

# **Report to the Cabinet**

**Report reference: C-016-2024/25**

**Date of meeting: 2 September 2024**



**Epping Forest  
District Council**

**Portfolio: Leader (Cabinet Portfolio Holder)**

**Subject: Organisation Performance – KPI Suite and Priority Projects**

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## **Recommendations/Decisions Required:**

- 1. Cabinet considers and agrees the following,;**
  - i) the KPI Suite as set out in paragraph 9, as adequate and robust in giving oversight of the overall effectiveness and measure of the Council's performance;**
  - ii) that the 3 projects identified in the report are of the highest strategic importance for scrutiny in demonstrating the overall delivery of the Council's objectives in the Corporate Plan;**
  - iii) The Broadway Refurbishment Project is included as a fourth project as recommended by the Overview & Scrutiny Committee.**
- 2. That Cabinet agrees the proposal for Overview & Scrutiny to scrutinise the KPI Suite in paragraph 9 making comment, raising concerns and challenge to Cabinet as appropriate; and**
- 3. Cabinet agree the ongoing work to further develop the KPI Suite is both adequate and robust.**

## **Executive Summary:**

One of the main responsibilities of the scrutiny function is to have oversight of and provide challenge to the Council's performance. To this end, officers have developed a Key Performance Indicator (KPI) Suite to effectively deliver this oversight in key areas, focussing on what is collated nationally by either the Local Government Association (LGA) or the Office for Local Government (Oflog), as well as what is important to the Council to deliver the Corporate Plan. Overview & Scrutiny Committee considered the KPI Suite and Priority Projects and provided recommendations for Cabinet to agree.

In addition to the KPI Suite officers have, in agreement with Cabinet, identified 3 projects for scrutiny by the Committee that are integral to the delivery of the Corporate Plan objectives;

- Fit for the Future
- Waste collection services
- New Epping Leisure Centre.

The O&S Committee proposed a further priority project – The Broadway Refurbishment Project to regularly scrutinise along with the original proposed 3 projects. KPIs can be considered by exception, however the Overview & Scrutiny Committee recommended to consider the whole Suite.

## **Reasons for Proposed Decision:**

Members of the O&S Committee have, in the past, commented on what performance information is reported and how. This report is the first step in developing a KPI Suite that is fit for purpose and provides the data so that the Committee can effectively scrutinise the Council's performance.

In addition, both the Office for Local Government (Oflog) and the Local Government Association (LGA) collate data from local authorities and publish on their websites. It seems reasonable that members and officers are sighted on performance against these indicators before (or at the same time) of publication. The KPI Suite identifies those which are collated and published at a national level.

## **Other Options for Action:**

Do nothing – however one of the main responsibilities of Cabinet is to ensure the effective management and monitoring of the Council's performance. Measuring performance by way of KPIs and making these available for scrutiny is a standard way of doing this as is progress reporting on strategic priority projects.

Other indicators can be considered however officers have concentrated on those reported nationally and those believed to be of interest to members.

## **Report:**

1. KPIs are one element of the Council's Performance Management Framework. At Appendix A is an outline of the Council's Organisation Performance Framework for Cabinet's information.
2. Following the demise of the Audit Commission the LGA began to develop its role in providing local government the means to benchmark itself across the sector and continues to do this. Officers have considered this data when setting targets and will continue to review when developing our KPI data further. The LGA are the national membership body for local authorities, working on behalf of its member councils to provide support, promote and improve local government.
3. Oflog was deemed necessary following the number of section 114 notices and other governance issues seen across local government in recent years. Oflog are part of the Ministry of Housing, Communities and Local Government. Their remit is to increase understanding about the performance of local authorities, warn when authorities are at risk of serious failure and support local government to improve. They publish the same/similar information as the LGA which can be accessed by the public.
4. Para 9 sets out the proposed KPI Suite for Cabinet agreement. The Suite is provided to Cabinet at this point to agree if those identified are the right measures members wish to have sight of and scrutinise.
5. There are a significant number of KPIs required by Housing, reporting on a range of measures to the Regulator of Social Housing. These still require transparency and member oversight but due to the volume it is proposed they will be overseen by Communities Scrutiny Committee rather than O&S.
6. It is proposed that Communities Scrutiny Committee will also scrutinise the Customer Services KPIs and Stronger Place will scrutinise the Planning KPIs.
7. Our measures for Customer and Complaints were recently discussed by the Communities Scrutiny Committee at their 5 March 2024 meeting. The measures have been further defined within this Suite. However, the essence of the measures remains the same.

8. Officers will continue to refine the data provided to members, for example, identifying benchmark information, providing more visual ways to present the data and identifying corrective actions where required. In addition, the outturn report to Overview and Scrutiny will state the RAG status of each KPI i.e. Red, Amber or Green to visually show whether the target has been met or not or within a tolerance.
9. The KPI Suite is set out in the table below.

Ref No	KPI	Why/what goals / improvement do we want?	Frequency	Measurement	Nationally Published or Local	Target
<b>Stronger Communities</b>						
1	The average number of days taken to process a change of circumstances to an existing HB claim	Improve customer satisfaction	Quarterly	Average number of working days	LGA	8
2	The average time taken to process a new Housing Benefit claim	Improve customer satisfaction	Quarterly	Average number of working days	LGA	18
3	The average time taken to process a new Local Council Tax support claim	Improve customer satisfaction	Quarterly	Average number of calendar days	Local	5
4	Contact Centre call answer rate	Improve customer satisfaction	Quarterly	%	Local	85%
5	First point resolution of calls taken by Customer Contact Centre.	Improvements to first point of resolution	Quarterly	%	Local	70%
6	Corporate complaints resolved within agreed timeframe. Stage 1 – 10 days Stage 2 – 20 days	Improve customer satisfaction	Quarterly	%	Local	100%
7	Number of upheld Ombudsman Complaints per 100,000 households	Improvements to first point of resolution	Quarterly	Number	Oflog	1.2
8	Participation and engagement in community and wellbeing activity across all ages and abilities	Improve customer satisfaction	Quarterly	Number of people	Local	3500
9	Number of volunteering hours delivered by Epping Forest Community Champions	Meet our objectives within our Health and Wellbeing Strategy	Quarterly	Number of hours per quarter	Local	750
10	Average relet time in calendar days	Measure of void turn around times	Quarterly	Number of calendar days	LGA	42 days or less

11	Percentage of all repairs completed within target timescale	Improve customer satisfaction	Quarterly	% of total number of repairs	Local	90%
12	Tenant Satisfaction measures overall satisfaction	Improve customer satisfaction	Annual	% Survey	Housing Regulator	78%
13	Number of households in temporary accommodation (LGInform)	Measure of homelessness prevention	Quarterly	Number	LGA	no target – data set
14	Total number of households on housing waiting list (LGInform)	measure only - are we reviewing the waiting list, length of time on list	Quarterly	Number of households	LGA	no target – data set
<b>Stronger Place</b>						
15	Non-major category planning applications decided on time (Oflog/LGInform)	Improve planning performance/customer satisfaction/avoid SoS designation & loss of income	Quarterly	% (70% is a national benchmark)	Oflog & LGA	90%
16	Non-major applications overturned on appeal (Oflog/LGInform)	Correct, timely decisions	Annual	%	Oflog & LGA	<10%
17	Major category planning applications decided on time (Oflog/LGInform)	Improve planning performance/customer satisfaction/avoid SoS designation and loss of income	Quarterly	% (60% is a national benchmark)	Oflog & LGA	90%
18	Major applications overturned on appeal (Oflog/LGInform)	Correct, timely decisions	Annual	%	Oflog & LGA	<10%
19	Number of fly tipping incidents	Clean environment for our residents	Quarterly	number - using Q1 as the initial baseline	Local	Target to reduce by 5%
20	Household waste sent for reuse, recycling, and composting (Oflog/LGInform))	Increase recycling rates	Quarterly	%	Oflog & LGA	60%

21	Residual waste per household collected (Oflog/LGInform)	Less household waste collected	Quarterly	Kilograms; It is calculated as the household waste not sent for recycling divided by number of households within a local authority.  <b>England median: 501.1 kg per household</b>	Oflog & LGA	Less than 500kg per household
22	Club live memberships (Fitness Membership)	Shows levels of membership of EFDC leisure facilities	Quarterly	Number of memberships	Local	No target – data set
23	Club live memberships (Swimming Memberships)	Shows levels of membership of EFDC leisure facilities	Quarterly	Number of people	Local	No target – data set
24	Number of people on Learn to swim programme (Swimming lessons)	Shows levels of membership of EFDC leisure facilities	Quarterly	Number of people	Local	No target – data set
<b>25</b>	Value of scope 1 and 2 emissions for EFDC owned and operated buildings, assets, and vehicles	Shows the Council's own contributions to reaching net zero Carbon target by 2030	Annual	%	Local	Aim is to decrease by 14% year on year from the base line of 2018-19
<b>Stronger Council</b>						
26	The % of Council Tax collected due for the financial year by 31st March	Maximising income	Quarterly	% of Council tax due per annum (use previous Q4 figure as benchmark 27.18%)	Oflog & LGA	97%
27	The % of Business Rates collected due for the financial year by 31st March	Maximising income	Quarterly	% of rates due per annum (use previous Q4 figure as benchmark 28.51%)	Oflog	98%

28	HRA Rent Arrears	Maximising income	Quarterly	% of total rent roll	Local	1.67% or less
29	Average number of days lost due to sickness absence per employee (working days)		Quarterly	Average number of working days per annum	Local	8 Q1–2 days Q2–1.5 days Q3–2.5 days Q4-2 days
30	Attrition rate	Measures number of employees who have left the org within a set period of time	Annual	% of workforce per annum	Local	14%
31	Average Length of Service	Effective retention actions	Quarterly		Local	no target – data set
32	Total value of Sundry debt O/S over 60 days old	Ensure income is collected	Quarterly	% of total amount (75% improvement)	Local	75% improvement on Q1 figure

10. Progress reports for the 3 priority projects (Fit for the Future, Waste Services and the new Epping Leisure Centre, 4 if the Broadway Refurbishment Project is included); incorporate key milestones, past and future, progress to date, budget position, risks and issues for the O&S Committee to scrutinise.

### Scrutiny Comments

Overview & Scrutiny considered the KPI Suite and Priority Projects at their meeting of the 30 July 2024. They proposed the following two amendments to Cabinet:

- 1 ii) For inclusion of the Broadway Refurbishment Project as a fourth priority project. This is due to the significant impact it would have on the locality and provides the opportunity to include a HRA project for scrutiny..
2. The Committee recommended that the whole KPI Suite be scrutinised.

Cabinet is asked to consider and agree these amendments.

### Resource Implications:

None

### Legal and Governance Implications:

None

### Safer, Cleaner and Greener Implications:

Performance indicators are set out in the KPI Tracker, included in paragraph 9 of the report.

### Consultation:

With the Senior Leadership Team and the Leader of Council

**Background Papers:**

Report to Cabinet – EFDC Transformation Portfolio – 5 February 2024

Report to Communities Scrutiny Committee – Customer KPIs 5 March 2024

Report to Cabinet – Fit for the Future Transformation Portfolio – Governance 18 March 2024

**Risk Management:**

Organisation Performance is one of the main responsibilities for the scrutiny function. By having a comprehensive suite of measures ensures members are fulfilling their role. Not to provide this scrutiny could be a risk to the organisation.

**Equality:**

No equality decisions to account for regarding this report