</u>	<u>FROM BUDGET</u>
	<u>£000</u>	<u>(ORIGINAL)</u>	<u>(ORIGINAL)</u>	<u>£000</u>	<u>(ORIGINAL)</u>	<u>(ORIGINAL)</u>
	<u>£000</u>	<u>£000</u>	<u>%</u>	<u>£000</u>	<u>£000</u>	<u>%</u>
CHIEF EXECUTIVE	62	64	-3.1	63	62	1.6
RESOURCES *	1,384	1,384	0.0	1,336	1,335	0.1
GOVERNANCE	831	854	-2.7	803	814	-1.4
NEIGHBOURHOODS *	1,015	1,059	-4.2	1,018	1,056	-3.6
COMMUNITIES *	1,761	1,795	-1.9	1,643	1,693	-3.0
TOTAL	5,053	5,156	-2.0	4,863	4,960	-2.0

* Agency costs are included in the salaries expenditure.

Please note a vacancy allowance of 1.50% has been deducted in all directorate budget provisions.

	14/15 Full Year Budget £'000	First Quarter			14/15 Variance Budget v Actual		Comments
		14/15 Budget £'000	14/15 Actual £'000	13/14 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Museum	52	20	22	23	2	10	No major variances.
Bed & Breakfast Accommodation	95	16	15	15	-1	-6	No major variances
Grants to Voluntary Groups	132	24	24	26	0	0	No major variances.
Voluntary Sector Support	170	76	0	77	-76	-100	Due to the later elections this year and the appointment of a new portfolio holder the first instalments will not be released until August 2014.
	449	136	61	140			
<u>Major income items:</u>							
Bed & Breakfast Accommodation	107	27	27	22	0	0	No major variances.
	107	27	27	217			

	14/15 Full Year Budget £'000	First Quarter			14/15 Variance Budget v Actual		Comments
		14/15 Budget £'000	14/15 Actual £'000	13/14 Actual £'000	£'000	%	
<u>Major income items:</u>							
Industrial Estates	1,147	537	518	506	-19	-4	Rents from the Industrial units are slightly below expectations due to a number of units being vacant at the Oakwood Hill Workshop Units and an increased number of voids affecting the Langston Road Seedbed Centre income.
Business Premises - Shops	1,865	932	1,054	921	122	13	This income relates to non housing assets which include shops, doctors surgeries, a petrol station and public houses. Income is above the profiled budget and the previous year actual due to a significant rent review having been agreed for one tenant. The actual also includes rents billed in advance for the second quarter.
Land & Property	166	28	27	23	-1	-4	Commission is received from the David Lloyd Centre based on their turnover. Income relating to 2014/15 will be accounted for at the end of the year, but received during the initial part of 2015/16. Income received from land and property in the first quarter of 2014/15 is on target with the profiled budget and slightly above the previous year actual.
	3,178	1,497	1,599	1,450			

	14/15 Full Year Budget £'000	First Quarter			14/15 Variance Budget v Actual		Comments
		14/15 Budget £'000	14/15 Actual £'000	13/14 Actual £'000	£'000	%	
<u>Major income items</u>							
Development Control	555	136	207	128	71	52	Development Control fees, which are profiled on the average of the previous three years, are higher in the first quarter of this year than the previous year due to the up-turn in the economy after a few years now of developer caution. Pre-application fee income is at £28,000 which is higher than the full year expected budget of £10,000. This is due to the extension in the range of development types by which a fee for pre-planning application advice can be charged.
Building Control Fee Earning	386	108	108	94	0	0	Building Control fees are in line with the profiled budget and slightly higher than the previous year.
Local Land Charges	195	50	68	51	18	37	Local Land Charge income is higher than that in the budget to date and the previous year actual. There has been additional income from searches carried out by the Council due to the improvement in the housing market.
	1,136	294	383	273			

	14/15 Full Year Budget £'000	First Quarter			14/15 Variance Budget v Actual		Comments
		14/15 Budget £'000	14/15 Actual £'000	13/14 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Refuse Collection	1,445	135	124	114	-11	-8	The main variance relates to expenditure on publicity being lower than expected.
Street Cleansing	1,363	114	117	116	3	3	No major variances
Recycling	3,208	302	330	305	28	9	Additional food and garden waste has been collected in April accounting for most of the variance.
Highways General Fund	380	27	17	20	-10	-37	A number of minor under-spends account for the variance the largest of which relates to street naming and numbering
Off Street Parking	466	220	213	195	-7	-3	A successful NDR appeal accounts for the under-spend.
North Weald Centre	208	73	55	75	-18	-25	Due to their nature, timing differences arise on Other Maintenance and Electricity headings. In the previous year there was a larger amount of spend on runway maintenance at this stage.
Land Drainage & Contaminated Land	186	13	6	15	-7	-54	Works are lower than expected in the first quarter of the year due in the main to a disputed invoice.
	7,256	884	862	840			

	14/15	First Quarter			14/15		Comments
	Full Year	14/15	14/15	13/14	Variance		
	Budget	Budget	Actual	Actual	Budget v Actual		
	£'000	£'000	£'000	£'000	£'000	%	
<u>Major expenditure items</u>							
Forward Planning	354	1	-31	88	-32	0	The variance relates to works carried out prior to 31 March 2014. The Council are awaiting the final report from the consultants before any settlement is made. Expenditure patterns are not consistent from year to year therefore such a comparison has little meaning.
<u>Contract cost Monitoring</u>							
Leisure Facilities:-							
Loughton Leisure Centre	-175	-31	-15	-30	16	-52	}
Epping Sports Centre	315	52	26	50	-26	-50	}
Waltham Abbey Pool	513	86	43	83	-43	-50	}
Ongar Sports Centre	298	49	25	47	-24	-49	}
	1,305	157	48	238			

	14/15 Full Year Budget £'000	First Quarter			14/15 Variance Budget v Actual		Comments
		14/15 Budget £'000	14/15 Actual £'000	13/14 Actual £'000	£'000	%	
<u>Major income items:</u>							
Refuse Collection	80	10	11	7	1	10	No major variances
Recycling	2,461	156	-163	-2	-319	-204	The negative income variance is because income relating to 2013/14 is still to be received from ECC.
Off Street Parking	1,134	190	156	188	-34	-18	Pay and display income is still being received sporadically and hence is around 2 weeks in arrears. Season ticket and PCN income is received on a quarterly basis in July, October, January and March.
North Weald Centre	1,070	421	408	340	-13	-3	There are 2 rent reviews to be concluded and related rent arrears to be collected. This process has been somewhat protracted but is expected to be resolved shortly.
Hackney Carriages	181	45	54	47	9	20	A new tariff was brought in this year for Hackney Carriage Licences enforcing the use of meters in cabs. This has forced some drivers to have both a Hackney Carriage and Private Hire plate and the use of 2 different vehicles.
Licensing & Registrations	115	11	12	9	1	9	No major variances.
Fleet Operations MOTs	228	57	61	56	4	7	MOT testing by the Fleet Operations section is showing signs of recovery after the reduction experienced during the last couple of years.
	5,269	890	539	645			

2014/15
DIRECTORATE FINANCIAL MONITORING - RESOURCES

	14/15 Full Year Budget £'000	First Quarter			14/15 Variance Budget v Actual		Comments
		14/15 Budget £'000	14/15 Actual £'000	13/14 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Building Maintenance	703	73	45	41	-28	-38	Building Maintenance works are difficult to forecast but generally works are undertaken after the first quarter in the latter part of the year which allows for preparation work to take place initially.
Information Technology	771	527	562	544	35	7	The increase in expenditure in the first quarter in comparison to the budget relates to inflationary increases on annual maintenance contracts, and a change to the timing of the start of new contracts to the beginning of the financial year. The increase in expenditure in comparison to the previous year is as a result of £22,000 being spent on the purchase and integration of two different systems within the Council.
Telephones	171	63	79	46	16	4	The increase in expenditure in the first quarter in comparison to the budget and previous year actual relates to the maintenance cost of the new VOIP telephony system which has been implemented within the Council.
Bank & Audit Charges	169	1	1	0	0	0	No significant expenditure occurs in either audit or bank charges until quarter 2.
	1,814	664	687	631			
<u>Major income items:</u>							
Investment Income	399	100	108	106	8	8	Investment interest is similar to the previous year and a little higher than expected due to higher investment balances being held.
	399	100	108	106			

	14/15 Full Year Budget £'000	First Quarter			14/15 Variance Budget v Actual		Comments
		14/15 Budget £'000	14/15 Actual £'000	13/14 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Management & General	297	73	65	49	-8	-11	Expenditure is higher in 2014/15 due to the start of the Council's house building programme.
Housing Repairs	5,693	1,309	1,069	733	-240	-18	The underspend mainly relates to the responsive repairs of the fund. The budget is profiled evenly across the year, as it is unknown when responsive repairs will arise. An increase in responsive repairs and voids account for the variance between years.
Special Services	631	160	103	109	-57	-36	The main areas showing an underspend are: Heating and Lighting.
	6,621	1,542	1,237	891			
<u>Major income items:</u>							
Non-Dwelling Rents	857	212	206	215	-6	-3	Income levels are down due to a higher than expected level of garage voids.
Gross Dwelling Rent	31,680	7,920	7,877	7,578	-43	-1	Income is below expectations due to higher than expected sales and voids. The variance between years is due to the annual rents increase which was 4.9% from April 2014.
	32,537	8,132	8,083	7,793			

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2014/15 DIRECTORATE CAPITAL MONITORING -
COMMUNITIES

ANNEX 7

	14/15 Full Year Budget £'000	First Quarter		14/15 Variance Budget v Actual		<u>Comments</u>
		14/15 Budget £'000	14/15 Actual £'000	£'000	%	
Museum Property Purchase	1,750	787	521	-266	-34	Please see comments on the major schemes schedule.
CCTV Systems	112	28	20	-8	-29	This budget includes works to be carried out at Langston Road, Loughton High Road, Lower Queens Road Buckhurst Hill and Epping High Street. Although the overall budget position is underspent, works have commenced at Loughton High Road and Lower Queen Roads Buckhurst Hill and are expected to be completed in Quarter 2. A wireless receiver has been purchased for Epping High Street and installation works are due to be carried out in Quarter 2. Expenditure is expected to increase against Quarter 2 budget. The whole budget is expected to be fully spent by the end of the financial year.
Housing Estate Parking	891	223	0	-223	-100	The programme of providing off street parking facilities on Council Estates is ongoing. Phase 4 is almost complete; the final site within this phase is the Harveyfields site, which is due to be completed in the autumn. Feasibility studies have been undertaken on the sites identified in Phase 5 of the programme and a resident consultation process is underway. Planning permission has been obtained for construction works on two sites: Queens Road and Ladyfields and works are expected to commence later this year. All these schemes are joint funded between the General Fund and the HRA depending on the split between sold properties and HRA tenanted properties.
Limes Farm Hall Development	6	2	0	-2	-100	Limes Farm Hall Development is now completed. The budget of £6,000 is a carry forward from 2013/14 and is expected to be spent this financial year.
Total	2,759	1,040	541			

	14/15	First Quarter		14/15		Comments
	Full Year	14/15	14/15	Variance		
	Budget	Budget	Actual	Budget v Actual		
	£'000	£'000	£'000	£'000	%	
Purchase of Bridgeman House, Waltham Abbey	654	0	0	0	0	Negotiations have fallen through and this project will not be going ahead. The budget will be removed from the Capital Programme when it is reviewed in December 2014.
Purchase of Lease re Torrington Drive	3,462	3,462	3,511	49	1	This project was finalised in this quarter. The overspend relates to higher than expected capital fees.
New Developments	173	43	20	-23	-53	This budget has been set aside for new developments, in particular at the Langston Road development site. A consultancy exercise is currently being carried out and detailed planning permission is being sought for the Epping Forest Shopping Park at Langston Road.
Property Management System	35	0	0	0	0	Portfolio Holder approval is being sought for the appointment of a new provider for this system. The initial supplier was unable to satisfy the specific requirements needed for the management of the Council's commercial properties. Approval is expected to be granted in quarter 2 and the order for the system should follow. Implementation is anticipated to be in quarter 3.
Total	4,324	3,505	3,531			

2014/15 DIRECTORATE CAPITAL MONITORING -
NEIGHBOURHOODS

ANNEX 9

	14/15 Full Year Budget £'000	First Quarter		14/15 Variance Budget v Actual		<u>Comments</u>
		14/15 Budget £'000	14/15 Actual £'000	£'000	%	
Waste Management Equipment	130	33	10	-23	0	This budget includes a 2013/14 carry forward figure of £38,000. The budget will be used to update the Council's current waste and recycling containers to ensure they are in reasonable condition when handed over to the new waste and recycling contractor in November 2014. The budget is currently showing an underspend, the updating of waste containers is on-going and an increase in spending is expected in the next quarter.
Parking Schemes	345	0	0	0	0	This category includes the Buckhurst Hill Parking Review Scheme and the Loughton Broadway Parking Scheme. The formal public consultation for the Buckhurst Hill Parking Review scheme is in progress and should be completed in the next quarter. No expenditure was anticipated in this first quarter, but costs are expected to be incurred against this budget in the next quarter. The final scheme, Loughton Broadway Parking Review, will follow once the Buckhurst Hill scheme is completed.
North Weald Airfield	128	0	0	0	0	This budget is funded from contributions from the airfield's market operator Hughmark. Spending on this budget will continue to be low since the Council has agreed to carry out essential work only following a negotiated reduction in Hughmark's capital contributions in the last financial year.
Other Environmental works	222	0	0	0	0	This category includes the Council's grounds maintenance vehicle replacement programme, flood alleviation improvement works and the pay and display car park scheme. An order has been placed for a 4x4 grounds maintenance vehicle, which will be used to carry survey and inspection equipment out on site. Delivery of some electronic telemetry equipment for flood alleviation schemes is expected in the next quarter and further assessments are being carried out on other sites, which will determine the nature and scope of equipment required. Procurement is underway for the installation of new pay and display machines across all Council owned car parks. Although there has been no spending on this budget to date, expenditure is expected to increase in the next quarter.
Total	825	33	10			

2014/15 DIRECTORATE CAPITAL MONITORING -
RESOURCES

ANNEX 10

	14/15	First Quarter		14/15		<u>Comments</u>
	Full Year	14/15	14/15	Variance		
	Budget	Budget	Actual	Budget v Actual		
	£'000	£'000	£'000	£'000	%	
Planned Maintenance Programme	681	170	8	-162	-95	This budget covers all projects, except for those reported on separately in this report, being undertaken within the Planned Maintenance Programme and includes a total of £196,000 carry forwards from 2013/14. There are thirty three planned projects and the main ones include window replacements in the Civic Office building, the upgrade of electrical & LED lighting works, Disability Discrimination Act (DDA) compliant works and energy conservation works. Works on the DDA compliant project is ongoing and the tendering process is underway for the external works projects. Works on these projects are expected to commence in the second and third quarter of the year. The 5 year Planned Maintenance Programme is currently under review and will be presented to Cabinet in October. Changes identified during this process will feed into the next Capital review.
Solar Energy Panels	196	49	0	-49	-100	The tendering process for roofing works has commenced. Construction works are due to commence later this year following contractor appointment and obtaining planning permission.
Upgrade of Industrial Units	311	78	0	-78	-100	This project is subject to agreement with tenants occupying the units on the industrial estates. Negotiations with the tenants are on-going. Some legal expenses are expected against this budget but the current forecast is that no works will be carried out in this financial year. The 5 year Planned Maintenance Programme to be presented to Cabinet in October will update the budget accordingly.
W Abbey Swimming Pool Roof	10	3	0	-3	-100	This project is on hold pending a decision about the future role for local authorities in leisure provision which will be published in the Leisure Strategy. No works are expected to be carried out in this financial year.
ICT Projects	529	117	13	-104	-89	This budget covers all planned ICT projects to be undertaken in this financial year and includes a total of £105,000 carry forwards from 2013/14. There are 14 planned projects, the main ones being the disaster recovery scheme, completing the telephony upgrade, the replacement of host servers, eform back office integration and the next phase of mobile working solutions. The telephony upgrade is in its final stages and is expected to be completed in quarter 2. Work on the disaster recovery project commenced in quarter 1, the resilient connectivity is expected to be finalised in quarter 2 which will facilitate the phone and website host implementation. The tendering process is underway for the replacement of host servers project with contractor appointment expected to be in quarter 2 and implementation to follow soon after. Phase 1 of the mobile working solutions is expected to be completed in the next quarter and proposals on future roll-outs (Phase 2) are being sought. Despite the budget being underspent, works have commenced on the majority of the schemes and an increase in expenditure is expected in quarter 2.
Total	1,727	417	21			

	14/15 Full Year Budget £'000	First Quarter		14/15 Variance Budget v Actual		Comments
		14/15 Budget £'000	14/15 Actual £'000	£'000	%	
Housing Developments	3,264	20	5	-15	-75	Housing developments include phases 1 and 2 of the new house building programme as well as the conversion works at Marden Close and Faversham Hall. The actual costs of £5,000 incurred in quarter 1 relate to phase 1 of the house building programme: please refer to annex 13 (Major Schemes) for more information. Regarding the conversion works at Marden Close and Faversham Hall, tenders have been evaluated and the lowest tender approved; an additional sum of £310,000 to be allocated from the Service Enhancement Fund was identified in a portfolio holder report (July 2014)
Heating/Rewiring /Water Tanks	2,711	658	451	-207	-31	This category includes gas and electrical heating; mechanical ventilation and heat recovery (Mvhr) installation; rewiring; and communal water tank replacements. The overall budget position shows an underspend, primarily on the heating budgets. This is partly due to a £150,000 contract for the one-off replacement of two gas heating boilers at Buckhurst Court having only just commenced. Secondly, works on the electrical heating programme are due to commence in the autumn following the appointment of the specialist contractor.
Windows/Doors/Roofing	3,143	776	407	-369	-48	All the budgets in this category are currently showing as underspent. The extension of the contract for the replacement of composite front doors has not been entered into due to the poor performance of the specialist contractor. The appointment of a new contractor was completed in quarter 1, and an accelerated catch up programme of front door replacement works will be implemented in quarter 2. The contract for flat roofs has been let in this quarter and works are expected to commence in the next quarter. A overall underspend on this budget category is expected, which will be addressed at the next Capital review.
Other Planned Maintenance	824	206	120	-86	-42	This category includes Norway House improvements, communal TV upgrades, door entry system installation and energy efficiency works. All the budgets are underspent. The more significant underspends are within the energy efficiency works and door entry installation budgets. Work on door entry installations and energy efficiency works commenced in quarter 1 and expenditure is expected to increase as both programmes complete works during quarter 2. Around £17,000 of the Norway House improvements budget has been earmarked for the provision of Wi-Fi on site along with some service enhancement monies, but work on this has not started yet.
Kitchen Replacements	1,506	377	194	-183	-49	This budget is currently showing an underspend. Overall, the kitchen replacement programme is progressing well and is currently on target. £160,000 of the underspend relates to works on 32 properties that are currently on hold pending clearance of tenant arrears. A proportion of this budget is expected to be used to finance capital works undertaken as part of the voids process. This will be considered at the next review of Capital Programme and virements requested accordingly.
Bathroom Replacements	1,779	445	391	-54	-12	Overall, the bathroom replacement programme is progressing well and on target. The identified underspend relates mainly to works on 21 properties that are currently on hold awaiting clearance of tenant arrears. A proportion of this budget is expected to be used to finance capital works undertaken as part of the voids process. This will be considered at the next review of Capital Programme and virements effected accordingly.
Void Refurbishments & Other Small Works	1,962	490	358	-132	-27	Capital work on void properties is demand led as the level of spending depends on the quality and condition of properties as they become void. In the past year there has been a general increase in spending on this budget partly due to the Council carrying out more capital improvements (as part of the Repairs Refresh Programme) while properties are void, but also due to a number of tenants downsizing as a result of the introduction of the benefit cap within the Welfare Reform Act. Despite the current underspend, this budget is expected to be fully spent by the year end as expenditure is likely to increase in the next three quarters, based on previous trends.
Total c/f	15,189	2,972	1,926			

	14/15	First Quarter		14/15		Comments
	Full Year	14/15	14/15	Variance		
	Budget	Budget	Actual	Budget v Actual		
	£'000	£'000	£'000	£'000	%	
Total b/f	15,189	2,972	1,926			
Structural & Other Works	467	110	49	-61	-55	The Council's ongoing programme of carrying out remedial structural works to a number of properties is under way. However, this budget also funds urgent major structural repair works which are ad-hoc in nature. During quarter 1 no urgent major structural repairs have been identified.
Council Estate Parking, Garages & Other Environmental Works	1,777	244	52	-192	-79	This category includes garages, fencing, off street parking, estate environmental works, watercourse repairs, cctv installations, drainage works, external lighting schemes and a gas pipe work replacement programme. The two largest projects in this category are the off street parking schemes on Council owned land and the gas pipe work replacement programme, both of which are currently underspent. The off street parking schemes are joint funded between the HRA and General Fund. Please see comments on annex 7. The programme for the replacement of gas pipe works is a four year project and includes works on 38 blocks of flats in Waltham Abbey and Loughton. Work has commenced on 3 blocks at Ninefields and completion is due early in quarter 2. These two budgets are expected to be underspent and will be updated when the Capital Programme is reviewed. The overall budget position for the other budgets within this category (except for fencing) are also showing as underspent. The reduced work on drainage projects due to a transfer of responsibility to the Water Authorities continues to reduce expenditure. The temporary hold on works to garage sites is still in place until potential development sites identified as part of the House Building programme are confirmed. This has resulted in a reduction in expenditure for this quarter which is likely to continue for several years until all feasibilities on the House Building Programme are completed. The contract for estate environmental works has been let and works have commenced with a catch up programme underway. Recommendations to vire identified underspends will be made accordingly as part of the Capital Review.
Disabled Adaptations	402	95	66	-29	-31	Although the budget position is showing an underspend, it is anticipated that it will be fully spent by the end of the financial year.
Other Repairs and Maintenance	221	51	38	-13	-25	This category includes feasibilities, asbestos removal and the contingency budget. The current budget position is showing as underspent. Asbestos removal is by far the largest budget within this section, these works are demand led and are roughly on target, with the budget showing a small underspend. The feasibility budget is again demand led and showing an underspend in quarter 1, however, a number of projects have been identified and expenditure on this budget is expected in quarter 2. There have been no calls on the contingency budget.
Capital Service Enhancements	399	0	0	0	0	The capital service enhancements budget includes the front entrance fire door replacement programme on leasehold properties, the Oakwood Hill estate enhancement project, the refurbishment of communal kitchens in sheltered schemes, the provision of electric scooter stores at sheltered schemes, a contribution towards the provision of Wi-Fi at Norway House, and the online rents system & repairs maintenance software. The front entrance fire door replacement programme is progressing well with the new specialist contractor, with installations underway, and expenditure is due in quarter 2. The Oakwood Hill estate enhancement project task force met late in quarter 1 and work is being planned. The refurbishment of the communal kitchens in sheltered schemes is underway with the completion of some schemes expected in quarter 2. Consultation with the residents of sheltered schemes for the provision of electric scooter stores is being undertaken with a planning application for prioritised schemes due in quarter 2. The works on the remaining schemes are being progressed in the design and planning stages. There has been no spending on these budgets in quarter 1.
Housing DLO Vehicles	68	0	0	0	0	A request for the purchase of four vehicles has been made. The procurement exercise will be carried out in quarter 2 with delivery of the vehicles expected in Quarter 4.
Total	18,523	3,472	2,131			

2014/15 DIRECTORATE CAPITAL MONITORING -
REVENUE EXPENDITURE FINANCED FROM CAPITAL UNDER STATUTE (REFCuS)
AND CAPITAL LOANS

ANNEX 12

Page 73

REFCuS	14/15 Full Year Budget £'000	First Quarter		14/15 Variance Budget v Actual		Comments
		14/15 Budget £'000	14/15 Actual £'000	£'000	%	
Disabled Facilities Grants	363	92	70	-22	-15	Although this budget is showing an underspend, the number of occupational therapist referrals that initiate Disabled Facilities Grant (DFG) applications have been growing significantly since March 2013. The forecasted number of referrals for 2014/15 is 190, compared to 163 in 2013/14. The situation is being monitored and if a potential overspend is identified, an additional allocation will be sought.
Other Private Sector Housing Grants	4	1	5	4	17	This budget covers private sector housing grants approved under the previous system of non-repayable grants for decent homes, small works and thermal comfort assistance. There are 2 remaining cases, totalling £10,000, which have been held in abeyance due to client hospitalisation and protracted legal consents with a listed building. Again, this is being monitored and an additional allocation will be requested if appropriate.
Waltham Abbey Regeneration	8	2	0	-2	59	This regeneration initiative started in 2011/12, financed from the £165,000 premium paid by Lidl in respect of 1 Cartersfield, Waltham Abbey. It consists of a number of projects managed by Waltham Abbey Town Council. Most of the projects completed to date have been of a capital nature but do not enhance EFDC assets, consequently they have been classified as revenue expenditure, although they can be financed from capital resources. The remaining projects are small scale schemes and may be financed from revenue. Once clarified, appropriate amendments will be made.
HRA Leaseholders	TBA	TBA	TBA		N/A	These costs relate to capital expenditure on sold Council flats and are currently shown in the HRA capital programme. They will be identified once the works are complete and reported at the end of the financial year.
Total	375	95	75			

CAPITAL LOANS	14/15 Full Year Budget £'000	First Quarter		14/15 Variance Budget v Actual		Comments
		14/15 Budget £'000	14/15 Actual £'000	£'000	%	
Home Ownership Schemes	593	0	0	0		The Open Market Shared Ownership Scheme provides interest-free loans to B3Living (formerly Broxbourne Housing Association) to enable first time buyers to purchase properties on the open market. The scheme is now in its second phase, with 5 out of 6 loans completed in this phase. A maximum purchase price of £250,000 per property is applicable under this scheme and with the current upward trend in property prices, this has resulted in the uptake on the interest-free loans being lower than expected. A number of options on how to make the scheme more attractive are currently being considered. The decision with regards to phase 3 of this scheme will be made when the second phase is completed.
Repayable Private Sector Housing Loans	412	88	14	-74	-46	This scheme offers discretionary loans to provide financial assistance for improving private sector housing stock and replaces the old non-repayable grants scheme referred to above. The budget is underspent to date as the uptake for these loans has remained low. Expenditure for the year is likely to be no more than £100,000 and it is likely that a request will be made to carry forward some of the unspent portion into 2015/16.
Total	1,005	88	14			

HOUSE BUILDING - PACKAGE 1											
Original Start on Site Date	Original Finish Date	Proposed Start on Site Date	Proposed Finish Date	Original Tender Forecast £'000	Pre-Updates £'000	Latest Forecast £'000	Actual Expenditure To Date £'000	Anticipated Outturn £'000	Variance to Original Cost %	Variance to Approved Budget %	
Apr-14	Jun-15	Nov-14	Dec-15	3,948	-565	3,383	89	TBA	-14%	N/A	
<p>In July 2013, the Cabinet Committee considered and approved the feasibility study for Package 1 of the Council House-building Programme. Planning approval has been achieved for four sites in Roundhills and Harveyfields in Waltham Abbey. This Package is expected to provide 23 new affordable homes and a budget of £3,383,000 has been approved to date to cover the cost of works, site enabling costs and fees.</p> <p>Tenders were received in July 2014 and evaluated by Pellings, the Employers Agent acting on behalf of East Thames, the Council's Development Agent. An evaluation process is now being undertaken on the financial status of all the tenderers and a report will be presented to the Council's Housebuilding Cabinet Committee on 21 August 2014. It is anticipated that work will start on site in November 2014 with the first new homes due for completion in around December 2015.</p> <p>The Council has recently learnt that it has been successful in its bid for HCA Affordable Housing Grant for Phase 2 of the Council House-building Programme. It was announced that the Council's full grant application for £250,000 consisting of 40 properties at £12,500 per property has been approved. This will be subject to the Council now applying for and achieving HCA Partner Status, which East Thames will assist the Council in achieving.</p>											
EPPING FOREST DISTRICT MUSEUM											
Original Start on Site Date	Original Finish Date	Proposed Start on Site Date	Proposed Finish Date	Original Tender Forecast £'000	Pre-Updates £'000	Latest Forecast £'000	Actual Expenditure To Date £'000	Anticipated Outturn £'000	Variance to Original Cost %	Variance to Approved Budget %	
Feb-14	Jan-15	Jan-15	Oct-15	1,750	0	1,750	521	TBA	0%	N/A	
<p>In November 2012 the Museum Service submitted a bid to the Heritage Lottery Fund for an extension and redevelopment of the Epping Forest District Museum, this was supported by an agreed capital commitment from EFDC of £250,000 towards the purchase of the lease of the 1st floor of the adjoining 37 Sun Street. The bid was successful resulting in an award totalling £1,654,000 in March 2013; £1,500,000 for the capital redevelopment works and £154,000 for the associated engagement programme over a three year period. The project will transform the museum, providing step free access across the site and bringing a large percentage of the reserve collections, currently held at Langston Rd into the heart of the museum.</p> <p>Delay in acquiring the lease (originally estimated to be completed by June 2013) until April 2014 postponed the start of the detailed design work, although clearance of the Museum building and as much preliminary work as possible was undertaken while waiting for the purchase completion.</p> <p>Since April 2014 the appointed design team have been undertaking further investigations of the buildings and developing the scheme, with tenders for the main contractor of the build phase anticipated to be sent out in September 2014 and appointment made by November 2014. Revised costings for the building works are currently being undertaken ahead of the main contractor tender and any additional costings emerging from the purchase and design stage will be met in the first instance from project contingencies.</p> <p>The build phase is due to begin on site in January 2015 and be completed by July 2015. This will be followed by the installation of the exhibitions and collections to be completed by October 2015. If these timescales are achieved the Museum will reopen to the public in mid-October 2015.</p>											

Report to the Finance and Performance Management Scrutiny Panel



Date of meeting: 9 September 2014

Portfolio: Technology and Support Services

Subject: Performance monitoring – call handling

Responsible Officer: David Newton (01992 564580).

Democratic Services Officer: Adrian Hendry (01992 564246).

Recommendations/Decisions Required:

To consider a suitable telephone performance monitoring process.

Executive Summary:

This report has been produced in response to a comment made during the March Finance and Performance Management Scrutiny Panel (FPMSP).

“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.”

Reasons for Proposed Decision:

Whilst the new telephone system can produce monitoring information, the majority of calls now bypass the switchboard and go to direct dial extensions. Alternative reporting could produce more useful performance monitoring results.

Other Options for Action:

It could be decided that monitoring the switchboard response time is sufficient.

Report:

1. The new telephone system is now in place and is capable of providing very detailed management information.
2. Reporting on the switchboard response times is possible, but initial findings indicate that it may be more beneficial to monitor what happens following the switchboard transferring the call.
3. The Leadership Team and Management Board have discussed and agreed a corporate approach to the telephone system configuration with 'workgroups' being one of the preferred options. In brief, a workgroup is where one contact number is linked to numerous phone extensions, allowing a group of staff to pick up calls and therefore speeding up the answering from within Directorates. It may therefore be more useful to monitor workgroup performance along with the switchboard response.
4. The reporting tool within the telephone system is comprehensive. Training for ICT staff is due to take place in early September. Once this is completed, it is proposed to also produce various alternative reports and bring them to FPMSP for further discussion. Selected reports could then be presented to FPMSP on a 6 monthly basis.
5. Member's views are requested on the information to be provided to the Panel in future.

Resource Implications:

The production of monitoring reports can be managed within existing resources.

Legal and Governance Implications:

None.

Safer, Cleaner and Greener Implications:

None.

Consultation Undertaken:

None.

Background Papers:

FPMSP minutes March 2014

Impact Assessments:

Risk Management

It is important to focus attention on the most relevant monitoring data. If there is a singular concentration on the switchboard poor performance in service areas could be over looked.

Equality and Diversity:

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

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

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

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group? **No**

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Report to the Finance and Performance Management Scrutiny Panel

Report Reference: FPM-005-2014/15
Date of meeting: 9 September 2014



Portfolio: Finance

Subject: Financial Issues Paper

Responsible Officer: Bob Palmer – (01992 – 56 4279)

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

Recommendations/Decisions Required:

1. To recommend to the Cabinet the establishment of a new budgetary framework including the setting of budget guidelines for 2015/16 covering:

- (a) The Continuing Services Budget, including growth items;**
- (b) District Development Fund items;**
- (c) The use of surplus General Fund balances; and**
- (d) The District Council Tax for a Band 'D' property.**

2. To recommend to the Cabinet the agreement of a revised Medium Term Financial Strategy for the period to 2018/19, and the communication of the revised Medium Term Financial Strategy to staff, partners and other stakeholders.

3. To recommend to the Cabinet a detailed review of fees and charges, specifically parking charges where a detailed study is being undertaken.

4. To recommend to the Cabinet a reduction of 15.4% in parish support, in line with the reduction in the central funding this Council receives.

Executive Summary:

This report provides a framework for the Budget 2015/16 and updates Members on a number of financial issues that will affect this Authority in the short to medium term.

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

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

These issues will be dealt with in the following paragraphs, taking the opportunity to discuss some areas in greater detail following recent developments. Based on the information contained in the report Members are asked to set out, for consultation purposes, the budgetary structure for 2015/16.

Reasons for Proposed Decisions:

By setting out clear guidelines at this stage the Committee establishes a framework to work within in developing growth and savings proposals. This should help avoid late changes to the budget and ensure that all changes to services have been carefully considered.

Other Options for Action:

Members could decide to wait until later in the budget cycle to provide guidelines if they felt more information, or a greater degree of certainty, was necessary in relation to a particular risk. However, any delay will reduce the time available to produce strategies that comply with the guidelines.

Report:

General Fund Out-turn 2013/14

1. Members have already received the outturn reports together with explanations for the variances. The Statutory Statement of Accounts for 2013/14 is currently being audited so some amendments may still be made to the outturn figures. In summary the General Fund Revenue outturn for 2013/14 shows that Continuing Service Budget (CSB) expenditure was £149,000 lower than the original estimate and £265,000 lower than the revised. The single largest variance was a £213,000 underspend on Housing Benefits, due to adjustments relating to prior years and increased identifications of overpayments.

2. The revised CSB estimate for 2013/14 increased from £14.368m to £14.484m with the actual being £14.219m. The main in year changes related to the savings on the current waste management contract (£186k) and the inclusion of the New Homes Bonus (£591k) but this was offset to a degree by the reduction in the income from the market at North Weald (£348k). Other savings were seen on the rates charge for the Civic Offices (£87k) and improvements in income (Development Control £56k and rental income £122k). The only other significant cost increase worth mentioning is the £104,000 reduction in administration subsidy receivable from the Department for Work and Pensions.

3. Net DDF expenditure was £1.1 million lower than the revised estimate. However £682,000 of this resulted from slippage so both expenditure and financing for this amount has been carried forward to 2014/15, giving a net underspend of £420,000. Three directorates had variances between their revised and actual DDF spending of more than £100,000. The largest variance was £364,000 on Neighbourhoods, of which £103,000 relates to work on the Local Plan. In Resources there was an underspend of £311,000, which includes £138,000 of unbudgeted clawbacks on Council Tax Benefit. Governance had an underspend of £145,000, with the largest single item being an underspend on appeals in Development Control.

4. For the non-directorate items there was a total underspend of £229,000. However, £147,000 of this has been carried forward as it relates to the Langston Road development. There are two large income items included in this section, the first being £446,000 of grant paid by the Government to compensate for reductions in the Council's non-domestic rate income due to the extension of support for small businesses. The second item

is £169,000 of money from the Heritable bank administration that had been written off. It now seems likely that the Council will recover 100% of the Heritable deposits.

5. The overall movements on the DDF have combined to produce a balance that is higher than previously predicted at £4.077m at 31 March 2014. However, most of this amount continues to be committed to finance the present programme of DDF expenditure, particularly the Local Plan.

6. As the underspend on the DDF is matched by the variance on appropriations, the overall variance in the use of the General Fund Revenue balances is equal to the CSB underspend of £551,000. This translates into an increase in balances of £391,000 compared to the revised estimate of a decrease of £160,000.

The Updated Medium Term Financial Strategy

7. Annexes 1(a/b) show the latest four-year forecast for the General Fund. This is based on adjusting the balances for the 2013/14 actuals, allowing for items already approved by Council and other significant items covered in the report. The annex (1b) shows that revenue balances will reduce by £100,000 in 2014/15 before reducing in subsequent years by £258,000 in 2015/16, £736,000 in 2016/17 and £471,000 in 2017/18 before reducing by £194,000 in 2018/19.

8. For some time Members have aligned the balances to the Council's 'Net Budget Requirement' (NBR), allowing balances to fall to no lower than 25% of NBR. The predicted balance at 1 April 2015 of £9.954m represents over 75% of the anticipated NBR for next year (£12.888m) and is therefore somewhat higher than the Council's current policy of 25%. However, predicted changes and trends mean that by 1 April 2019 the revenue balance will have reduced to £8.295m. This still represents 65% of the NBR for 2018/19 (£12.71m).

9. The financial position as at 1 April 2014 was better than had been anticipated, reflecting the success of the cost control measures put in place. Further work was done on the 2013/14 revised estimates to identify and reduce budgets with a history of underspending. However the outturn has shown that there are still some areas where further reductions are achievable.

10. The target saving for 2015/16 has been reduced from the original level of £700,000 to £500,000. This is followed by targets of £500,000 for 2016/17, £300,000 for 2017/18 which then reduces further to £200,000 for 2018/19. These net savings could arise either from reductions in expenditure or increases in income. Progress has already been made on the identification of savings, with some of the individual items being covered in reports to Cabinet. If Members feel that the levels of net savings being targeted are appropriate, it is proposed to communicate this strategy to staff and stakeholders.

11. Estimated DDF expenditure has been amended for carry forwards, supplementary estimates and income shortfalls and it is anticipated that there will be £1.43m of DDF funds available at 1 April 2019. The four-year forecast approved by Council on 20 February 2014 predicted a DDF balance of £872,000 at the end of 2017/18.

12. Capital balances have been updated for recent outturn figures. The increase in capital receipts from right to buy sales means that the predicted balance at 1 April 2018 which had been estimated in February as £3.1m now increases to £5.7m. Over the next four-year period the capital programme has approximately £66m of spending, inclusive of the HRA. Previously the need to use capital balances for revenue generating assets has been highlighted and this has been included in the Capital Strategy.

Continuing Services Budget

13. The CSB saving against revised estimate was £0.551m, compared to £0.498m in

2012/13. A significant cause of this under spend was again salary savings, with there being an underspend of £180,000 on the revised estimate for the General Fund. This was due to some changes in the new directorate structures and associated recruitments taking longer than initially predicted. There is currently an under spend on the salaries budget in 2014/15 and this is expected to continue, although at a reduced level as phase 2 of the organisational restructure is implemented.

14. As already mentioned above, a number of CSB budgets were under spent and these will be closely scrutinised going forward to ensure budgets are more closely aligned with actual spending in prior years.

15. Previously it has been agreed that CSB expenditure should not rely on the use of balances to provide support but should be financed only from Government grant (RSG + Retained NDR) and council tax income. This means that effectively the level of council tax will dictate the net expenditure on CSB or the CSB will dictate the level of council tax. As Members have not indicated any desire to contradict Government guidance that council tax increases should be frozen again for next year, it is clear that the former will be the determinant. The four-year forecast, agreed in February, included the assumption that council tax would increase annually by 2.5% after 2015/16. Previously Members had a policy under which increases in council tax had been linked with increases in the rate of inflation. For information, RPI is currently 2.6% and CPI 1.9% (June 2014 figures, released in mid-July) and inflation forecasts retain an important role in estimating future costs. However, in these ongoing difficult economic times Members have indicated a desire to limit the burden on hard pressed tax payers and so no increase has been allowed for in 2015/16.

16. The latest four-year forecast (annexes 1a & b) show that the original budget for 2014/15 missed that objective, as funding from Government Grants and Local Taxpayers was £233,000 below CSB. The revised estimate for this year shows a net decrease of £75,000 in CSB at this time although that is likely to change as we go through the budget process.

Central Government Funding

17. Some of this section, and indeed subsequent sections, is very similar to last year. As we have seen significant changes from the start of 2013/14 and are only a year and a half into these changes, it seems appropriate to provide this background again while Members become familiar with the new system.

18. When the Four Block Model was replaced with Funding Assessments, Local Council Tax Support (LCTS) was introduced at the same time. This meant for 2013/14 an analysis of the Funding Assessment was provided detailing the individual elements. Rather unhelpfully the DCLG have not provided a separate figure for LCTS Grant for 2014/15, this means it is necessary to provide two comparative tables below to illustrate the reductions in funding. The first table is based on Formula Grant but this is only possible up to 2013/14.

	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m	2013/14 £m
Formula Grant (adjusted)	9.368	9.415 (8.710)	7.590 (7.543)	6.656	6.050
Increase/(Decrease) £	0.046	0.047	(1.120)	(0.887)	(0.606)
Increase/(Decrease) %	0.5%	0.5%	(12.9%)	(11.8%)	(9.1%)

19. The figures shown above illustrate the substantial annual reductions that began in 2011/12. Even using the adjusted figure of £8.710m for 2010/11, Formula Grant has reduced by £2.66m or 31% in the period to 2013/14. From 2014/15 Formula Grant has not been separately identified so a different comparison is needed.

	2013/14 £m	2014/15 £m	2015/16 £m
Formula Grant	6.050	Not known	Not known
Homelessness Grant	0.113	Not known	Not known
Local Council Tax Support Grant	1.119	Not known	Not known
Funding Assessment	7.282	6.375	5.393
Increase/(Decrease) £	n/a	0.907	0.982
Increase/(Decrease) %	n/a	12.5%	15.4%

20. By providing only figures at the Funding Assessment level for 2014/15 and 2015/16 the DCLG has prevented a detailed comparison with earlier periods. However, it can still be seen that in three years under this new system funding reduces by £1.889m or by 25.9%. Using the two tables to make a crude comparison it can be seen that over 5 years funding has fallen by nearly 60%. Recent statistics on the national finances and public sector borrowing have highlighted that the recovery is still to generate additional tax revenues and reductions in the welfare bill. In practical terms this means austerity will be with us for some time yet and regardless of the outcome from the general election further reductions are likely in local government funding.

21. As part of abolishing Council Tax Benefit and introducing LCTS the DCLG had to determine whether parish councils would be affected by the reduction in council tax base or left outside the calculations. Despite the consultation responses on the scheme being massively in favour of tax base adjustments only at district level the DCLG decided that parish councils should also be affected. One of the problems with this decision is that DCLG does not have a legal power to make grant payments direct to parish councils. This meant the funding for these councils had to be included in the grants to districts and it was then for districts to determine how much of the grant was passed on. Members determined that parish councils should be fully protected from this change for 2013/14, a decision not shared by many authorities across the country. This meant that the figure notionally relating to parishes of £312,810 was topped up with an additional £7,460 to £320,270.

22. We do not have separate figures now for Local Council Tax Support, let alone a detailed split between the district and the parishes. In the absence of this information it is fair to assume the overall reductions of 12.5% and 15.4% are common to each element of the Funding Assessment. Funding to parish councils was reduced on that basis in 2014/15 and a consistent approach is proposed to reduce this by 15.4% for 2015/16 (£42,604). These amounts need to be seen in the light of the total parish precepts for 2014/15 being over £3m.

Business Rates Retention

23. Members who attended either the previous meeting of this Committee or the recent training will be familiar with the mechanics of business rates retention. However, as these two events did not attract the majority of Members a brief explanation of the system is repeated below.

24. For this district the predicted total amount of non-domestic rates for 2013/14 was set as £31,888,336, which is shared out as shown in the table below.

Authority & Percentage Share	Amount £
Central Government (50%)	15,944,168
EFDC (40%)	12,755,334
Essex County Council (9%)	2,869,950
Essex Fire Authority (1%)	318,884

25. As the billing authority we are responsible for collecting the money and then paying it over as set out above. However, as our share (£12,755,334) exceeds the amount of our funding deemed to come from retained business rates (£2,909,311) the excess (£9,846,023) is also paid to Central Government as a "Tariff". The tariffs are used to provide "Top Ups" to those authorities whose non-domestic rate income is lower than their deemed funding from business rates. Overall this means we will be collecting nearly £32 million but retaining less than £3 million, or just over 9%.

26. The basic amounts within the system are now fixed for an extended period, DCLG have stated that the system will not be re-set until 2020. Although this does not apply to the tariff payments that will be increased annually by inflation, we have been given indicative tariff figures of £10.038 million and £10.315 million for 2014/15 and 2015/16 respectively.

27. Overall the predicted total level of non-domestic rates was broadly in line with the current position and it was felt unlikely that the Council will have either a large initial shortfall or any windfall gain from the new system. There was a major concern here though due to the way appeals and refunds are treated within the system. Even though DCLG have already had the benefit of non-domestic rates paid in respect of periods prior to 1 April 2013, all appeals regardless of start date are accounted for within the new system. This means billing authorities will be refunding money that they have not benefited from in the first place. It also means that in getting to a predicted level of non-domestic rates for 2013/14, allowance had to be made for the amount of money we anticipated having to pay out in appeals and refunds.

28. Calculating an appropriate provision for appeals was extremely difficult as there are several hundred appeals with the Valuation Office. Each appeal will have arisen from different circumstances and it is difficult to produce a uniform percentage to apply. This is a particular concern at the moment as there is one property in the south of the district which has a rateable value approaching £6 million and is currently being appealed. If a full provision was included in our calculations for the owners of this property being completely successful in their appeal there would be a significant shortfall. Based on previous experience and discussions with the Valuation Office a provision has been calculated that is felt to be prudent, but given the size of the financial risk here it is worth mentioning the potential problem.

29. Having had that reminder of the structure of the system we can reflect on how the first year went and what the future prospects are. The 2013/14 figures are still subject to audit but at this time the total amount of non-domestic rate income looks to have fallen approximately £1 million short of the £31.9 million target. The outstanding appeals reduced the income during the year when they were paid out and the year-end numbers include a provision of £1.5 million for the appeals that are still to be settled. There was one particular appeal settled in the year that is worth mentioning. A pipeline runs through the district to a power station in Enfield and historically we have issued a bill for the pipeline and the London Borough of Enfield has issued a bill for the power station. The energy company appealed as they wanted to reduce their liability and receive a single bill. Unfortunately for us the appeal was successful and this Council had to pay a refund and interest of £1.6 million (as the appeal was backdated to the 2010 rating list) and the pipeline is now included in the bill issued by Enfield for the power station.

30. When the system was set up one of the features was the fixing of the funding for the year at the start of the year. This means the deficit on the Collection Fund for 2013/14 is not accounted for until 2014/15 and the income reflected in the accounts for 2013/14 is the amount originally estimated not the actual. Our share of the deficit to account for in 2014/15 had been estimated at £250,000 and this was included in the DDF for that year, this will need to be increased to the actual share of £400,000.

31. The other aspect of the system to reflect on is cash collection and thankfully we have far more control over that than we do over appeals. Cash collection is important as the Council is

required to make payments to the Government and other authorities based on their share of the rating list. These payments are fixed and have to be made even if no money is collected. Therefore, effective collection is important as this can generate a cash flow advantage to the Council. If collection rates are low the Council is left to finance these payments from working capital and so has to reduce investment balances.

32. Members recognised the increasing importance of cash collection in the new system and increased the CSB budget by £25,000 to fund legal action in difficult, high value cases. This proved a sound investment as the collection rate was boosted from 96.85% to 98.09%. This exceeded the target of 97.5% and was the highest collection rate for several years. This meant that, even allowing for the appeal refunds, it was possible to fund all of the payments required by the system without reducing the Council's investment balances.

33. Having reflected on the mechanics of the system and the first year of operation we now need to consider the future. Firstly, is that shortfall in funding likely to continue? This would seem unlikely as the pipeline issue was very much a one-off shock and a substantial provision based on external professional advice has been included at the year end. As the next updating of the rates list has been postponed to 2017 another fresh batch of appeals should not be received for some time. Historically we have seen growth in the rating list each year and with the sites covered in the section on development opportunities there are good prospects for future growth.

34. It is difficult to predict what the outcome of the general election will be and so the role of retained business rates within the system of local government funding may change. The current Secretary of State has recently indicated that he would like to see an increase in the percentage retained. If this was to happen and the various development opportunities were to be taken forward it is possible to contemplate a position within 5 years when the Council could be self-sufficient and not rely at all on revenue support grant. As we cannot yet accurately predict completion dates or rateable values for the developments the MTFS has not assumed either any growth or any shortfall in funding from retained business rates. This is a very prudent position that will be considered again as the budget cycle moves forward.

35. One other aspect of the new scheme worth mentioning is the ability to pool with other authorities to share risk and possibly reduce levy payments. The DCLG were very late issuing guidance last year and so although most Essex authorities were keen on pooling in principle, no agreement was possible for 2014/15. The possibility of pooling will again be examined through the Essex Leaders Strategic Finance Group with the intention of having a pool in place for 2015/16.

Welfare Reform

36. This phrase is used to capture a number of initiatives that are radically changing the way many benefits are paid and the amounts of those benefits. The single largest change from 1 April 2013 was the abolition of Council Tax Benefit and its replacement with LCTS. For that first year much effort went in across the county to develop, consult on and implement schemes aimed at being self-financing. Because of the requirement to protect people of pension age and the different demographics across the county it was not possible to agree a single uniform scheme but a number of common principles were agreed that all of the schemes were based on.

37. In constructing our own scheme we were always conscious that some of the assumptions being used by the DCLG and the Department for Work & Pensions (DWP) meant that talk of a 10% saving would in reality mean a funding gap closer to 15%. This meant many variables were modelled and considered before a draft scheme was agreed by Cabinet for consultation and finally adoption by Council in December 2012. The outturn shows that the 2013/14 scheme did its job and even returned a small surplus. As in-year monitoring had indicated

that the scheme was working well no significant changes were made to the scheme for 2014/15.

38. A report will be considered by Cabinet on 21 July to evaluate potential changes to be made to the scheme for 2015/16 and the consultation on these changes. In the section above on central government funding I explained that DCLG no longer tell us how much of the funding we get is for LCTS. On the basis that overall funding is reducing and without any other facts it is reasonable to assume that LCTS funding is reducing to the same extent as the overall funding. This presents us with a choice, we can either reduce the amount of money allocated for LCTS and consequently increase the size of the bills for those receiving support or we can subsidise LCTS by making reductions in other General Fund areas to pay for it. Which of these options an individual supports will probably be influenced by whether or not they are currently paying all of their Council Tax.

39. It appears that in dealing with first time payers there is an acceptable range of bill that has tipping points either side. If you try and charge these people too much they will have no hope of paying and will ignore the debt. If you charge these people too little they will think you will not try and enforce such a small debt and will ignore it. So in trying to claw back any reduction in grant through increasing the 20% to 30% or more we need to be careful that we do not create a situation where we actually end up collecting less. The collection rate last year for people previously on 100% Council Tax Benefit was 78.9% which is nearly 20% lower than the 97.93% achieved for non-benefit/support cases.

40. It is worth taking this opportunity to briefly update on some of the other welfare reforms. Both the Benefits Cap and the Spare Room Subsidy (also known as the "Bedroom Tax") were delayed but have now been introduced. Indications are that the impact of these changes has not caused major problems for many residents. There has been some demand amongst those deemed to be under-occupying to downsize but many have decided to stay where they are and pay a higher proportion of their rent themselves. This may or may not be sustainable in the long term.

41. The other major change that has received considerable media coverage is the replacement of a collection of different benefits with a single Universal Credit. Unfortunately this scheme has also been subjected to delays and confusion, further highlighted by the recent arguments in Parliament over the extent of Treasury support for the project. There is still no clarity over the time period and process for the migration of our existing housing benefit claims to Universal Credit. The DWP is still to decide on the role it wants local authorities to perform under the new system. This on-going uncertainty is unhelpful to both claimants and staff. Whilst there seems general agreement about the need to bring the welfare bill for the country under control there remains room for improvement in the delivery mechanisms.

New Homes Bonus

42. The amount of New Homes Bonus (NHB) payable for a year is determined by the annual change in the total number of properties on the council tax list in October. This means that the bonus is payable on both new housing and empty properties brought back in to use. The increase in the tax base is multiplied by a notional average Council Tax figure of £1,439, with an additional premium for social housing. The calculated figure is then shared with 20% going to the county council and 80% to the district, with the amount being payable for six years. There are still three months to go before the additional amount for 2015/16 will become clear, but based on the position at 1 July it appears we should receive approximately £130,000.

43. Last year there was concern with the re-working of local government funding that the NHB might have been removed or diminished in some way. There was a proposal that local authorities would lose 35% of their NHB to fund the Local Growth Fund which would have been administered by Local Enterprise Partnerships (LEPs). Thankfully the overwhelming opposition from both local authorities and LEPs saw this idea abandoned. This authority has done relatively well from NHB and £1.82m was included in CSB income in 2014/15.

44. There is still a concern as many areas of the country are unhappy with the re-distributional effect of NHB and whoever wins the general election is likely to evaluate amendments to the current scheme. It has to be remembered that the funding for NHB was top sliced from the overall local government funding pot. If a worst case scenario happens and the scheme is entirely scrapped it will take at least a year for an alternative allocation system to be devised. An alternative allocation system may not be as generous to this Council but the funding would not be completely lost as any new allocation system normally has floors and ceilings to prevent large fluctuations in funding in any one year.

45. Previously NHB for future years has not been anticipated in the MTFs and given the uncertainty beyond the general election this is still a prudent assumption. The inclusion of the additional £130,000 in 2015/16 takes the NHB income in the CSB to £1.95 million.

Development Opportunities

46. There is a separate Cabinet Committee for co-ordinating asset management issues so I do not intend to devote too much space to developments. However, it is necessary to touch briefly on the number of opportunities that currently exist in the district and their potential benefits. This is particularly important given the potential changes mentioned above to retained business rates and the recent very encouraging progress on several schemes.

47. In order of their states of progress, the first scheme to mention is the re-development of the Winston Churchill public house site. Whilst this is a relatively small site it will bring in additional non-domestic rates and NHB and work has already commenced on site. The next on the conveyor belt is a mixed use re-development of the St Johns area in Epping, with the proposed Heads of Terms going to Cabinet on 21 July. This is a more substantial scheme and it is likely to bring considerable benefits to the district. Cabinet on 21 July should also receive a report on the Langston Road shopping park development and the potential name for the site, which needs to be agreed before marketing of the units can commence. The fact that the new waste management contractor has their own depots has freed up this site earlier than had been anticipated. Other possibilities for Waltham Abbey and North Weald are further off but should not be forgotten.

48. Even though there has been good progress there remains a lack of certainty at this time about the completion dates and composition of the schemes. Progress will be kept under review during the budget cycle but at this time neither the MTFs or the capital projections include either any capital financing requirement or any revenue projections. The only budgets that are included for the developments are those that Members have already approved for preliminary consultancy and planning works.

Income Streams

49. At this time last year there was concern about several of the key income streams that are monitored on a monthly basis. During the second half of the year most of the income streams performed well and the outturn for some exceeded the revised estimate. The position for this year at the end of June is –

Activity	Annual Estimate	Estimate to end June	Actual to end June	Possible Shortfall/(Surplus)
Building Control	£386,000	£108,010	£105,846	£8,000
Dev. Control	£515,000	£126,340	£180,937	(£35,000)
Land Charges	£194,940	£50,250	£66,667	(£30,000)
Licensing	£295,610	£59,630	£66,379	(£10,000)

Fleet Ops.	£227,830	£62,340	£60,536	£7,000
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50. It is too early in the year to draw strong conclusions from this data as monthly trends do fluctuate between years and one or two large applications can make a big difference on development control. However, at this stage the indications are encouraging and the improved income position in the second half of 2013/14 has continued into 2014/15.

51. There is a note of caution on Land Charges as the legal position of this service and the role that local authorities will play in the future is uncertain. It is possible that the Land Registry may take on some central role but this would involve the development of a national computer system and this has caused the Government to pause for thought. One other point worth making is that we are required to provide this service at cost and so assuming that in the event of a transfer it was possible to transfer or eliminate the costs then the overall financial impact would not be significant.

52. The other key income stream worth commenting on is the market at North Weald. As the operator was experiencing financial difficulties the Council agreed to a reduced rent, which included a profit share element if the income exceeds a given level in any individual week. So far the level of income necessary to trigger the profit share has not been reached in any week, although the market is continuing to trade on an adequate basis and still attracts approximately 180 traders. The CSB estimates were reduced to a lower level but this will need to be kept under review.

53. Last year saw the first change to parking fees for many years and a detailed study is underway to consider how the charging scheme might be amended in future to ensure short term spaces are available for shoppers. Recommendations from this work are likely to be presented separately from the annual review of fees and charges later in the budget cycle.

Waste and Leisure Contract Renewals

54. Two of the Council's high profile and high cost services are provided by external contractors, SITA for waste and SLM for leisure. The current waste contract expires in November 2014 and the procurement exercise has been completed with the new contract being awarded to Biffa. A competitive dialogue procedure was used to seek innovation and efficiency in the provision of this service. It has been possible to procure the service at a lower cost than the current contract and these savings have been included in the MTFs.

55. The leisure management contract was due to expire in January 2013 but an option was exercised that extended the contract for three years. A Leisure Strategy is currently being prepared and as part of this serious consideration will need to be given to what is now the appropriate role for local authorities in leisure provision. The budget book for 2014/15 includes net expenditure of over £2m for leisure facilities and this is not sustainable in the long term given the Council's financial position.

Organisational Review

56. The 2014/15 budget included the effects of the first stage of the organisational restructure. This involved a reduction in the numbers of Directors and Assistant Directors and saw services consolidated into four new directorates. Each directorate is now evaluating both opportunities to improve efficiency and areas that have been historically under resourced. It is likely that this process will yield some savings but will also highlight some additional funding requirements. At the moment the MTFs has not been adjusted for any changes to the organisation from this second phase. It is likely that the changes will necessitate amendments to both CSB and DDF.

57. A budget of £150,000 was included in the DDF for 2014/15 to allow the Chief Executive to take forward Transformational Projects. Whilst this funding was included in the budget Members have asked for a business case to be presented before any individual projects are approved.

DDF

58. The carry forward of £682,000 represents a decrease of £154,000 on the £836,000 of slippage for 2012/13. The two largest carry forwards have already been mentioned above and relate to the Langston Road development (£147,000) and the Local Plan (£103,000). Requests for carry forward are scrutinised by this Committee at the June meeting each year, as part of considering the draft revenue outturn report, and it is accepted that DDF money will not automatically be carried forward. Given that DDF funding is limited, it should only be used to support high priority projects. If a project takes several years to be implemented questions need to be answered over whether it was really a priority and if that money could have been used for a more urgent purpose.

59. The financial forecast shows that not all DDF funding is currently allocated to schemes. It is estimated that there will be some £1.43m of DDF available at 1 April 2019.

The Capital Programme

60. The Government's attempt to boost right to buy sales by increasing the discount that tenants can receive to £75,000 has been successful. In 2013/14 sales increased to 53 from 13 in 2012/13. There have been a further 7 sales in the first three months of 2014/15. The Capital Programme has been adjusted to reflect this higher level of Council house sales.

61. Significant receipts have previously been generated through the sale of other assets. Land values in some areas are starting to improve again and a number of potential projects are currently being evaluated. As non-housing receipts are not included in the estimates before completion has occurred no allowance has been made in the MTFs.

62. The capital outturn report considered by the Finance and Performance Management Cabinet Committee on 26 June 2014 highlighted that the variance of £2.6 million was a substantial increase on the previous year's figure of £2,000. Non-housing expenditure was £2.2m below the estimate at £1.29m, whilst housing expenditure of £10.68m was £347,000 below the estimate of £11.03m. The slippage in the programme will be carried forward to subsequent periods.

A revised Medium Term Financial Strategy

63. Annexes 1 (a & b) show a four-year forecast with target levels of savings to bring the projections closer to the policy of keeping reserves above 25% of the NBR. The net savings included are £500,000 for the two years 2015/16, 2016/17 before reducing to £300,000 for 2017/18 and £200,000 for 2018/19. These savings would give total CSB figures for 2014/15 revised of £13.699m and 2015/16 of £13.146m.

64. This proposal sets net DDF expenditure at £2.269m for the revised 2014/15 and £204,000 for 2015/16, and given the possibility of other costs arising, it is likely that the DDF will be used up in the medium term.

65. No predicted non-housing capital receipts are being taken into account, as any developments are still some way off. Over the period of the MTFs the balance shown at Annex 1 (b) on the Capital Fund reduces significantly from £17.462m at 1 April 2014 to £5.702m at 1 April 2019.

66. Previously the Council has taken steps to communicate the MTFs with staff, partners and other stakeholders. This process is still seen as good practice and a failure to repeat the exercise could harm relationships and obstruct informed debate. If Members agree, appropriate steps can be taken to circulate either the full strategy or a summarised version.

The Council Tax

67. The Government announced in June 2013 that it will continue to provide an incentive for authorities to freeze the Council Tax for both 2014/15 and 2015/16. Additional grant equivalent to a 1% increase in the Council Tax will be available and Councils seeking to raise Council Tax by more than 2% will have to conduct a referendum. From 2016/17 onwards it is assumed that future increases will not exceed 2.5%.

Conclusion

68. The Council is in a stronger financial position than had been anticipated, despite the reductions in funding set out earlier in the report this is the fourth consecutive year when the General Fund Reserve has increased. We are also better informed now about LCTS and retained business rates. Indeed retained business rates offers this authority a realistic prospect of becoming self-financing over the medium to long term. If the percentage of rates retained locally is increased and the strong progress on our development sites continues the Council will be very well placed.

69. However, there is a General Election next year and so whilst some of the uncertainty around the changes from 2013/14 has been removed there is now greater uncertainty overall for the medium term. It is possible that an incoming Government may have a different view on NHB, LCTS, retained business rates or any other aspect of local authority financing.

70. For the moment we can only deal with the systems that are currently in place and look to see how we can best safeguard the Council's finances for the future. The updated MTFs sets out a programme of net savings that is challenging but achievable and our financial strength allows us to look for the necessary savings over the medium term. This is better for service planning as a more considered and structured approach can be taken than if all the savings were required in one year

GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY 2014/15 - 2018/19

ORIGINAL 2014/15	REVISED FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19
£'000 NET REVENUE EXPENDITURE	£'000	£'000	£'000	£'000	£'000
14,644 Continuing Services Budget	14,644	13,931	13,990	13,523	13,104
-870 CSB - Growth Items	-945	-285	55	0	0
0 Net saving	0	-500	-500	-300	-200
13,774 Total C.S.B	13,699	13,146	13,545	13,223	12,904
1,863 One - off Expenditure	2,269	204	108	66	0
15,637 Total Net Operating Expenditure	15,968	13,350	13,653	13,289	12,904
10 Contribution to/from (-) Insurance Res	10	0	0	0	0
-1,863 Contribution to/from (-) DDF Balances	-2,269	-204	-108	-66	0
-243 Contribution to/from (-) Balances	-100	-258	-736	-471	-194
13,541 Net Budget Requirement	13,609	12,888	12,809	12,752	12,710
FINANCING					
6,095 Government Support (NNDR+RSG)	6,026	5,334	5,067	4,814	4,573
0 RSG Floor Gains/(-Losses)	0	0	0	0	0
6,095 Total External Funding	6,026	5,334	5,067	4,814	4,573
7,540 District Precept	7,540	7,554	7,742	7,938	8,137
-94 Collection Fund Adjustment	43	0	0	0	0
To be met from Government 13,541 Grants and Local Tax Payers	13,609	12,888	12,809	12,752	12,710
Band D Council Tax	148.77	148.77	152.46	156.33	160.24
Percentage Increase %		2.5	2.5	2.5	2.5

GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY 2014/15 - 2018/19

	REVISED FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19
REVENUE BALANCES	£'000	£'000	£'000	£'000	£'000
Balance B/forward	10,054	9,954	9,696	8,960	8,489
Surplus/Deficit(-) for year	-100	-258	-736	-471	-194
Balance C/Forward	9,954	9,696	8,960	8,489	8,295
DISTRICT DEVELOPMENT FUND					
Balance B/forward	4,077	1,808	1,604	1,496	1,430
Transfer Out	-2,269	-204	-108	-66	0
Balance C/Forward	1,808	1,604	1,496	1,430	1,430
CAPITAL FUND (inc Cap Receipts)					
Balance B/forward	17,462	8,913	7,874	6,902	6,306
New Usable Receipts	1,029	1,001	966	958	950
Use of Capital Receipts	-9,578	-2,040	-1,938	-1,554	-1,554
Balance C/Forward	8,913	7,874	6,902	6,306	5,702
TOTAL BALANCES	20,675	19,174	17,358	16,225	15,427

TERMS OF REFERENCE - STANDING PANEL

Title: Finance and Performance Management

Status: Standing Panel

Terms of Reference:

Performance Management

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

Public Consultation and Engagement

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

Finance

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

Information and Communications Technology

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

Value For Money

9. To consider 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 review six monthly progress towards 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) considered at meeting on 16 July 2014.	16 July 2014 9 September 2014 11 November 2014
(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).	19 January 2015 (jointly with Cabinet Committee) 10 March 2015
(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 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 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 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.
(13) Key Performance Indicators – Commercial Premises	Comprehensive report on current performance against KPI 11 (Rent) and actions to improve performance.	Report to be made to meeting on 9 September 2014 (Minute 44 – 11 March 2014)
(14) Call response/handling performance indicator	Report on options following introduction of new telephony system.	Report to be made to meeting on 9 September 2014 (Minute 42 – 11 March 2014)
(15) Use/cost of consultants	Report on value and benefit derived from the use of consultancy services across the Council services.	Report to be made to meeting during 2014/15 (minute 40 – 11 March 2014)

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