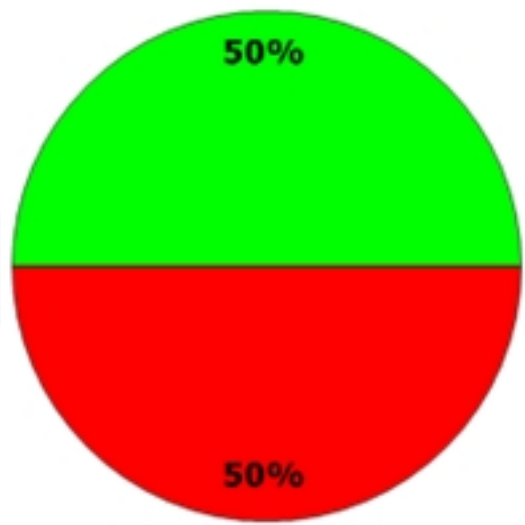


Summary of KPIs Achieving Target

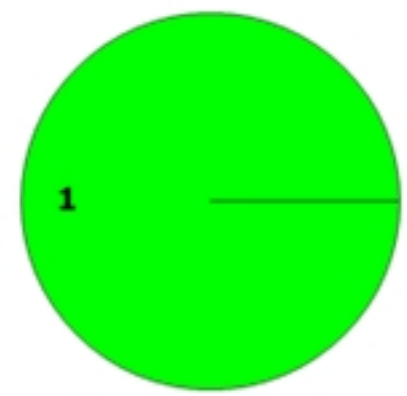
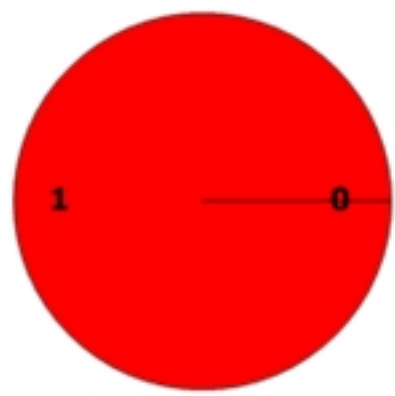
Office of the DCE

Corporate Support Services

■ No (14)  
■ Yes (14)



Year End Prediction

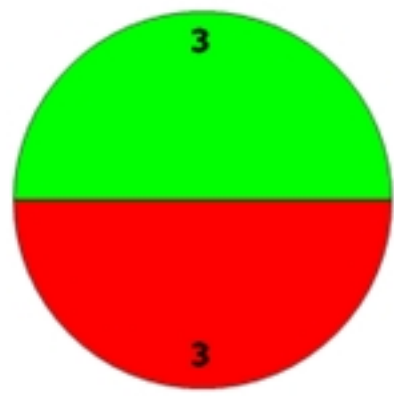
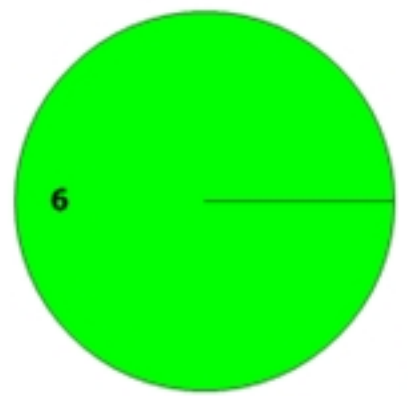


Environment & Street Scene

Finance & ICT



Housing

Planning & Economic Development



Quarterly Indicators	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual

#### Office of the DCE Quarterly KPIs



KPI 02	How many times was our council website visited?	255,473	150,946		460,454	298,860		647,887	840,000
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#### Corporate Support Services Quarterly KPIs

KPI 10	How many working days did we lose due to sickness absence?	1.86	1.86		3.64	3.50		5.77	7.75
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#### Environment & Street Scene Quarterly KPIs



KPI 20	How much non-recycled waste was collected for every household in the district?	106	94		209	190		311	420
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KPI 21	What percentage of all household waste was sent to be recycled, reused or composted?	60.34%	61.94%		60.07%	62.16%		59.34%	58.00%
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KPI 22	What percentage of our district had unacceptable levels of litter?	10%	9%		10%	6%		10%	10%
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KPI 23	What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?	13%	9%		13%	6%		13%	13%
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KPI 24	How well have we done in both reducing flytipping and taking action against those believed to be responsible?	3	3		3	3		3	3
--------	---	---	---	---	---	---	---	---	---

KPI 25	What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?	97.00%	95.30%		95.00%	96.20%		95.00%	95.00%
--------	--	--------	--------	---	--------	--------	---	--------	--------

Quarterly Indicators (cont.)		Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Finance & ICT Quarterly KPIs		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual
KPI 30	What percentage of the invoices we received were paid within 30 days?	97%	90%	✗	97%	92%	✗	97%	97%
KPI 31	What percentage of the district's annual Council Tax was collected?	27.38%	27.50%	✓	52.40%	52.70%	✓	77.90%	97.80%
KPI 32	What percentage of the district's annual business rates was collected?	30.35%	30.44%	✓	56.61%	56.18%	✗	82.08%	98.00%
KPI 33	On average, how many days did it take us to process new benefit claims?	23.00	26.27	✗	23.00	26.68	✗	23.00	23.00
KPI 34	On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?	8.00	9.72	✗	8.00	8.73	✗	8.00	8.00
KPI 35	How many benefits fraud investigations were completed by the Council?	125	78	✗	250	231	✗	375	500
<b>Housing Quarterly KPIs</b>									
KPI 41	On average, how many days did it take us to re-let a Council property?	30	30	✓	30	34	✗	30	30
KPI 42	What percentage of emergency repairs to our council properties were completed within 24 hours?	99%	98%	✗	99%	98%	✗	99%	99%
KPI 43	What percentage of urgent repairs to our council properties were completed within five working days?	95%	75%	✗	95%	91%	✗	95%	95%
KPI 44	What percentage of routine repairs to our council properties were completed within six weeks?	95%	96%	✓	95%	96%	✓	95%	95%
KPI 45	How satisfied were our tenants with the standard of the repairs service they received?	98.00%		98.00%	100.00%	✓	98.00%	98.00%	98.00%
KPI 46	How many affordable homes were built in the District?	0	0	✓	44	14	✗	86	112
KPI 47	How many households were housed in temporary accommodation?	60	52	✓	60	61	✗	60	60
KPI 48	What percentage of our council homes were not in a decent condition?	0.00%	0.00%	✓	0.00%	0.00%	✓	0.00%	0.00%

Quarterly Indicators (cont.)		Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual
<b>Planning &amp; Economic Development Quarterly KPIs</b>									
KPI 50	What was the net increase or decrease in the number of homes in the district?	30	22	✗	72	140	✓	113	180
KPI 51	What percentage of major planning applications were processed within 13 weeks?	81.00%	85.71%	✓	81.00%	86.96%	✓	81.00%	81.00%
KPI 52	What percentage of minor planning applications were processed within 8 weeks?	81.00%	76.54%	✗	81.00%	77.25%	✗	81.00%	81.00%
KPI 53	What percentage of other planning applications were processed within 8 weeks?	93.00%	92.67%	✗	93.00%	92.77%	✗	93.00%	93.00%
KPI 54	What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal?	20.00%	22.20%	✗	20.00%	22.22%	✗	20.00%	20.00%
KPI 55	What percentage of planning applications, refused by Council Members against the planning officer's recommendation, were granted permission on appeal?	50.00%	50.00%	✓	50.00%	46.15%	✓	50.00%	50.00%



2010 / 11 Key Performance Indicators

# Office of the Deputy Chief Executive

KPI

02

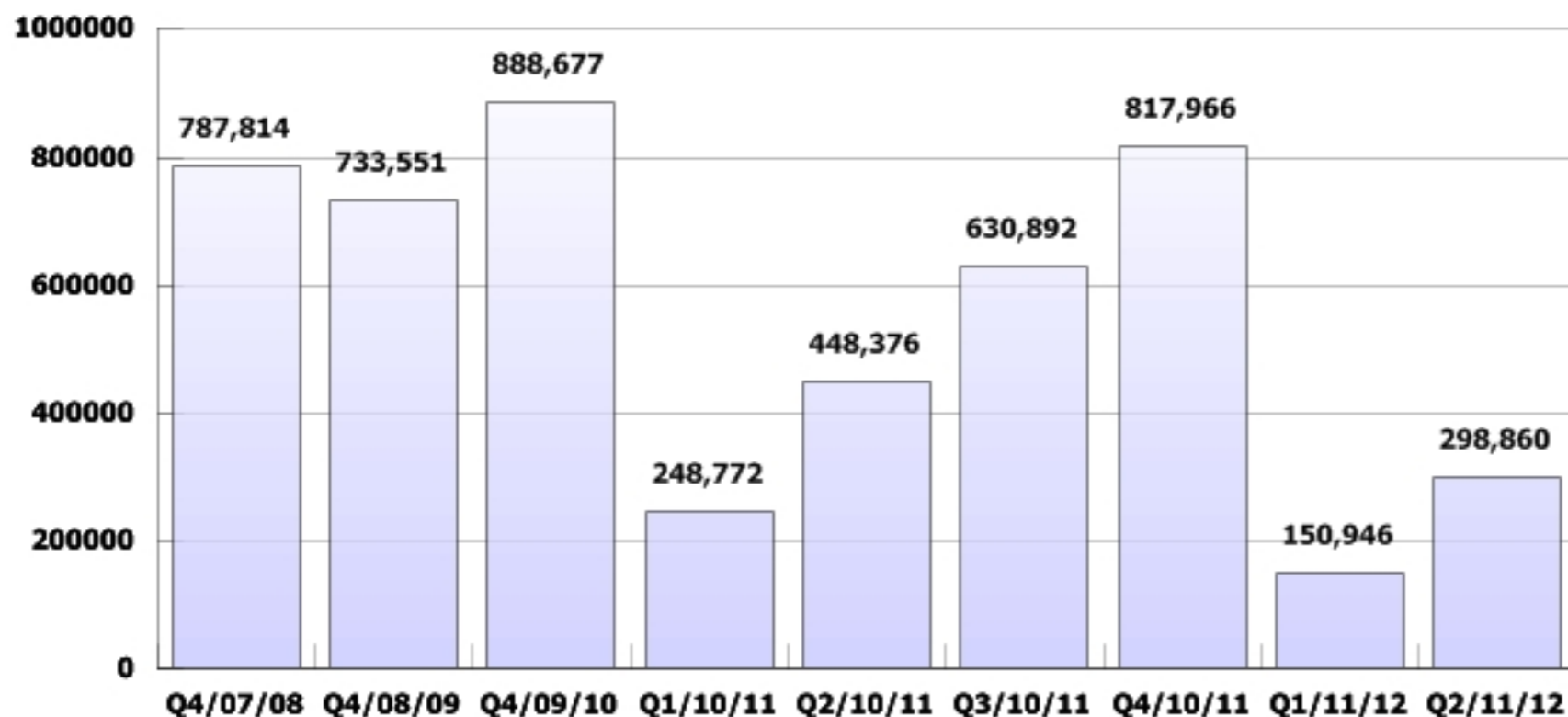
## KPI 02 How many times was our council website visited?

Indicator previously known as: LPI 24 (a)

**Additional Information:** This indicator measures the number of visits to the Council's website. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

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

### Current and previous quarters performance



Quarter	Target	Actual	Status
Q2/11/12	460,454	298,860	✗
Q1/11/12	255,473	150,946	✗
Q4/10/11	870,000	817,966	✗
Q3/10/11	652,500	630,892	✗
Q2/10/11	435,000	448,376	✓

**Annual 2011/12 - 840,000**  
**Target: 2010/11 - 870,000**

**Indicator of good performance:**  
**A higher number of visitors is good**

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

No



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

(Quarter 2 2011/12) The target figure of 840,000 was calculated using Sitstat analytics software. This was replaced with the free Google Analytics software from 1 April 2011, a yearly saving of £3,000. Comparative tests between the 2 software showed the Sitstat figures to be inflated, this error was acknowledged by the company.

### Corrective action proposed (if required):

(Quarter 2 2011/12) The targeted number of visits was calculated using figures from Sitstat and not Google Analytics. This is the first year using Google Analytics, the actual visits recorded is lower than than the target which was based on overcounted Sitstat figures. The target figure is being reviewed and a report will be prepared for the November meeting of the scrutiny panel.



2010 / 11 Key Performance Indicators

# Corporate Support Services

KPI

10

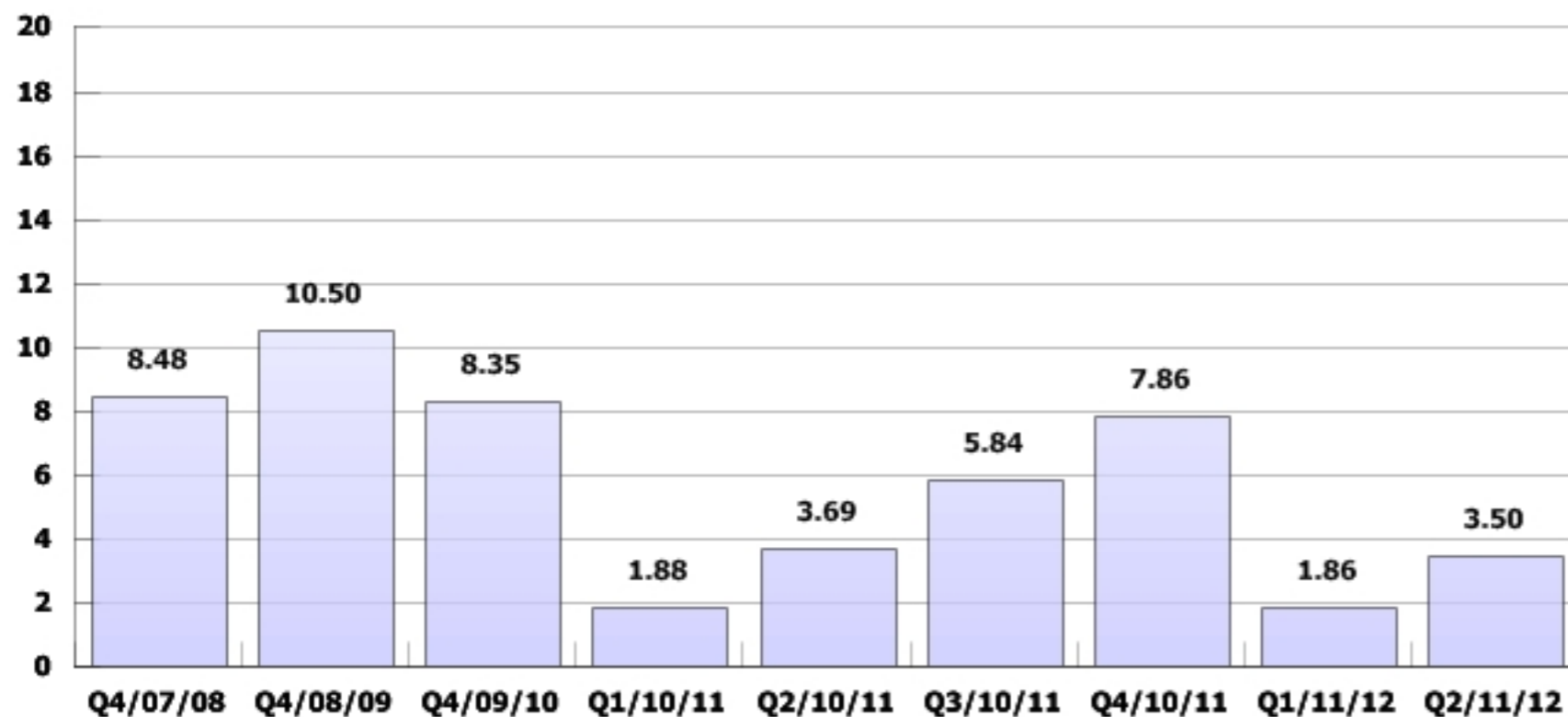
## KPI 10 How many working days did we lose due to sickness absence?

Indicator previously known as: LPI 28

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

### Current and previous quarters performance



Quarter	Target	Actual	
Q2/11/12	3.64	3.50	✓
Q1/11/12	1.86	1.86	✓
Q4/10/11	8.00	7.86	✓
Q3/10/11	6.00	5.84	✓
Q2/10/11	4.00	3.69	✓

Annual 2011/12 - 7.75 days  
 Target: 2010/11 - 8.00 days  
 Indicator of good performance:  
 A lower number of days is good

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

Yes

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

(Quarter 2 2011/12) The annual target has been reduced to an average of 7.75 days for 2011/2012. The outturn for Q2 are under the new target.

The calculation for KPI 10 has been amended slightly in that the Full Time Equivalent (FTE) figure is calculated as an average of the opening FTE for the quarter and the closing FTE for the quarter.

### Corrective action proposed (if required):

(Quarter 2 2011/12) None required at this time





2010 / 11 Key Performance Indicators

# Environment & Street Scene

KPI

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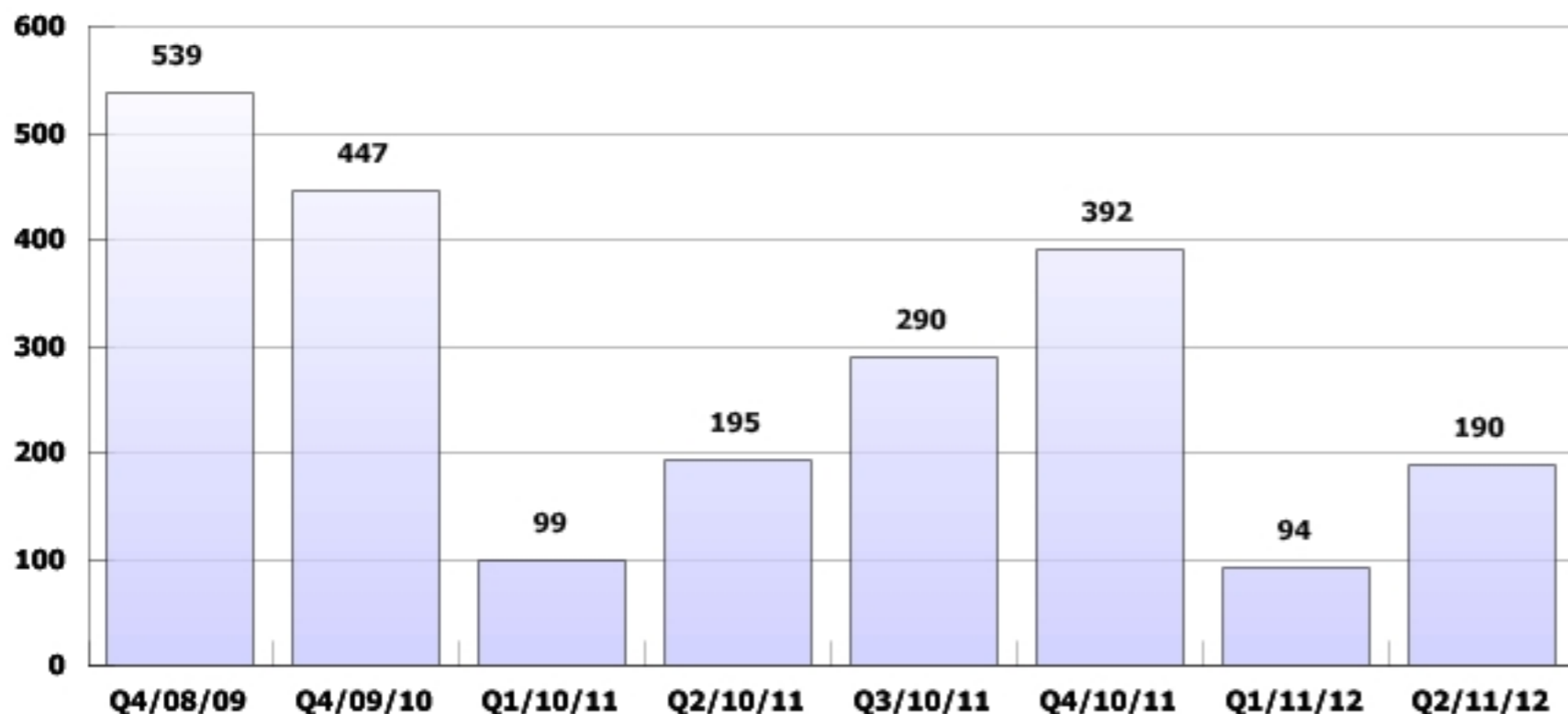
# KPI 20 How much non-recycled waste was collected for every household in the district?

Indicator previously known as: NI 191

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

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

## Current and previous quarters performance



Quarter	Target	Actual	Status
Q2/11/12	209	190	✓
Q1/11/12	106	94	✓
Q4/10/11	500	392	✓
Q3/10/11	375	290	✓
Q2/10/11	250	195	✓

Annual 2011/12 - 420 kg  
Target: 2010/11 - 500 kg

Indicator of good performance:  
A lower waste figure is good

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

Yes



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

(Quarter 2 2011/12) This is a satisfactory outcome and is below the Q2 outturn for 2010/11. Last year saw an increase in the overall waste stream and it is important that this trend is carefully monitored and understood.

### Corrective action proposed (if required):

(Quarter 2 2011/12) None required at this time

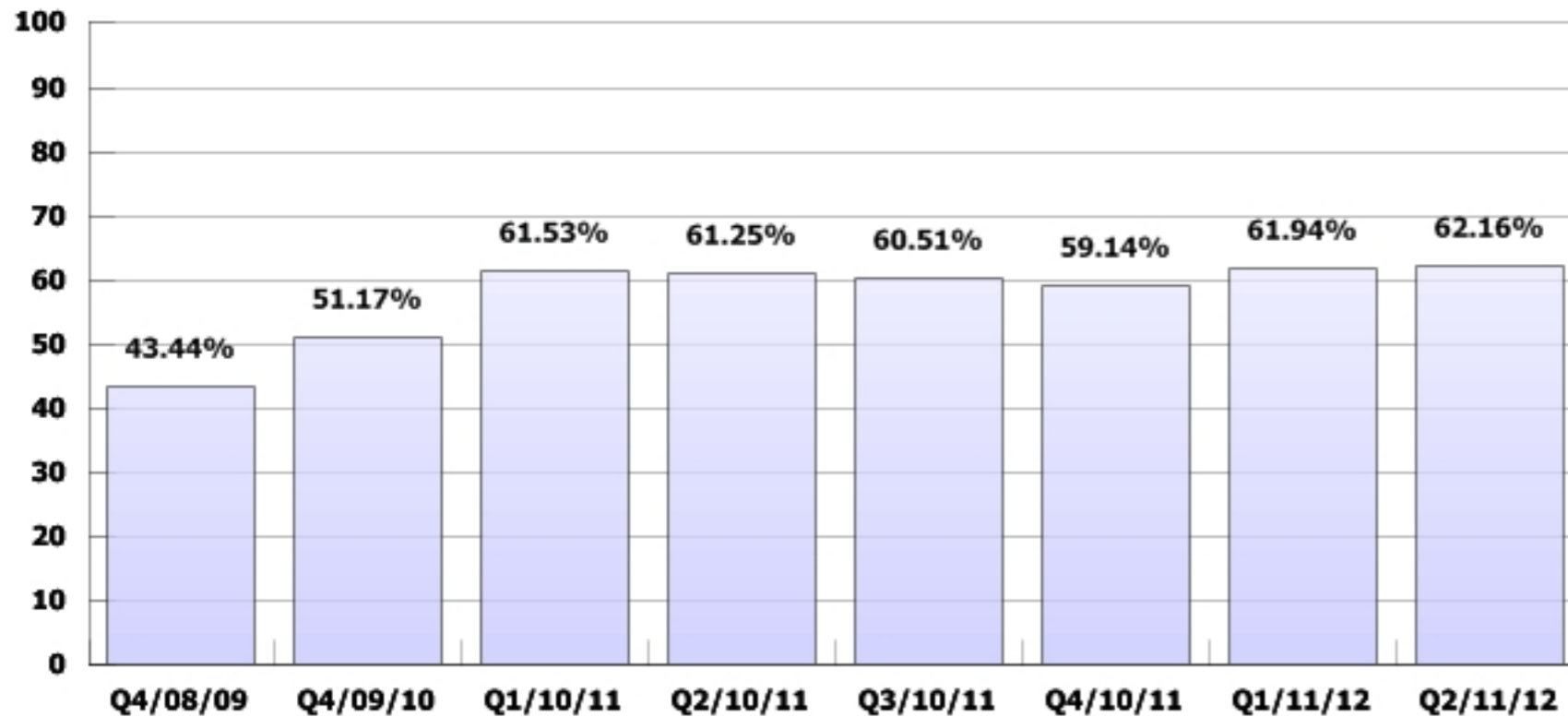
# KPI 21 What percentage of all household waste was sent to be recycled, reused or composted?

Indicator previously known as: NI 192

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

## Current and previous quarters performance



Quarter	Target	Actual	Status
Q2/11/12	60.07%	62.16%	✓
Q1/11/12	60.34%	61.94%	✓
Q4/10/11	58.00%	59.14%	✓
Q3/10/11	58.00%	60.51%	✓
Q2/10/11	58.00%	61.25%	✓

Annual 2011/12 - 58.00%  
Target: 2010/11 - 58.00%

Indicator of good performance:  
A higher percentage recycled is good

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

Yes



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

(Quarter 2 2011/12) This is an encouraging result showing a slight improvement on the same period last year. We will need to maintain educational programs to try to ensure that this level of performance is replicated through the year.

### Corrective action proposed (if required):

(Quarter 2 2011/12) None required at this time

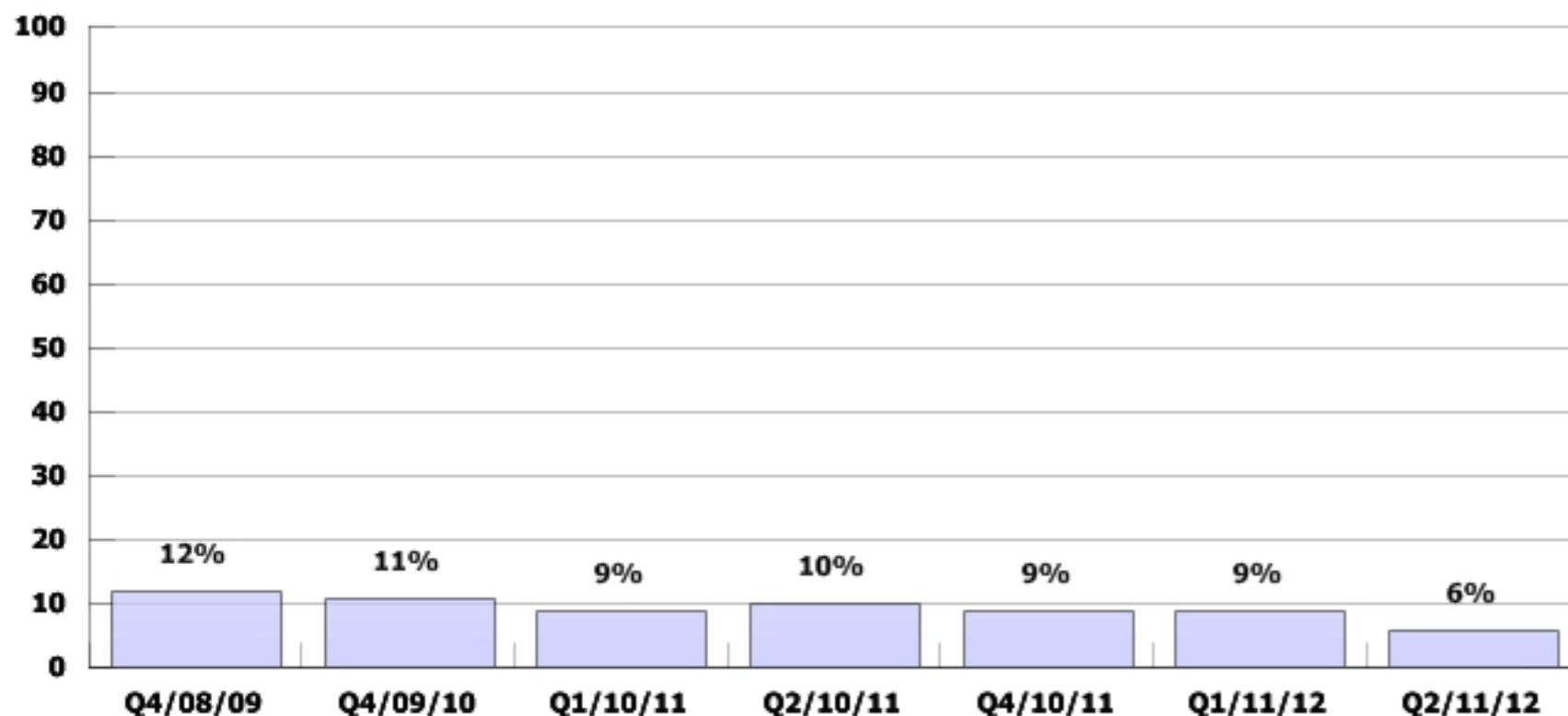
## KPI 22 What percentage of our district had unacceptable levels of litter?

Indicator previously known as: NI 195(a)

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

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

### Current and previous quarters performance



Quarter	Target	Actual	Status
Q2/11/12	10%	6%	✓
Q1/11/12	10%	9%	✓
Q4/10/11	10%	9%	✓
Q2/10/11	10%	10%	✓
Q1/10/11	10%	9%	✓

Annual 2011/12 - 10%  
Target: 2010/11 - 10%

Indicator of good performance:  
A lower percentage is good

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

Uncertain

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

(Period 2 2011/12) This is a marked improvement on Q1 and on all previous quarters. This result is much nearer to the better performing districts and reflects well on the contractor and monitoring team.

### Corrective action proposed (if required):

(Period 2 2011/12) Given this marked improvement, it will be interesting to see if it is maintained into quarters 3 and 4, which are often more difficult due to the time of year.

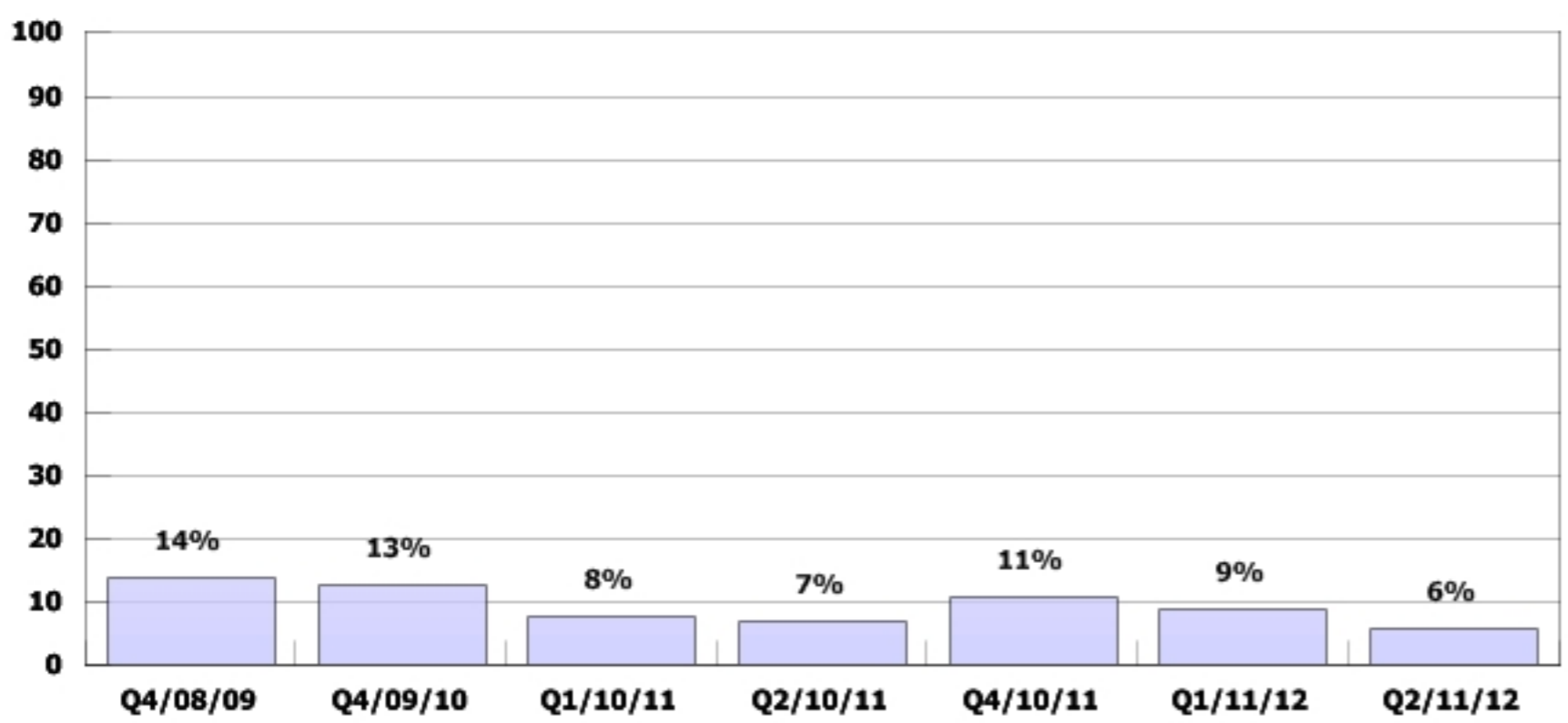
**KPI 23 What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?**

**Indicator previously known as: NI 195(b)**

**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
Q2/11/12	13%	6%	✓
Q1/11/12	13%	9%	✓
Q4/10/11	13%	11%	✓
Q2/10/11	13%	7%	✓
Q1/10/11	13%	8%	✓

**Annual 2011/12 - 13%**  
**Target: 2010/11 - 13%**

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

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

Uncertain

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

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

(Period 2 2011/12) As with litter this is a considerable improvement on the previous quarters' performance, and the same comments apply.

(Period 2 2011/12) As with litter, the true test will be to maintain this standard into the future.

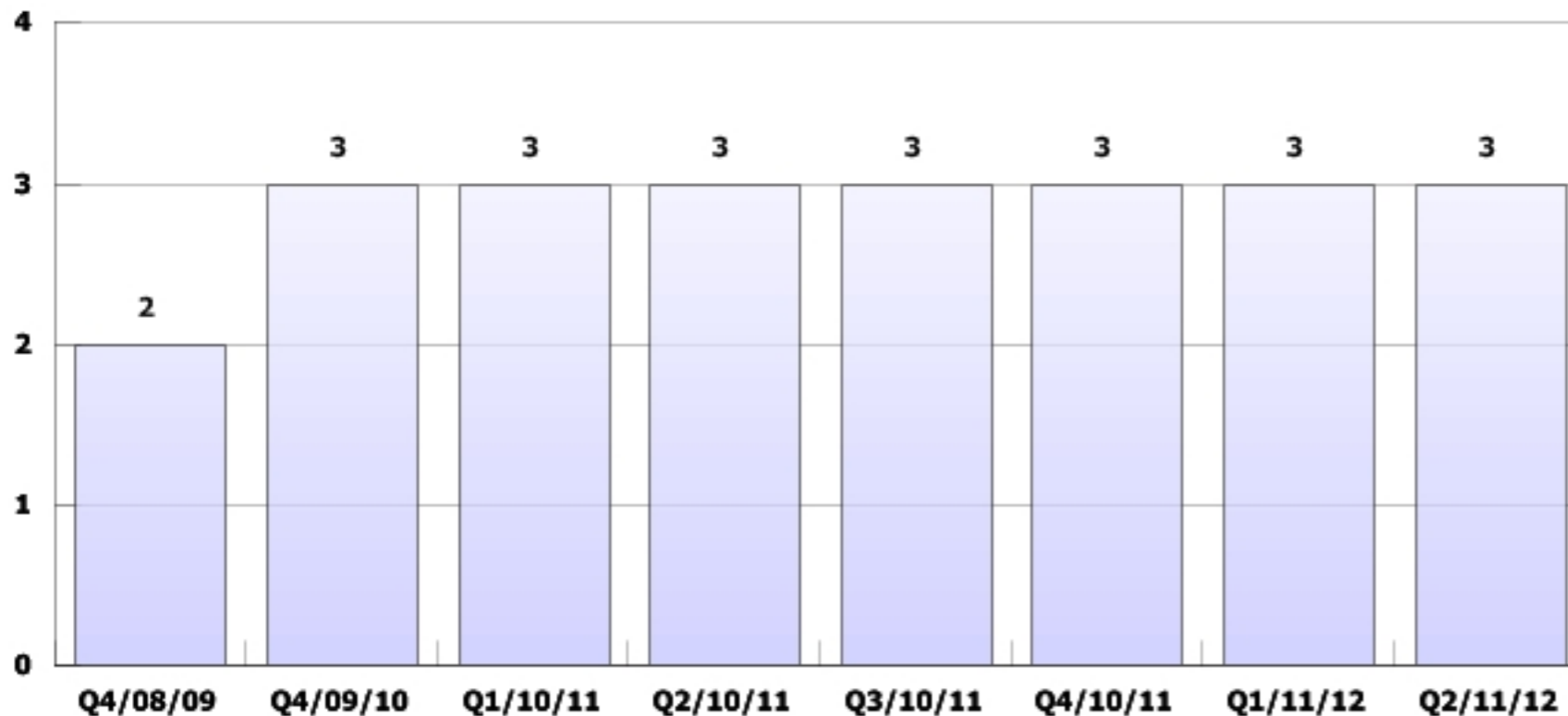
## KPI 24 How well have we done in both reducing flytipping and taking action against those believed to be responsible?

Indicator previously known as: NI 196

**Additional Information:** This indicator seeks to achieve reductions in the total number of incidents and an increase in enforcement action taken to deal with the illegal disposal of waste. Performance is represented by Grade 1 (Very Effective), Grade 2 (Effective), Grade 3 (Not Effective), or Grade 4 (Poor).

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

### Current and previous quarters performance



Quarter	Target	Actual	Status
Q2/11/12	3	3	✓
Q1/11/12	3	3	✓
Q4/10/11	2	3	✗
Q3/10/11	2	3	✗
Q2/10/11	2	3	✗

**Annual 2011/12 - Grade 3**  
**Target: 2010/11 - Grade 2**

**Indicator of good performance:**  
 A lower grade is good

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

Yes

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

(Quarter 2 2011/12) Fly-tipping continues to be difficult with numbers of reported incidents remaining high and higher than last year. However, the amount of enforcement activity is also much higher than last year (double the number of interventions) although this has yet to result in an overall reduction in fly-tipping which is required to secure the higher grade 2 outcome.

### Corrective action proposed (if required):

(Quarter 2 2011/12) No additional actions required at this time. Enforcement activity to be maintained at a high level with prosecutions taken where there is sufficient evidence to produce a realistic likelihood of a conviction.

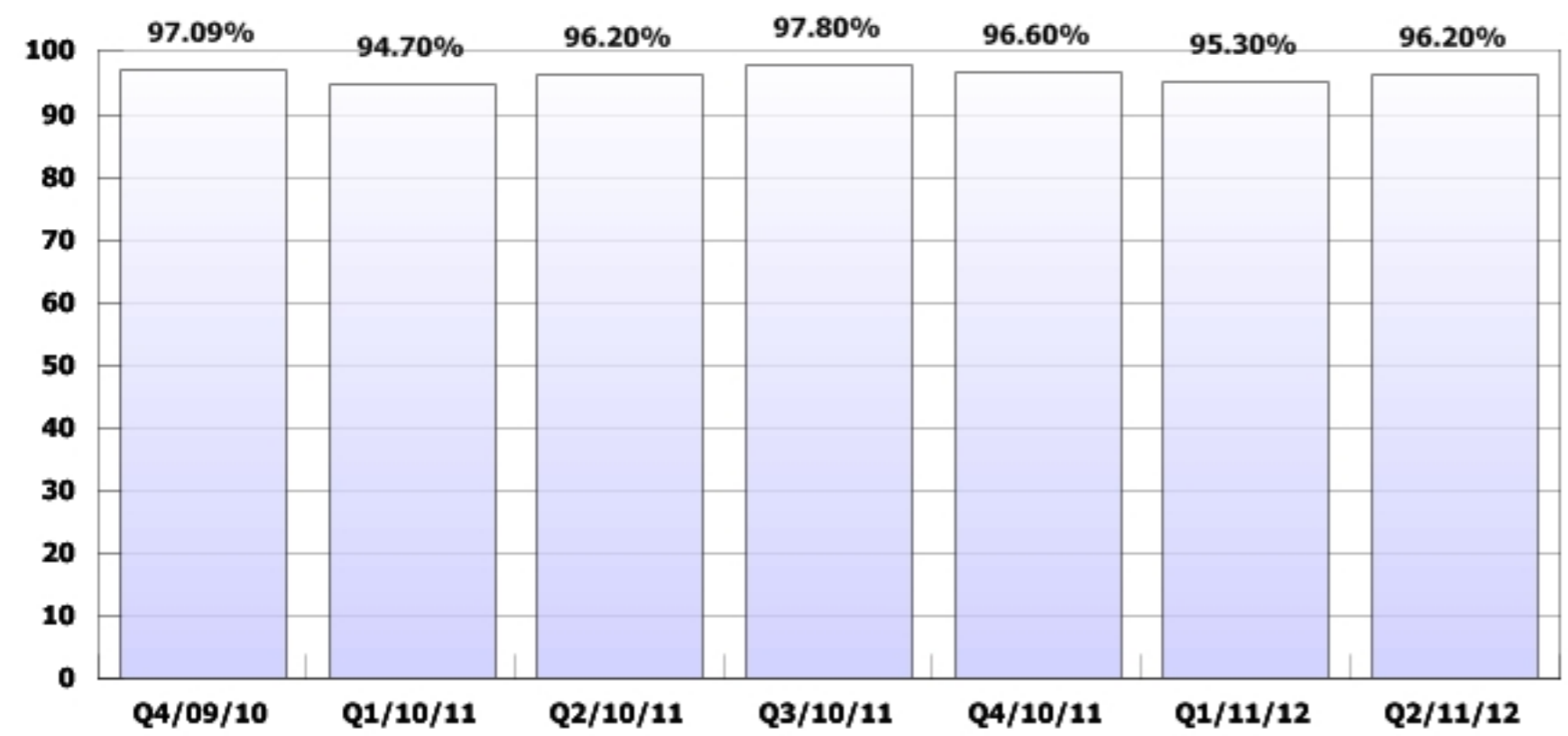
**KPI 25 What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?**

**Indicator previously known as: LPI 51**

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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q2/11/12	95.00%	96.20%	✓
Q1/11/12	97.00%	95.30%	✗
Q4/10/11	95.00%	96.60%	✓
Q3/10/11	95.00%	97.80%	✓
Q2/10/11	95.00%	96.20%	✓

**Annual 2011/12 - 97.00%**  
**Target: 2010/11 - 95.00%**

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

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



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

(Quarter 2 2011/12) The target has been reduced back to 95% as 97% was a particularly challenging one. However, for it to be consistently achieved there will need to be a full officer establishment available and changes to the priorities set for incoming complaints.

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

(Quarter 2 2011/12) none this quarter



2010 / 11 Key Performance Indicators

## Finance & ICT

KPI

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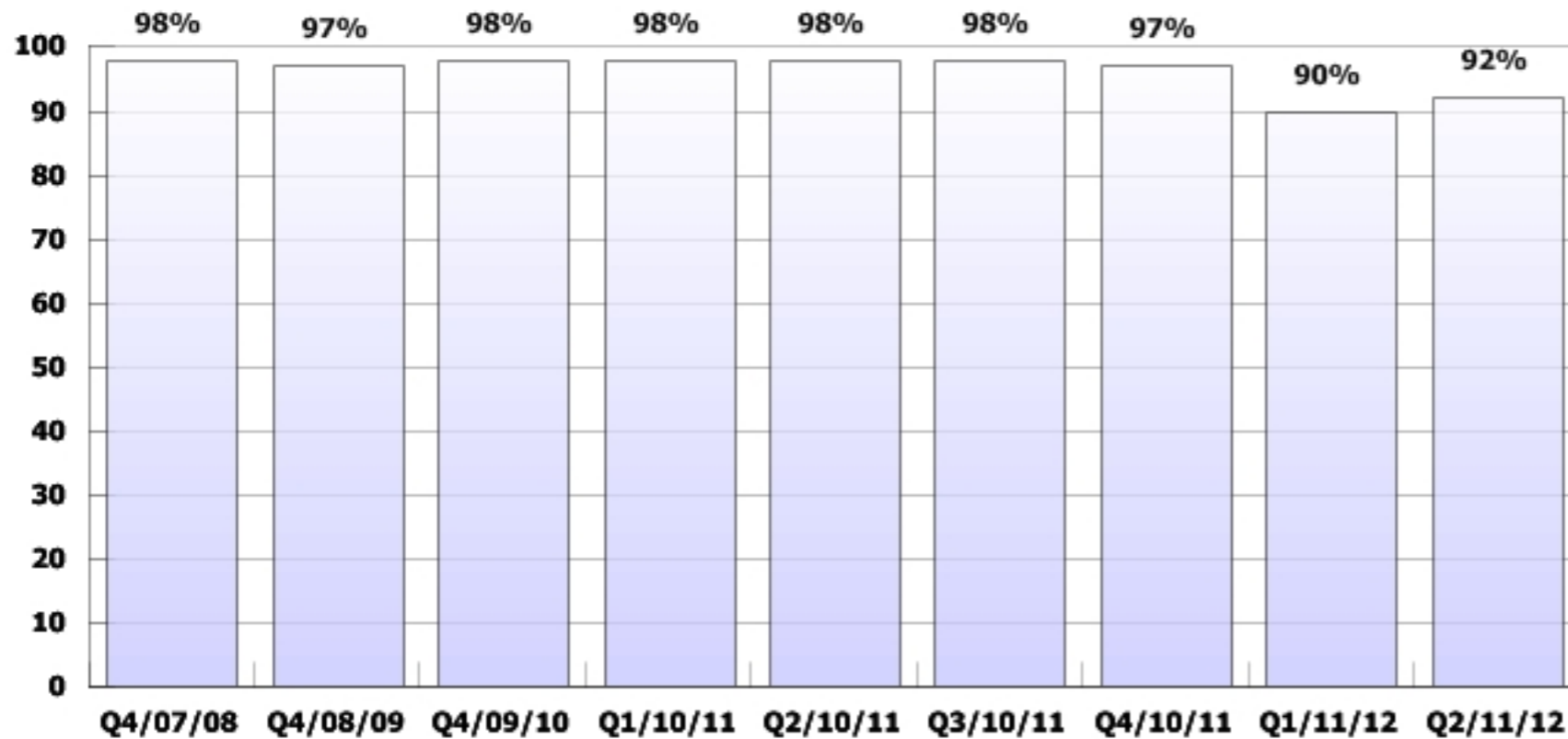
# KPI 30 What percentage of the invoices we received were paid within 30 days?

Indicator previously known as: LPI 13

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
Q2/11/12	97%	92%	✗
Q1/11/12	97%	90%	✗
Q4/10/11	98%	97%	✗
Q3/10/11	98%	98%	✓
Q2/10/11	98%	98%	✓

Annual 2011/12 - 97.00%  
Target: 2010/11 - 98.00%

Indicator of good performance:  
A higher percentage is good

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

No

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

Performance has begun to recover from Quarter 1 up from 90 to 92%. It is still possible that the target of 97% will be met but it will be difficult. Housing Services have experienced difficulties over recent months however there has been some improvement here also with quarter 2 at 86% up from 83%. Currently three quarters of local suppliers are being paid within 20 Days.

### Corrective action proposed (if required):

The proposal to reduce the quantity of invoices processed for building supplies is going ahead in the form of a specific contract for this. The administrative burden will be significantly reduced though the impact on the figures for this financial year is likely to be minimal.



## Key Performance Indicator Improvement Plan 2011/12

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

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



### KPI IMPROVEMENT PLAN 2011/12

KPI reference and description	KPI 30 - What percentage of the invoices we received were paid within 30 days?
Responsible officer	Bob Palmer
Outturn 2008/09	97%
Outturn 2009/10	98%
Outturn 2010/11	97%
Target 2011/12	97%
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<p>Reports are produced on a weekly basis listing invoices due for payment that have been registered but not input to the system. These reports are sent to directorates to assist them in identifying which invoices are due and need to be passed for payment.</p> <p>Housing Services in particular have fallen well short of the target. The Housing Repairs area sees high volumes of invoices often for quite small amounts of money from a number of different suppliers. This is a very labour intensive operation and the staffing difficulties experienced have made it difficult to keep on top of the invoice processing. It is proposed that the provision of building supplies be subject to a tendering process in an attempt to achieve better value for money and reduce the number of invoices. This should significantly reduce the administrative burden currently experienced with somewhat fewer invoices being processed.</p> <p>Additional work chasing payments can be carried out within Finance &amp; ICT but will mean diverting resources from other functions.</p>
What are the timescales and milestones for improvement of the KPI in 2011/12?	<p>The quarter 1 performance (90%) suggests that whatever action is taken it will be difficult to turn the indicator round (91% month 4). The exercise referred to above will need to commence as soon as practically possible for it to have any positive effect on the indicator for 2011/12.</p>

<p>What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?</p>	<p>Resources would need to be diverted from other functions in both Finance and other Directorates to these processes unless additional resources could be made available. This seems unlikely in the current climate.</p>
<p>If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?</p>	<p>By diverting resources from other areas.</p>
<p>Management Board Comments/Approval</p>	

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

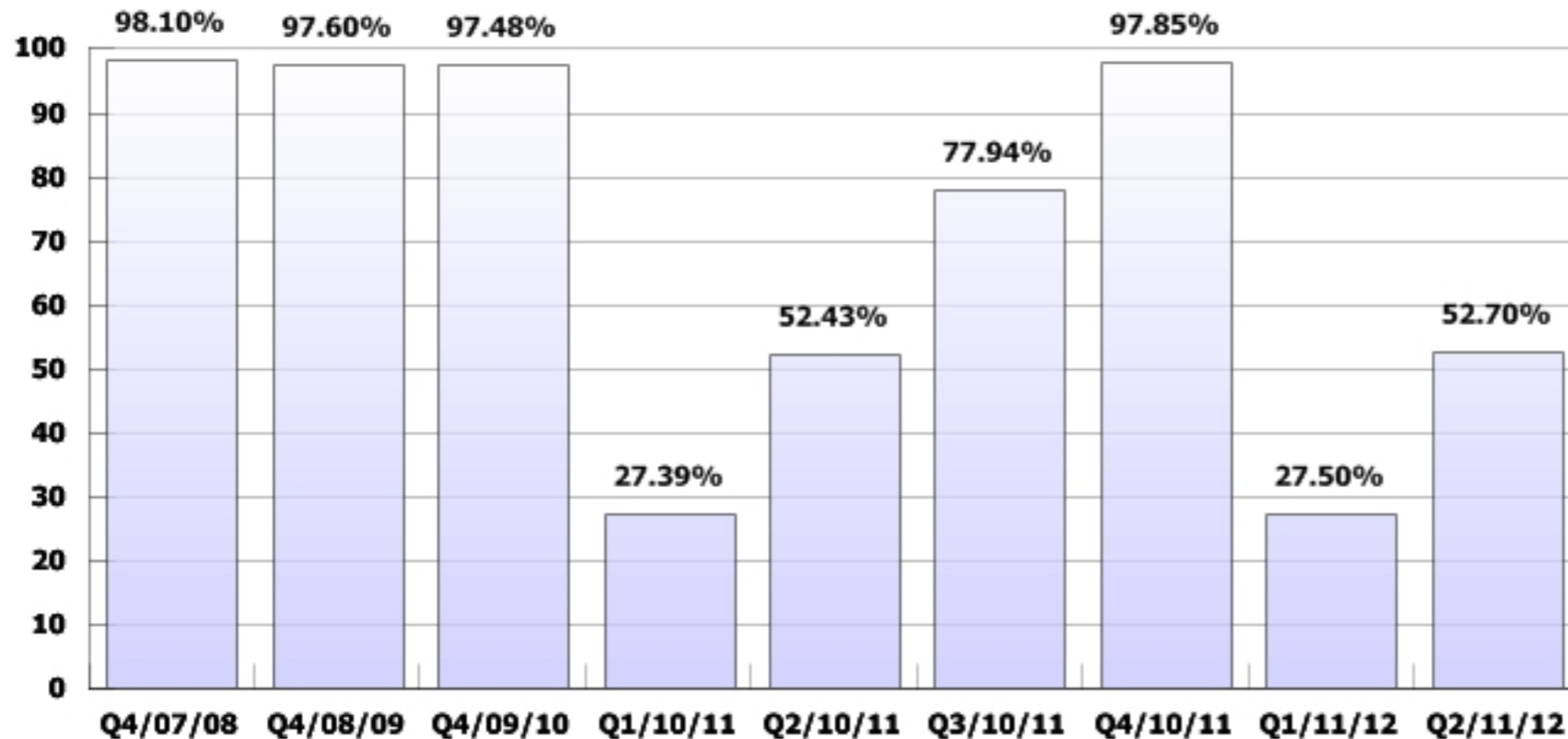
# KPI 31 What percentage of the district's annual Council Tax was collected?

Indicator previously known as: LPI 14

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

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

## Current and previous quarters performance




Quarter	Target	Actual	Status
Q2/11/12	52.40%	52.70%	✓
Q1/11/12	27.38%	27.50%	✓
Q4/10/11	97.80%	97.85%	✓
Q3/10/11	73.35%	77.94%	✓
Q2/10/11	48.90%	52.43%	✓

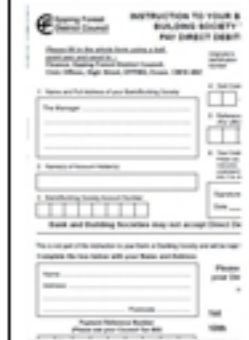
**Annual 2011/12 - 97.80%**

**Target: 2010/11 - 97.80%**

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

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

 Uncertain



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

(Quarter 2 2011/12) The current collection rate is 0.27% up on the same stage last year and 0.30% up on the the profiled target for this quarter.

### Corrective action proposed (if required):

(Quarter 2 2011/12) Full billing, collection and recovery processes will continue to collect outstanding amounts.

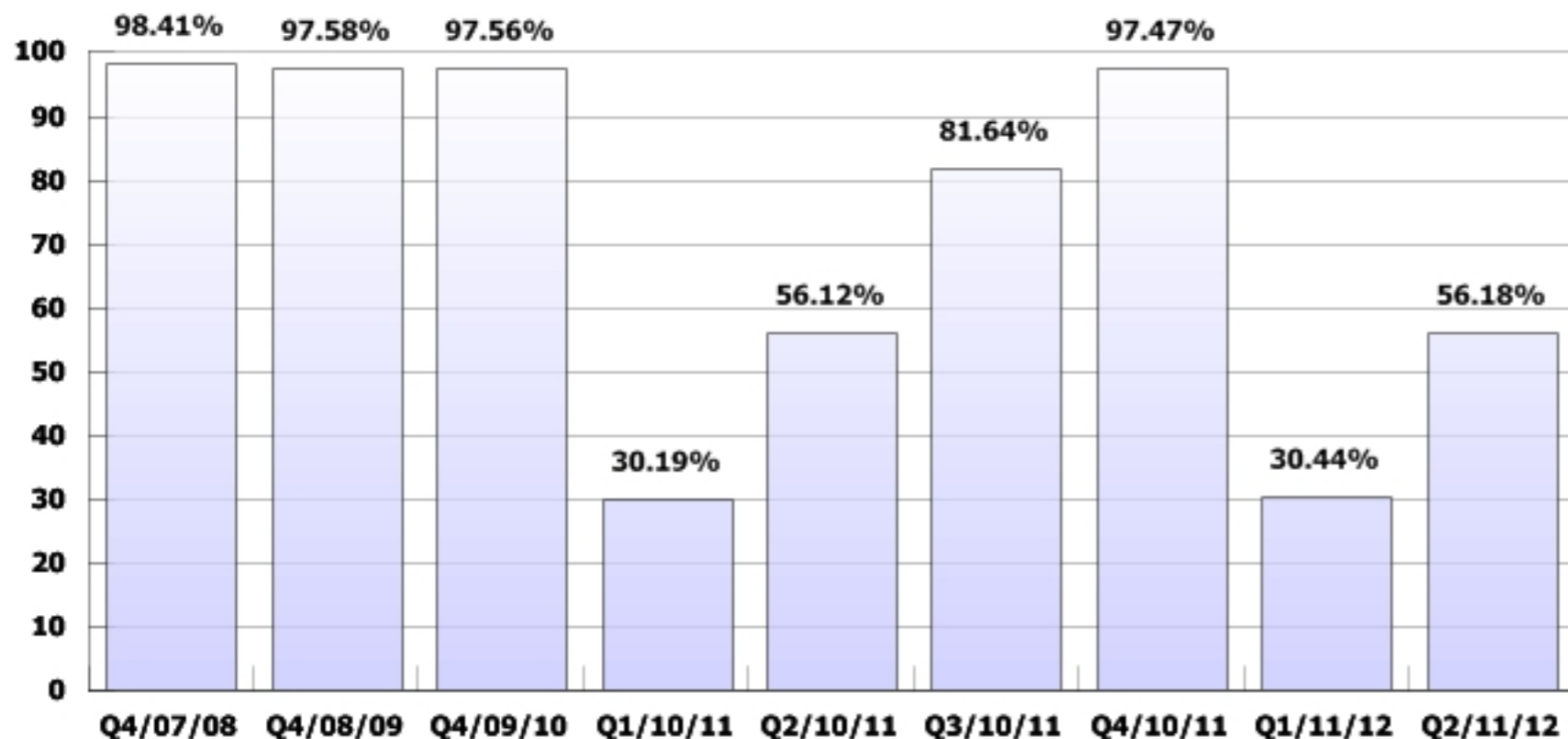
# KPI 32 What percentage of the district's annual business rates was collected?

Indicator previously known as: LPI 15

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

## Current and previous quarters performance



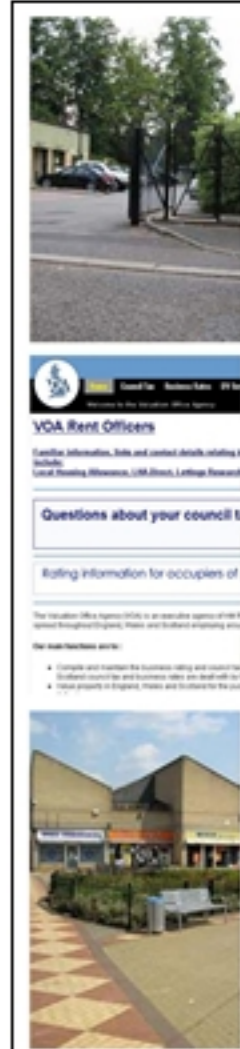
Quarter	Target	Actual	Status
Q2/11/12	56.61%	56.18%	✗
Q1/11/12	30.35%	30.44%	✓
Q4/10/11	98.00%	97.47%	✗
Q3/10/11	73.50%	81.64%	✓
Q2/10/11	49.00%	56.12%	✓

Annual 2011/12 - 98.00%  
Target: 2010/11 - 98.00%

Indicator of good performance:  
A higher percentage is good

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

Uncertain



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

(Quarter 2 2011/12) Collection performance is running at a similar level to the same stage last year being 0.06% up. The performance is slightly down on the estimated target that was profiled for this quarter. The economic situation affecting businesses remains difficult and the predicted growth in the economy has not materialised as yet, and the current collection position reflects this.

### Corrective action proposed (if required):

(Quarter 2 2011/12) The Section will continue to undertake all necessary billing, collection and recovery processes to collect the outstanding amounts.



## Key Performance Indicator Improvement Plan 2011/12

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

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



### KPI IMPROVEMENT PLAN 2011/12

KPI reference and description	KPI 32 - What percentage of the district's annual business rates was collected?
Responsible officer	Bob Palmer
Outturn 2008/09	97.58%
Outturn 2009/10	97.56%
Outturn 2010/11	97.47%
Target 2011/12	98.00%
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	To undertake all billing, collection and recovery procedures. A recovery timetable is in place throughout the year to ensure the collection of outstanding debts. Prompt identification of potential cases entitled to Small Business Rate relief and other reductions. Collection should also improve as the economy continues out of the downturn
What are the timescales and milestones for improvement of the KPI in 2011/12?	The collection rate at the end of March 2012.
What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?	The provision of full staff resource to undertake the work required and the provision of appropriate IT systems with adequate support that produce accurate and timely data and processes



KPI IMPROVEMENT PLAN 2011/12

If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?

Management Board Comments/Approval

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

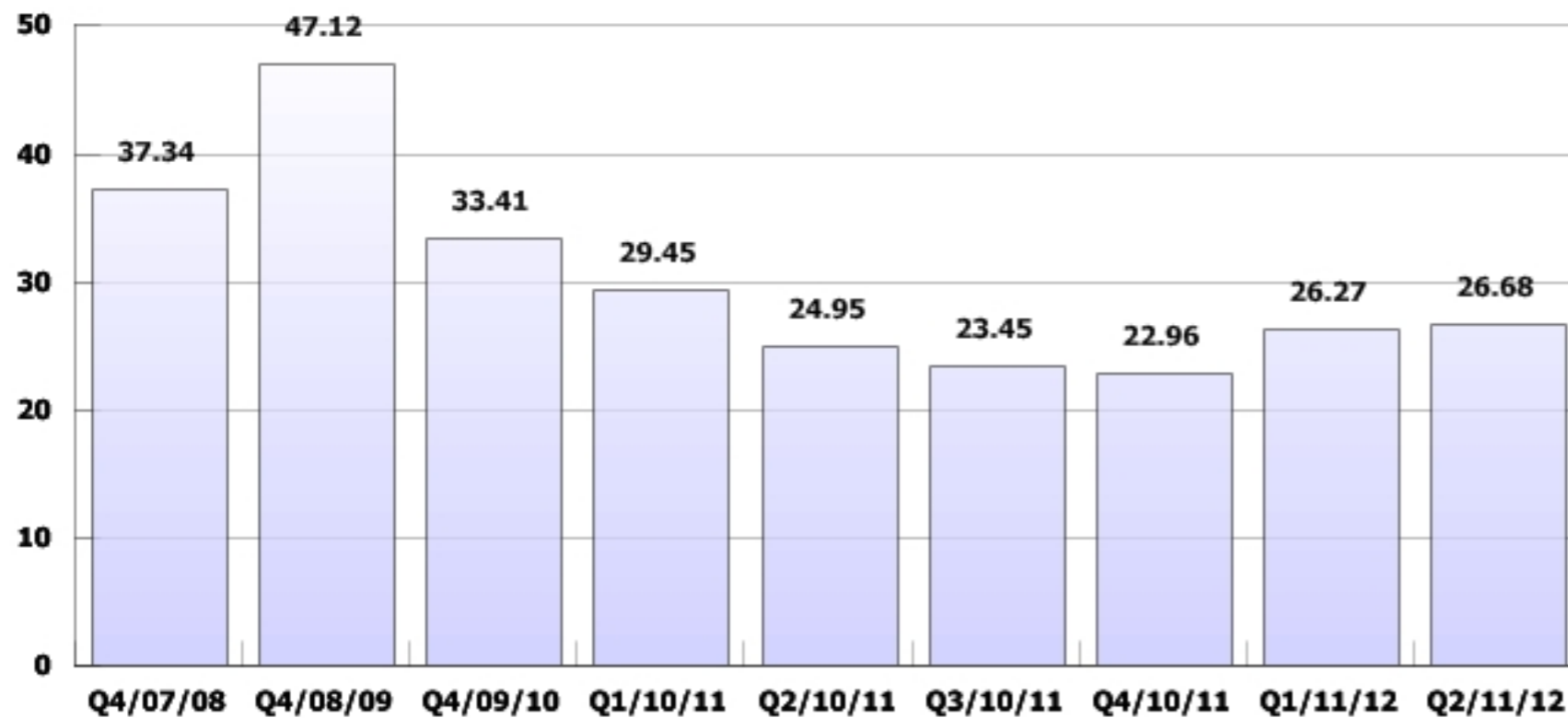
## KPI 33 On average, how many days did it take us to process new benefit claims?

Indicator previously known as: LPI 16

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

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

### Current and previous quarters performance



Quarter	Target	Actual	Status
Q2/11/12	23.00	26.68	✗
Q1/11/12	23.00	26.27	✗
Q4/10/11	25.00	22.96	✓
Q3/10/11	25.00	23.45	✓
Q2/10/11	25.00	24.95	✓

**Annual 2011/12 - 23.00 Days**

**Target: 2010/11 - 25.00 days**

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

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

Uncertain

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

(Quarter 2 2011/12) Performance is monitored on a weekly basis and improvements to processes are made when appropriate. Currently there are two vacant posts which is having an impact but resources are being managed to target performance for the KPI's, whilst activities not relating to performance improvement are not being prioritised. Quarter 1 generally shows a slightly poorer performance than compared with the rest of the year but this year performance between the first two quarters is comparable.

### Corrective action proposed (if required):

(Quarter 2 2011/12) Without additional resources, it is uncertain whether the target of 23 days can be achieved but it is hoped that performance can at least be maintained at the current level. This will however be dependent upon the staffing level not deteriorating further.



## Key Performance Indicator Improvement Plan 2011/12

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

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



### KPI IMPROVEMENT PLAN 2011/12

KPI reference and description	KPI 33 - On average, how many days did it take us to process new benefit claims?
Responsible officer	Bob Palmer
Outturn 2008/09	47.12 days
Outturn 2009/10	33.41 days
Outturn 2010/11	22.96 days
Target 2011/12	23.00 days
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	Performance is monitored on a weekly basis and improvements to processes have been made when appropriate. The section needs to be fully staffed in order to achieve the KPI. Currently there are two vacant posts which is having an impact but resources are being managed to target performance for the KPI's, whilst activities not relating to performance improvement are not being prioritised.
What are the timescales and milestones for improvement of the KPI in 2011/12?	Regular monitoring on a weekly basis. If performance can be maintained at the current level, the target is likely to be achieved. Performance is reported to the Finance & Performance Management Scrutiny Panel on a quarterly basis.
What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?	Performance improved throughout 2010/11 as agency staff were employed to cover for vacant posts, maternity leave and short periods of sickness absence and annual leave. This meant that there was little outstanding work at the start of 2011/12 and performance for the first quarter of 2011/12 is another improvement on the equivalent period in 2010/11. However, the section does need to be fully staffed in order to maintain these improvements but there are currently two vacant posts which we have been unable to fill at this time .

## KPI IMPROVEMENT PLAN 2011/12

If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?

Recruitment will be carried out once the recruitment freeze has been lifted.

Management Board Comments/Approval

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

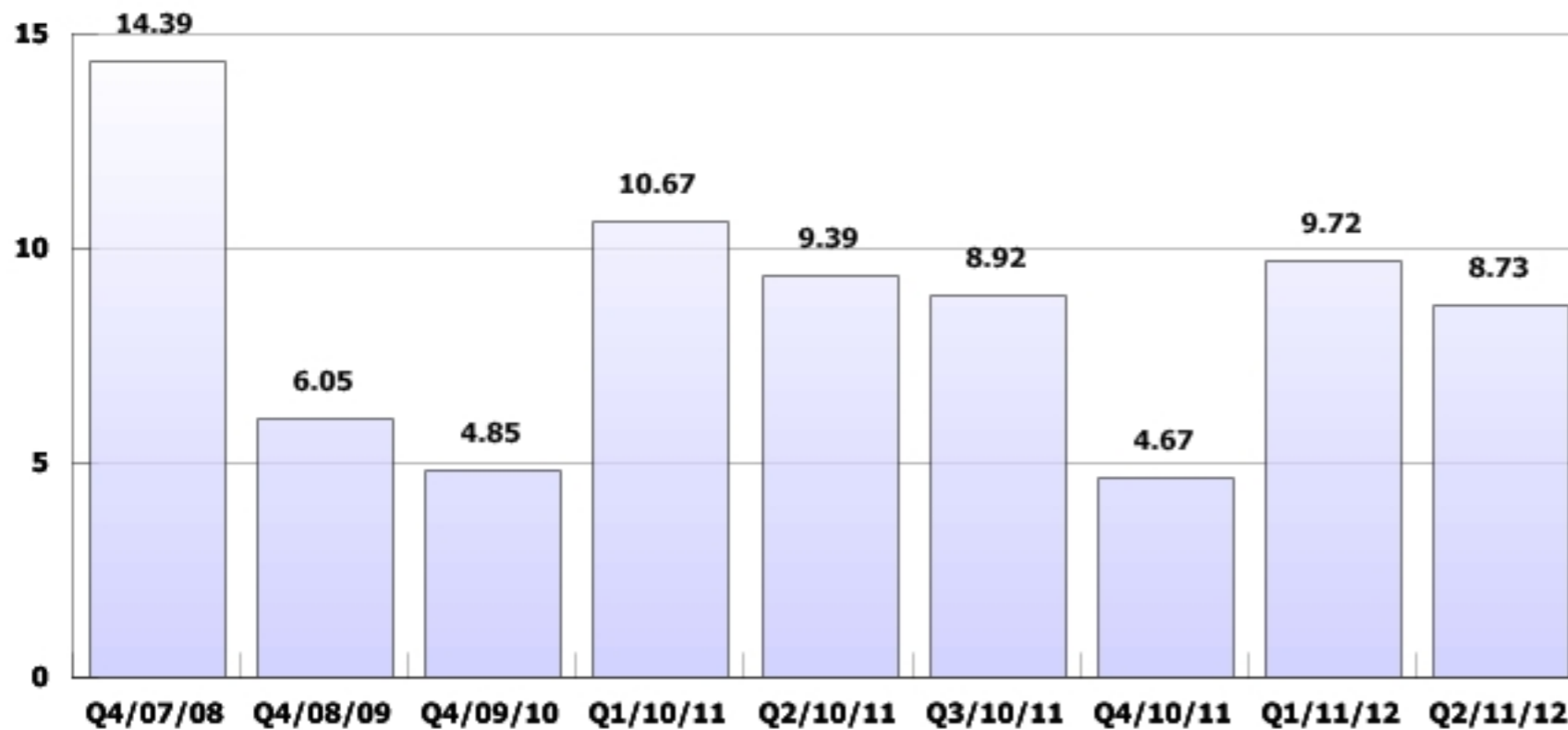
**KPI 34 On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?**

Indicator previously known as: LPI 17

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

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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q2/11/12	8.00	8.73	X
Q1/11/12	8.00	9.72	X
Q4/10/11	8.00	4.67	✓
Q3/10/11	8.00	8.92	X
Q2/10/11	8.00	9.39	X

**Annual 2011/12 - 8.00 days**  
**Target: 2010/11 - 8.00 days**  
**Indicator of good performance:**  
**A lower number of days is good**

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



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

(Quarter 2 2011/12) Performance is monitored on a weekly basis and improvements to processes are made when appropriate. Currently there are two vacant posts which is having an impact but resources are being managed to target performance for the KPI's, whilst activities not relating to performance improvement are not being prioritised.

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

(Quarter 2 2011/12) Performance should be on target to achieve an average over the year of 8 days but this is dependent upon the staffing level not deteriorating further.



## Key Performance Indicator Improvement Plan 2011/12

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

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



KPI IMPROVEMENT PLAN 2011/12

KPI reference and description	KPI 34 - On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?
Responsible officer	Bob Palmer
Outturn 2008/09	6.05 days
Outturn 2009/10	4.85 days
Outturn 2010/11	4.67 days
Target 2011/12	8.00 days
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<p>Performance is monitored on a weekly basis and improvements to processes have been made when appropriate. The section needs to be fully staffed in order to achieve the KPI. Currently there are two vacant posts which is having an impact but resources are being managed to target performance for the KPI's, whilst activities not relating to performance improvement are not being prioritised.</p> <p>The DWP is commencing a new project in July 2011 called ATLAS (Automated Transfer to Local Authority Systems). This entails changes to Tax Credits by the HMRC being automatically loaded into the Academy system. Customers will not then have to report the changes themselves which should reduce overpayments. Although these claims should produce a 1 day processing statistic, due to the timing of the file transfer by the DWP a 2 day processing statistic will be produced. This process will encompass other state benefits later in the year but processing times for changes in circumstances should improve by using this process.</p>
What are the timescales and milestones for improvement of the KPI in 2011/12?	Regular monitoring on a weekly basis. If performance can be maintained at the current level, the target is likely to be achieved. Performance is reported to the Finance & Performance Management Scrutiny Panel on a quarterly basis.
What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?	Performance improved throughout 2010/11 as agency staff were employed to cover for vacant posts, maternity leave and short periods of sickness absence and annual leave. This meant that there was little outstanding work at the start of 2011/12 and performance for the first quarter of 2011/12 is another improvement on the equivalent period in 2010/11. However, the section does need to be fully staffed in order to maintain these improvements but there are currently two vacant posts which we have been unable to fill at this time .



## KPI IMPROVEMENT PLAN 2011/12

If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?

Recruitment will be carried out once the recruitment freeze has been lifted.

Management Board Comments/Approval

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

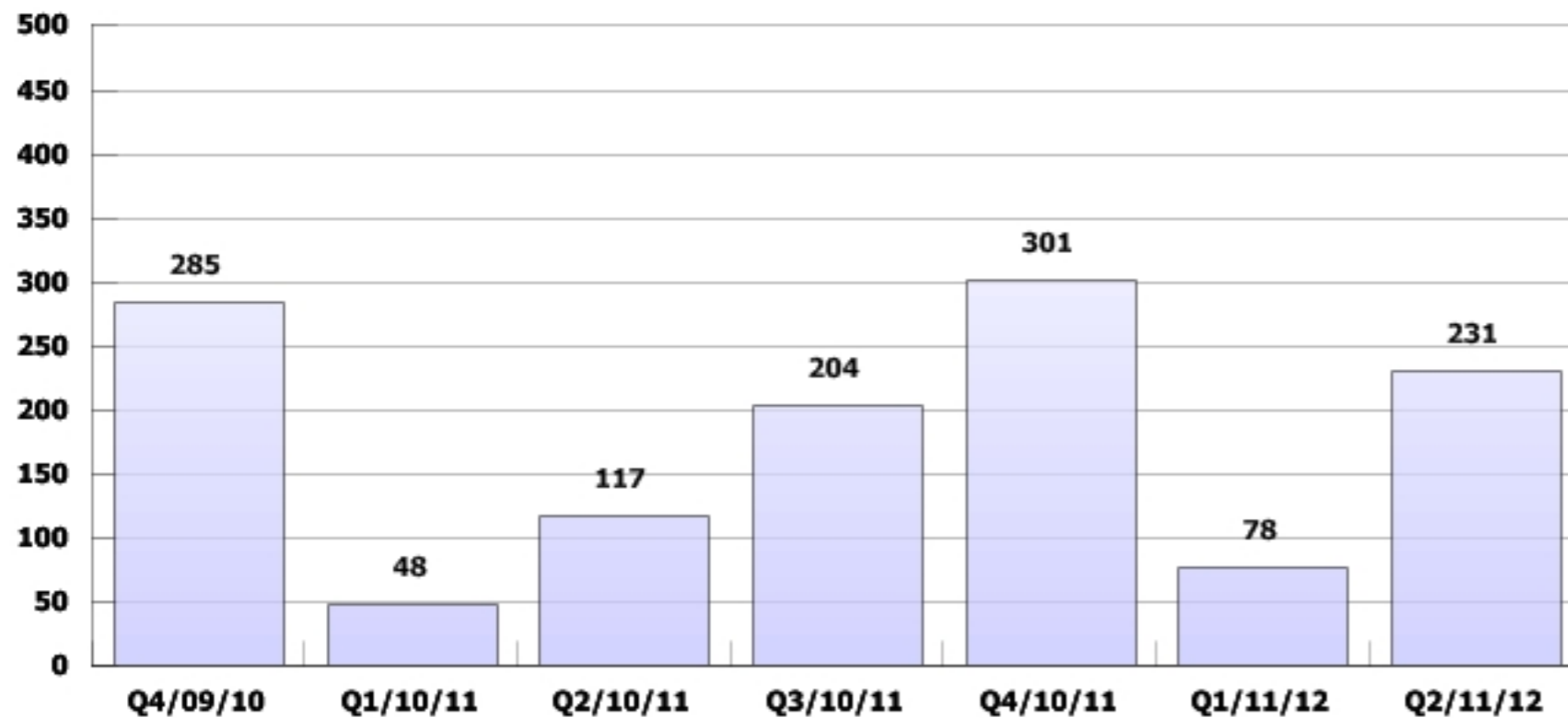
# KPI 35 How many benefits fraud investigations were completed by the Council?

Indicator previously known as: LPI 53

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	Status
Q2/11/12	250	231	✗
Q1/11/12	125	78	✗
Q4/10/11	300	301	✓
Q3/10/11	225	204	✗
Q2/10/11	150	117	✗

Annual 2011/12 - 500  
Target: 2010/11 - 300

Indicator of good performance:  
A higher number is good

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

Uncertain

## Comment on current performance (including context):

(Quarter 2 2011/12) The section needs to be fully staffed in order to achieve the KPI. Training is continuing but the lack of a Senior Officer in a vacant post means that some of the day to day management and supervision has been lacking and the Officers have not always received the level of guidance and support that we would like.

## Corrective action proposed (if required):

(Quarter 2 2011/12) The three Investigation Officers in post did all achieve their personal targets for quarter 2 and have made up some of the shortfall from quarter 1.



## Key Performance Indicator Improvement Plan 2011/12

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

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



### KPI IMPROVEMENT PLAN 2011/12

KPI reference and description	KPI 35 - How many benefits fraud investigations were completed by the Council?
Responsible officer	Bob Palmer
Outturn 2008/09	N/A
Outturn 2009/10	285
Outturn 2010/11	301
Target 2011/12	500
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	The target was set using the individual performance targets set for each of the Investigation Officers. However, this does rely on the Investigation team being fully staffed during the year. There is a lack of experience within the team and training is ongoing for the officers in post with monthly monitoring of their work. The post of Senior Investigation & Prosecution Officer is currently vacant. This is being managed by directing resources towards completing investigations and stopping benefit, rather than undertaking sanction work (which includes prosecution work) which is very time consuming, resource intensive and costly.
What are the timescales and milestones for improvement of the KPI in 2011/12?	Regular monitoring on a monthly basis.  Performance is reported to the Finance & Performance Management Scrutiny Panel on a quarterly basis
What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?	The section needs to be fully staffed in order to achieve the KPI. Training is continuing but the lack of a Senior Officer in the vacant post means that some of the day to day management and supervision is lacking and the Officers are not receiving the level of guidance and support that we would like. Even if the recruitment freeze was not in place, the employment of temporary Investigation Officers is not an attractive solution as they command high salary levels and can take time to become effective and produce results for the authority.

## KPI IMPROVEMENT PLAN 2011/12

If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?

Recruitment will be carried out for the vacant post once the recruitment freeze has been lifted.

Management Board Comments/Approval

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



## 2010 / 11 Key Performance Indicators

# Housing

### KPI

41	45
42	46
43	47
44	48

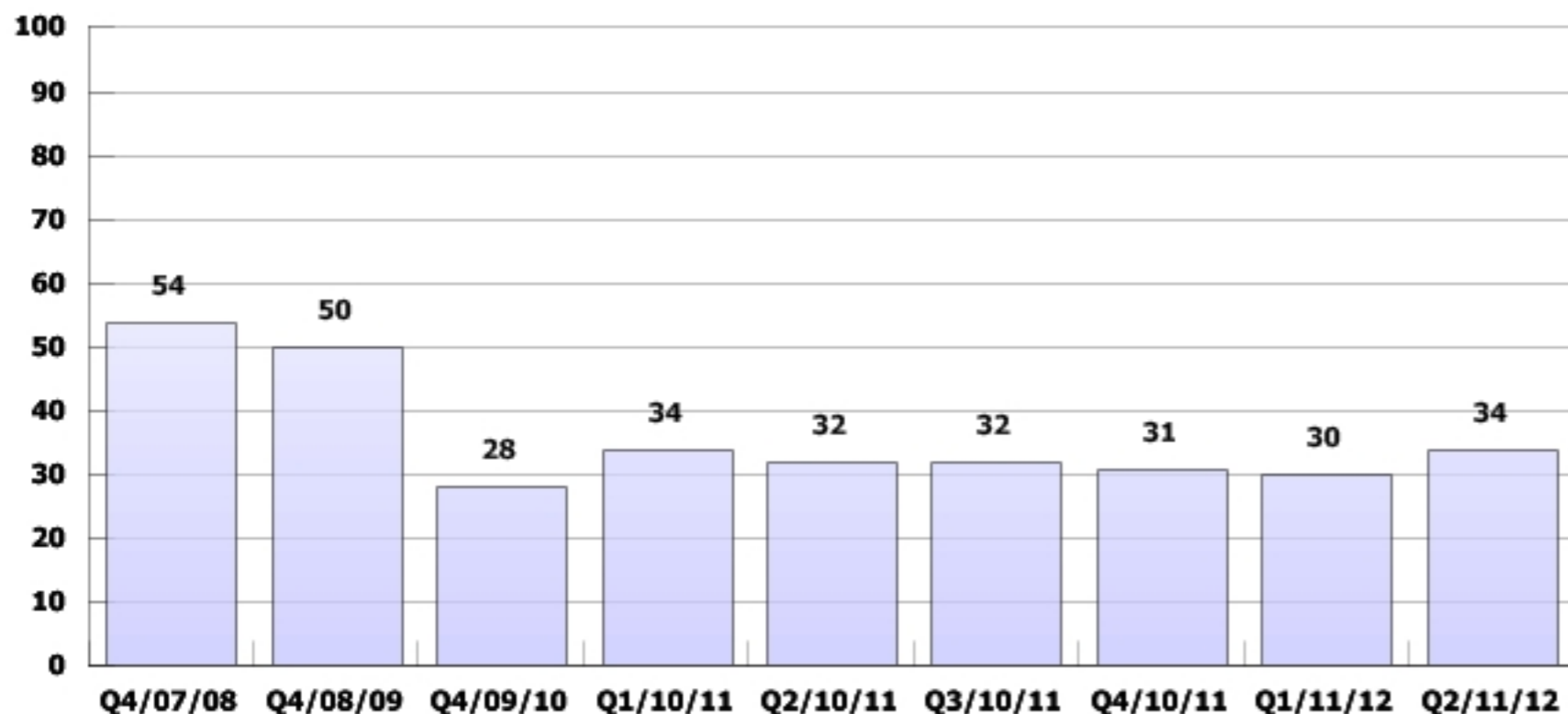
# KPI 41 On average, how many days did it take us to re-let a Council property?

Indicator previously known as: LPI 05

**Additional Information:** This indicator measures the Council's housing management performance, as it is important that property re-let times are kept to a minimum in view of current pressures on social housing

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

## Current and previous quarters performance



Quarter	Target	Actual	Status
Q2/11/12	30	34	✗
Q1/11/12	30	30	✓
Q4/10/11	30	31	✗
Q3/10/11	30	32	✗
Q2/10/11	30	32	✗

Annual 2011/12 - 30 days  
Target: 2010/11 - 30 days

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

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

Uncertain



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

(Quarter 2 2011/12) The re-let time was longer than normal in Q2 for a no. of reasons. Since the cumulative period at Q2 is 34 days it may be difficult to reduce this average to 30 days by Year End. However, the introduction of Mears' computer system and different working practices should help reduce the void period from Q4.

### Corrective action proposed (if required):

(Quarter 2 2011/12)



## Key Performance Indicator Improvement Plan 2011/12

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



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



### KPI IMPROVEMENT PLAN 2011/12

KPI reference and description	KPI 41 - On average, how many days did it take us to re-let a Council property?
Responsible officer	Alan Hall
Outturn 2008/09	50 days
Outturn 2009/10	28 days
Outturn 2010/11	31 days
Target 2011/12	30 days
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<p>Now that Mears have commenced work as the Repairs Management Contractor, a change management plan is being prepared, which takes account of current practice and procedures and maps what needs to be done to improve performance against Repairs Response Targets. It is anticipated that the introduction of the new Repairs Management Workflow IT system, which was highlighted as a “Key Deliverable” as part of the contract will have a major impact on our ability to meet the target for void turnaround times.</p> <p>The proposed IT system (MCM) will link the global repairs management functions with mobile working for operatives, appointments (including text messaging) and stores management, allowing more effective management of workflow, with key reports being available including jobs due within the next 1,3,5 days to ensure that jobs about to go out of time are managed pro-actively.</p> <p>A business case is being prepared by Mears, which identifies the issues that need to be resolved with such a major change such as interface and integration with the Council’s existing IT systems, IT security, training for staff and procurement of mobile working devices.</p> <p>In addition, in order to improve performance the following further actions will be undertaken:</p>

## KPI IMPROVEMENT PLAN 2011/12

	<ul style="list-style-type: none"> <li>• Continue the officer Voids Working Party</li> <li>• Following the appointment of the new Repairs Management Contractor new challenging targets have been set for void turn around times which will be closely monitored</li> <li>• In consultation with tenants, complete a new Voids Standard to set out the level of works that will be carried out in each void prior to the property being allocated</li> <li>• Improve the key management process for voids including the provision of key safes</li> <li>• Consider providing "Performance Output Specifications" to contractors to remove the need for a pre-inspections</li> <li>• Consider a weekly CBL property list</li> <li>• Consider British Gas taking over energy supply management</li> <li>• Consider advertising difficult to let properties in private accommodation ads section of the local press</li> <li>• Continue the rent free week for tenants who sign up on a Thursday/Friday</li> <li>• Write regularly to all older people on the Housing Register, and those in lower Bands, explaining the availability of difficult to let properties</li> <li>• Ensure that all properties which meet with CLG definition are taken out of charge</li> <li>• Write to all tenants who are under occupying accommodation</li> <li>• Undertake surveys of applicants who refuse accommodation</li> <li>• Consider incentives for difficult to let older people's properties</li> <li>• Change the use of the "very sheltered housing scheme" at Jessopp Court, Waltham Abbey which historically has proved to be difficult to let to sheltered accommodation</li> <li>• Undertake multiple accompanied viewings on all difficult to let properties</li> <li>• Consider de-designating more properties on housing estates from older people's use, as these will be let more quickly as general needs housing</li> </ul> <p>Ensure that maximum amount of work required on void properties is being undertaken with the new tenant in occupation</p>
<p>What are the timescales and milestones for improvement of the KPI in 2011/12?</p>	<p>It is anticipated that the Mears Repairs Management Workflow IT System (known as MCM) will be installed and implemented (including training for staff) between September 2011 and November 2011. Performance against targets for Voids as well as all other performance targets will continue to be monitored throughout the process, and incentive payments will only be paid to the Repairs Management Contractor if all targets for Repairs are achieved. Jessopp Court will become sheltered accommodation by December 2011.</p>
<p>What resources are required to achieve or maintain target performance for the KPI in</p>	<p>There are a number of vacant posts within the Housing Repairs Service, which is having an impact of the delivery of the Repairs Service. Vacant posts that are most affecting our ability to meet targets include Electricians, Plumbers</p>

## KPI IMPROVEMENT PLAN 2011/12

2011/12? Are these existing or additional resources?	and Carpenters. Where vacant posts exist, the work that cannot be undertaken by our own staff is being carried out by Contractors at a higher cost.
If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?	Without the ability to recruit tradesmen, the cost of achieving the target performance for Voids in 2011/12 through the use of sub-contractors is to be funded from the Housing Repairs Fund and the HRA Capital Programme. However, the need to appoint Contractors to undertake responsive repairs (and voids) so as to comply with Contract Standing Orders and EU Procurement legislation has been identified. It is anticipated that a tender exercise will be undertaken in 2012 once the demand is known.
Management Board Comments/Approval	

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

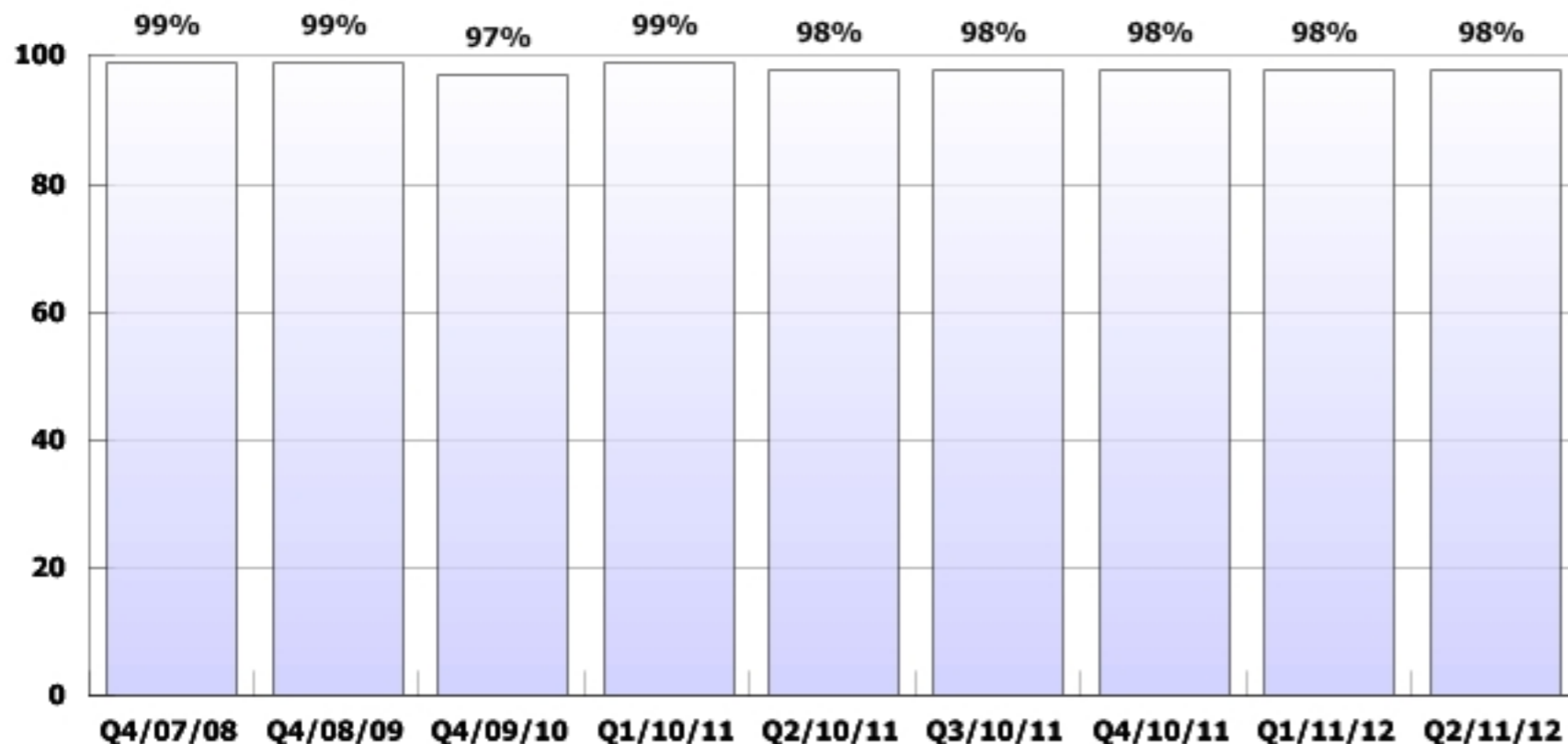
# KPI 42 What percentage of emergency repairs to our council properties were completed within 24 hours?

Indicator previously known as: LPI 07

**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. The target time for the completion of emergency repairs is twenty-four hours.

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

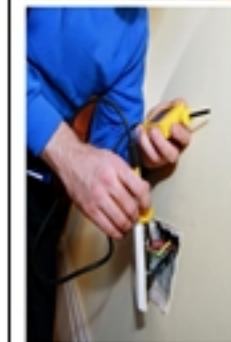
## Current and previous quarters performance



Quarter	Target	Actual	Status
Q2/11/12	99%	98%	X
Q1/11/12	99%	98%	X
Q4/10/11	99%	98%	X
Q3/10/11	99%	98%	X
Q2/10/11	99%	98%	X

Annual 2011/12 - 99%  
Target: 2010/11 - 99%

Indicator of good performance:  
A higher percentage is good



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

Yes

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

(Quarter 2 2011/12) Performance during July through to September has seen 98.77% being achieved but the cumulative performance for Q2 is now at 98.10%. A continued focus remains on this KPI to achieve the target for 2011/12.

### Corrective action proposed (if required):

(Quarter 2 2011/12)



## Key Performance Indicator Improvement Plan 2011/12

KPI 42 - What percentage of emergency repairs to our council properties were completed within 24 hours?

KPI 42 - What percentage of emergency repairs to our council properties were completed within 24 hours?



KPI IMPROVEMENT PLAN 2011/12

KPI IMPROVEMENT PLAN 2011/12	
KPI reference and description	KPI 42 - What percentage of emergency repairs to our council properties were completed within 24 hours?
Responsible officer	Alan Hall
Outturn 2008/09	99%
Outturn 2009/10	97%
Outturn 2010/11	98%
Target 2011/12	99%
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<p>Now that Mears have commenced work as the Repairs Management Contractor, a change management plan is being prepared, which takes account of current practice and procedures and maps what needs to be done to improve performance against Repairs Response Targets . It is anticipated that the introduction of the new Repairs Management Workflow IT system, which was highlighted as a "Key Deliverable" as part of the contract will have a major impact on our ability to meet the target for Emergency Repairs.</p> <p>The proposed IT system (MCM) will link the global repairs management functions with mobile working for operatives, appointments (including text messaging) and stores management, allowing more effective management of workflow, with key reports being available including jobs due within the next 1,3,5 days to ensure that jobs about to go out of time are managed pro-actively.</p> <p>A business case is being prepared by Mears, which identifies the issues that need to be resolved with such a major change such as interface and integration with the Council's existing IT systems, IT security, training for staff and procurement of mobile working devices.</p>

## KPI IMPROVEMENT PLAN 2011/12

<p>What are the timescales and milestones for improvement of the KPI in 2011/12?</p>	<p>It is anticipated that the Mears Repairs Management Workflow IT System (known as MCM) will be installed and implemented (including training for staff) between September 2011 and November 2011.</p> <p>Performance against the targets for Emergency Repairs as well as all other performance targets will continue to be monitored throughout the process, and incentive payments will only be paid to the Repairs Management Contractor if all targets for Repairs are achieved.</p>
<p>What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?</p>	<p>There are a number of vacant posts within the Housing Repairs Service, which is having an impact of the delivery of the Repairs Service. Vacant posts that are most affecting our ability to meet targets include Electricians, Plumbers and Carpenters. Where vacant posts exist, the work that cannot be undertaken by our own staff is being carried out by Contractors at a higher cost.</p>
<p>If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?</p>	<p>Without the ability to recruit tradesmen, the cost of achieving the target performance for Emergency Repairs in 2011/12 is to be funded from the Housing Repairs Fund. However, the need to appoint Contractors to undertake responsive repairs (and voids) so as to comply with Contract Standing Orders and EU Procurement legislation has been identified. It is anticipated that a tender exercise will be undertaken in 2012 once the demand is known.</p>
<p>Management Board Comments/Approval</p>	

KPI 42 - What percentage of emergency repairs to our council properties were completed within 24 hours?

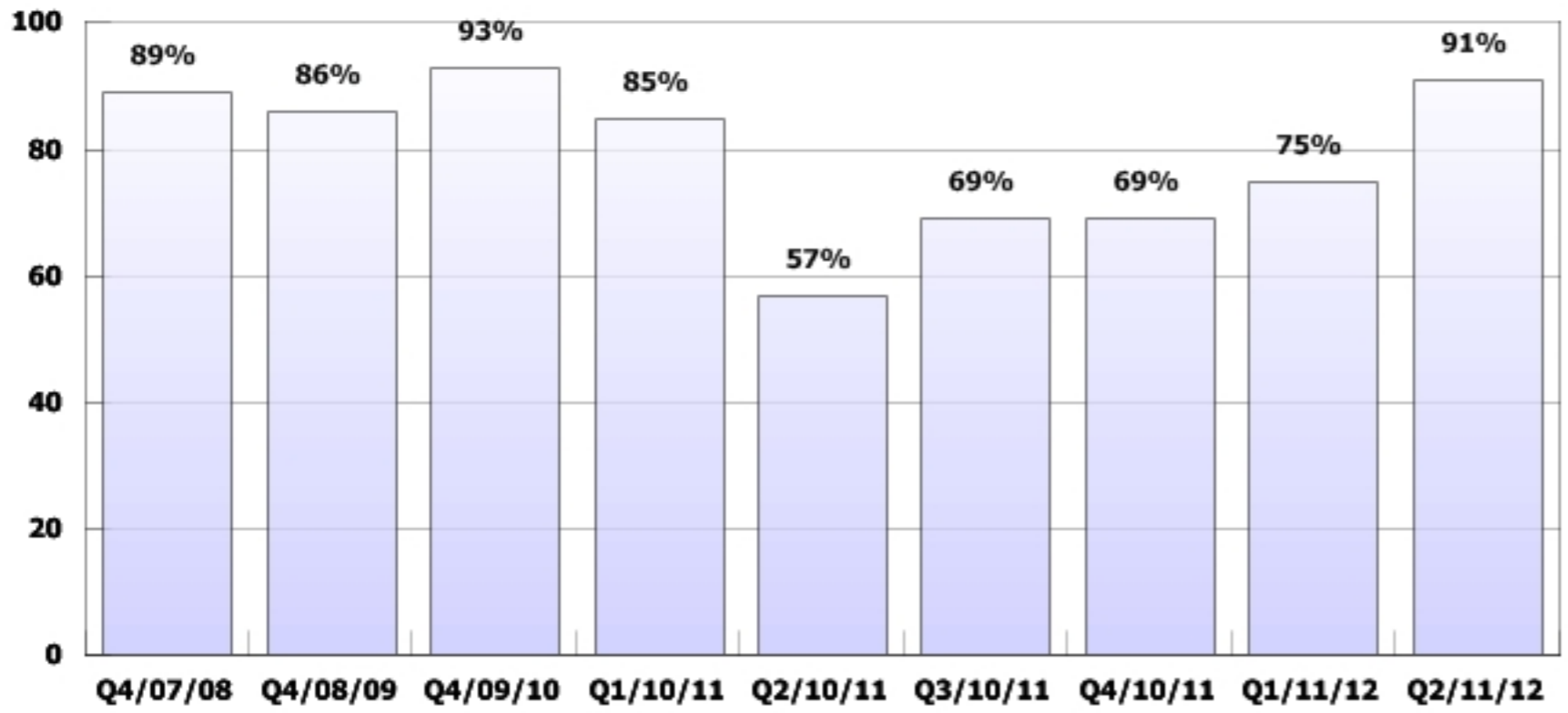
**KPI 43 What percentage of urgent repairs to our council properties were completed within five working days?**

**Indicator previously known as: LPI 08**

**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. The target time for the completion of urgent repairs is five 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
Q2/11/12	95%	91%	X
Q1/11/12	95%	75%	X
Q4/10/11	95%	69%	X
Q3/10/11	95%	69%	X
Q2/10/11	95%	57%	X

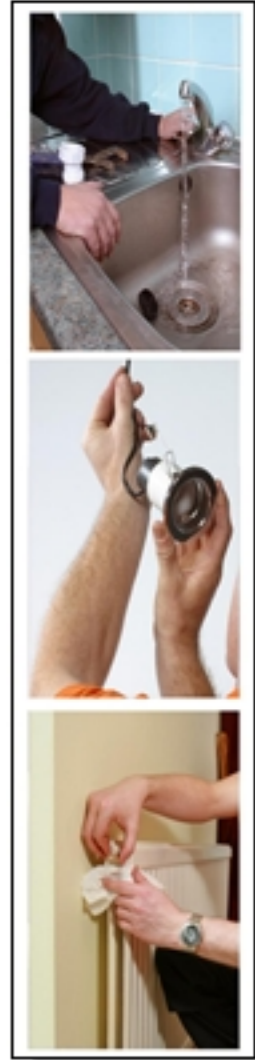
**Annual 2011/12 - 95%**  
**Target: 2010/11 - 95%**

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



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

Uncertain



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

(Quarter 2 2011/12)  
 Following the review of the full data set for this KPI it has been identified that this indicator was not accurately aligned to the report definition. This has been now been reconciled and the performance reported has now increased but is still below target. In addition, the Housing Repairs Service have taken on a Modern Apprentice post to plug a resources gap, which has enabled a backlog of repairs tickets to be processed. This has resulted in outstanding jobs being "closed off" on the IT system.

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

(Quarter 2 2011/12)  
 Additional focus has been placed on achieving Urgent jobs within timescale.

- All jobs raised on the urgent priority will be reviewed to ensure that they are raised on the correct priority.
- Assistant Area Repairs Managers, will increase monitoring of Urgent works orders approaching due date.
- Trade operatives reminded about need to achieve completion on or before due date.





## Key Performance Indicator Improvement Plan 2011/12

KPI 43 - What percentage of urgent repairs to our council properties were completed within five working days?

KPI 43 - What percentage of urgent repairs to our council properties were completed within five working days?



KPI IMPROVEMENT PLAN 2011/12

KPI IMPROVEMENT PLAN 2011/12	
KPI reference and description	KPI 43 - What percentage of urgent repairs to our council properties were completed within five working days?
Responsible officer	Alan Hall
Outturn 2008/09	86%
Outturn 2009/10	93%
Outturn 2010/11	69%
Target 2011/12	95%
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<p>Now that Mears have commenced work as the Repairs Management Contractor, a change management plan is being prepared, which takes account of current practice and procedures and maps what needs to be done to improve performance against Repairs Response Targets. It is anticipated that the introduction of the new Repairs Management Workflow IT system, which was highlighted as a "Key Deliverable" as part of the contract will have a major impact on our ability to meet the target for Urgent Repairs. The proposed IT system (MCM) will link the global repairs management functions with mobile working for operatives, appointments (including text messaging) and stores management, allowing more effective management of workflow, with key reports being available including jobs due within the next 1,3,5 days to ensure that jobs about to go out of time are managed pro-actively. A business case is being prepared by Mears, which identifies the issues that need to be resolved with such a major change such as interface and integration with the Council's existing IT systems, IT security, training for staff and procurement of mobile working devices.</p> <p>Whilst there have been some operational difficulties (eg Recruitment following the restructure of the Repairs Service) that have affected our performance on Urgent Repairs during 2010/11, it is felt that it would be more effective use of time to work on implementing the new MCM Repairs Management Workflow IT System, which will provide more reliable performance data in the future.</p>

## KPI IMPROVEMENT PLAN 2011/12

<p>What are the timescales and milestones for improvement of the KPI in 2011/12?</p>	<p>It is anticipated that the Mears Repairs Management Workflow IT System (known as MCM) will be installed and implemented (including training for staff) between September 2011 and November 2011.</p> <p>Performance against targets for Urgent Repairs as well as all other performance targets will continue to be monitored throughout the process, and incentive payments will only be paid to the Repairs Management Contractor if all targets for Repairs are achieved.</p>
<p>What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?</p>	<p>There are a number of vacant posts within the Housing Repairs Service, which is having an impact of the delivery of the Repairs Service. Vacant posts that are most affecting our ability to meet targets include Electricians, Plumbers and Carpenters. Where vacant posts exist, the work that cannot be undertaken by our own staff is being carried out by Contractors at a higher cost.</p>
<p>If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?</p>	<p>Without the ability to recruit tradesmen, the cost of achieving the target performance for Urgent Repairs through the appointment of sub-contractors in 2011/12 is to be funded from the Housing Repairs Fund. However, the need to appoint Contractors to undertake responsive repairs (and voids) so as to comply with Contract Standing Orders and EU Procurement legislation has been identified. It is anticipated that a tender exercise will be undertaken in 2012 once the demand is known.</p>
<p>Management Board Comments/Approval</p>	

**KPI 43 - What percentage of urgent repairs to our council properties were completed within five working days?**

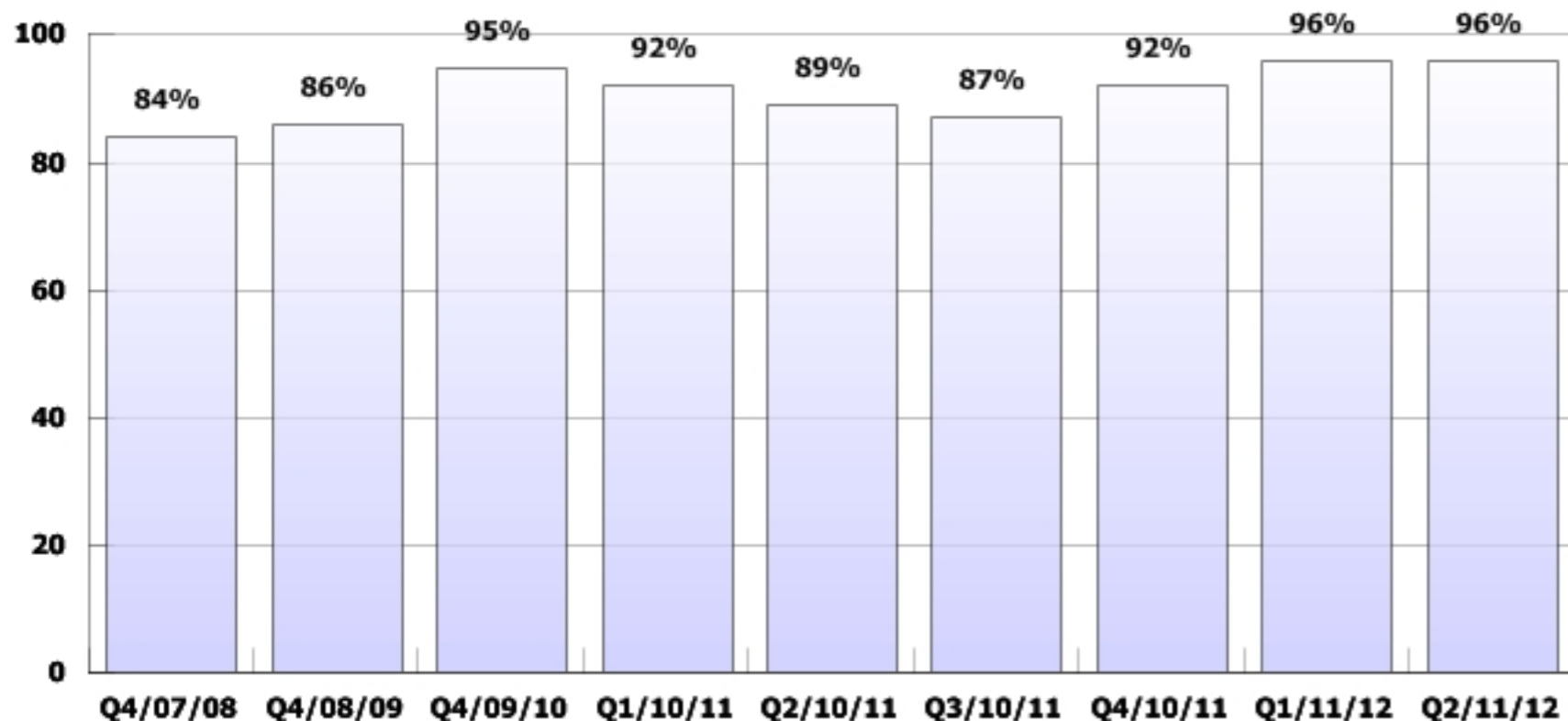
# KPI 44 What percentage of routine repairs to our council properties were completed within six weeks?

Indicator previously known as: LPI 09

**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. The target time for the completion of routine repairs is six weeks.

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

## Current and previous quarters performance



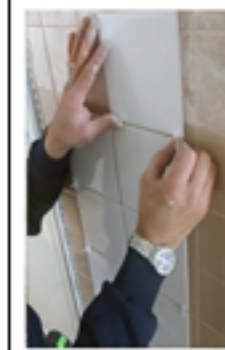
Quarter	Target	Actual	Status
Q2/11/12	95%	96%	✓
Q1/11/12	95%	96%	✓
Q4/10/11	95%	92%	✗
Q3/10/11	95%	87%	✗
Q2/10/11	95%	89%	✗

Annual 2011/12 - 95%  
Target: 2010/11 - 95%

Indicator of good performance:  
A higher percentage is good

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

Yes



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

(Quarter 2 2011/12) Performance remains above target.

### Corrective action proposed (if required):

(Quarter 2 2011/12) None required at this time.

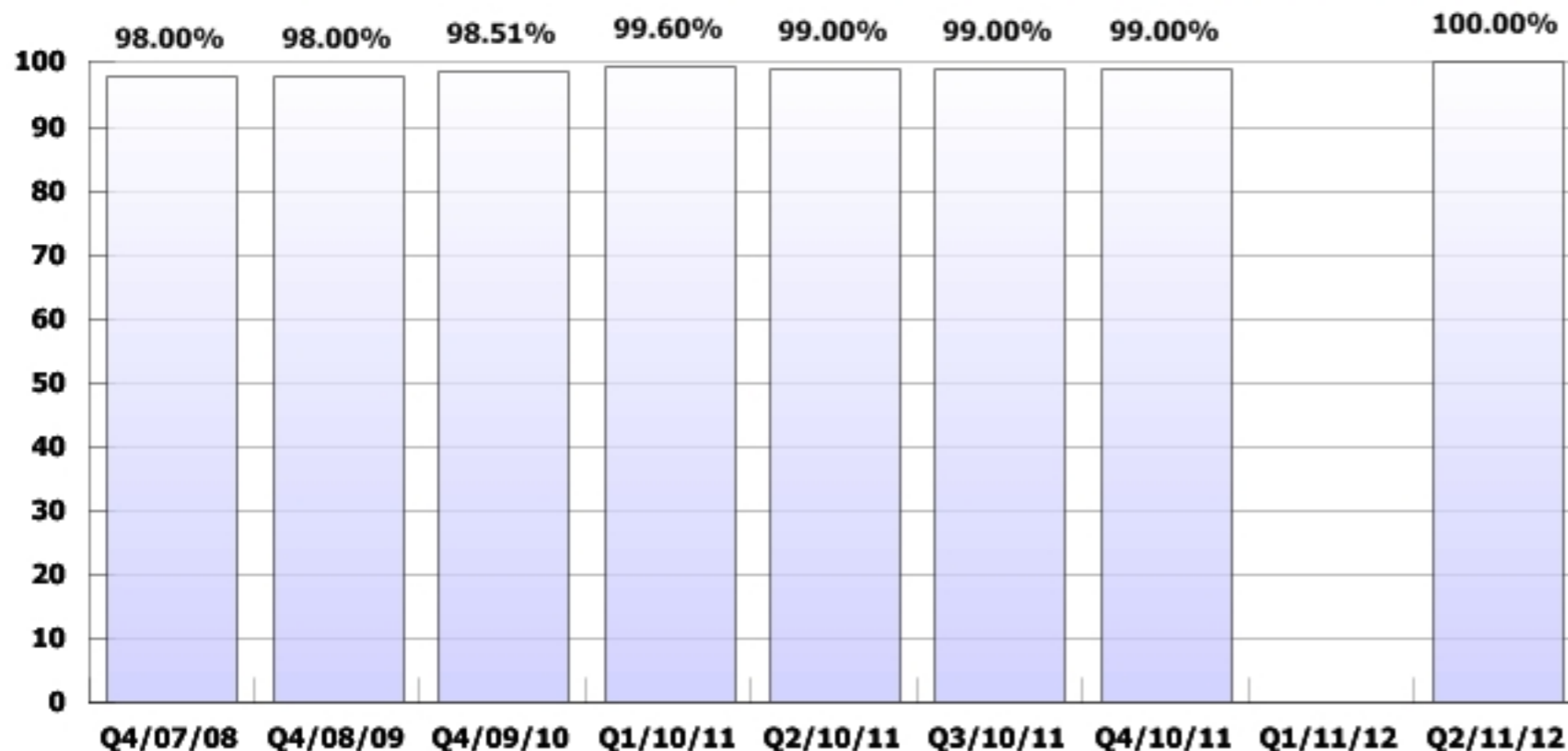
# KPI 45 How satisfied were our tenants with the standard of the repairs service they received?

Indicator previously known as: LPI 10

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

## Current and previous quarters performance



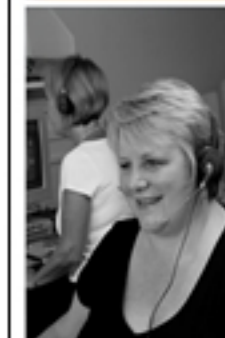
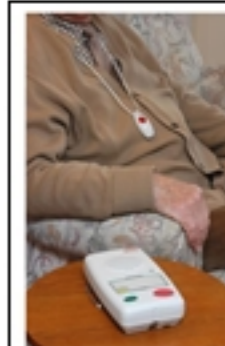
Quarter	Target	Actual	Status
Q2/11/12	98.00%	100.00%	✓
Q1/11/12	98.00%		
Q4/10/11	98.00%	99.00%	✓
Q3/10/11	98.00%	99.00%	✓
Q2/10/11	98.00%	99.00%	✓

Annual 2011/12 - 98.00%  
Target: 2010/11 - 98.00%

Indicator of good performance:  
A higher percentage is good

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

Yes



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

(Quarter 2 2011/12)  
High level of performance continues to be achieved.

### Corrective action proposed (if required):

(Quarter 2 2011/12)

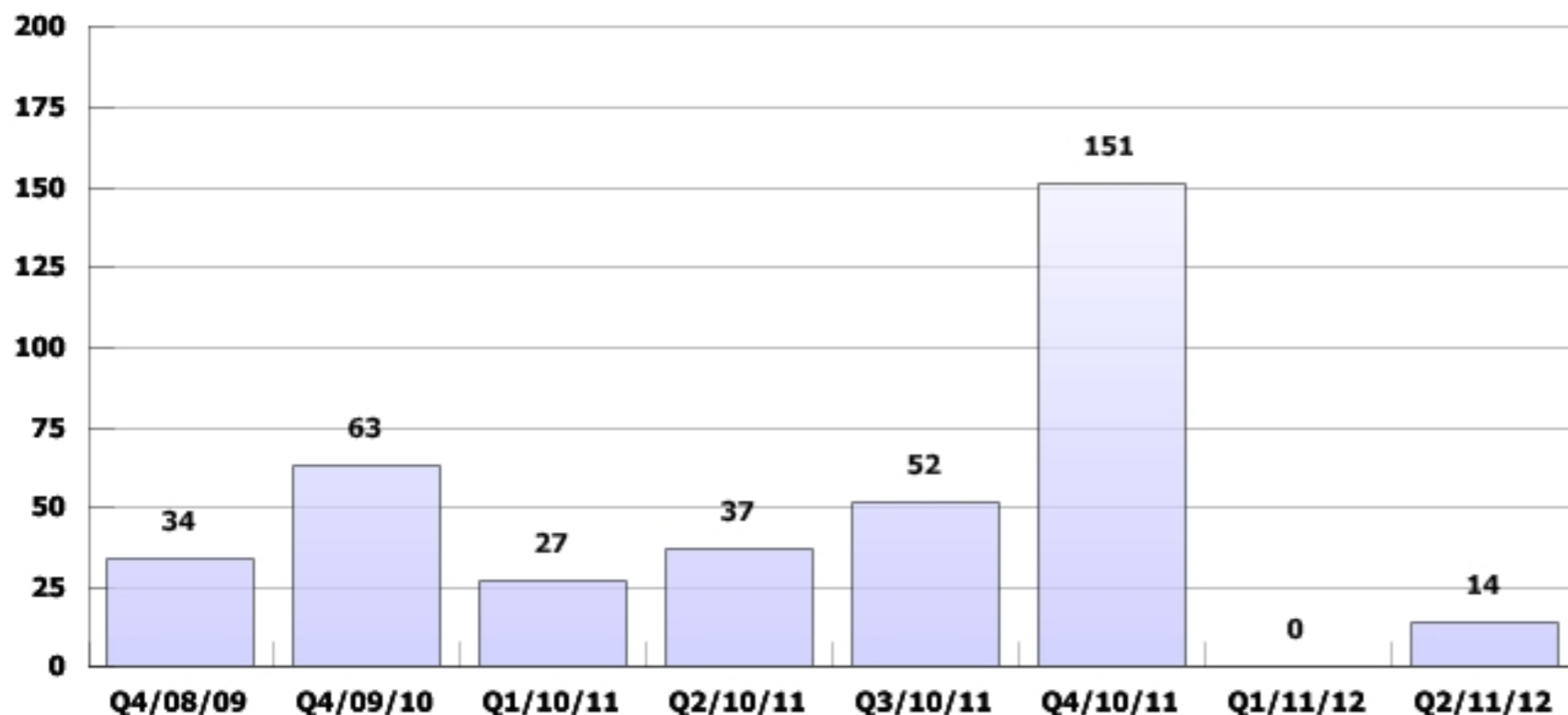
# KPI 46 How many affordable homes were built in the District?

Indicator previously known as: NI 155

**Additional Information:** This indicator promotes an increase in the supply of affordable housing through new-build completions, changes of use and conversions. 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
Q2/11/12	44	14	✗
Q1/11/12	0	0	✓
Q4/10/11	70	151	✓
Q3/10/11	52	52	✓
Q2/10/11	35	37	✓

Annual 2011/12 - 112  
Target: 2010/11 - 70

Indicator of good performance:  
A higher number is good

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

No



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

(Quarter 2 2011/12) The likely shortfall in meeting the target is due to on-site construction delays experienced by Genesis Housing Association for the 95 affordable homes currently on-site at White Lodge, Sewardstone Road, Waltham Abbey, which has resulted in the whole programme of completions being delayed. However, the total no. of affordable properties will still be provided, completing in 2012/13.

### Corrective action proposed (if required):

(Quarter 2 2011/12) Due to the long lead-in time to housing developments, it is not possible to correct the shortfall in 2011/12. However, the shortfall in numbers is not due to non-completions, it is due to some completion dates now falling into 2010/13, instead of 2011/12.



## Key Performance Indicator Improvement Plan 2011/12

KPI 46 - How many affordable homes were built in the District?

## KPI 46 - How many affordable homes were built in the District?

### KPI IMPROVEMENT PLAN 2011/12

KPI reference and description	KPI 46 - How many affordable homes were built in the District?
Responsible officer	Alan Hall
Outturn 2008/09	34
Outturn 2009/10	63
Outturn 2010/11	151
Target 2011/12	112
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<p>1) Work in partnership with housing associations and developers to ensure that developments currently on site, with completions planned in 2011/12, do complete on time. The following developments are currently on site:</p> <ul style="list-style-type: none"> <li>(a) White Lodge, Waltham Abbey (Genesis/Hastoe) – 83</li> <li>(b) Zinc (LD Scheme), Ongar (East Thames) - 9</li> <li>(c) Station Approach, Ongar (East Thames) - 6</li> </ul> <p>2) Work in partnership with housing associations and developers to facilitate the commencement of developments with planning permission. The following developments currently have planning permission, but have not yet started on site:</p> <ul style="list-style-type: none"> <li>(a) Jennikings Nursery, Chigwell (subject to S106) - 54</li> <li>(b) Manor Rd, Chigwell - 17</li> <li>(c) 14-30 Church Hill, Loughton - 5</li> </ul> <p>3) Finalise and sign the legal agreements with Broxbourne Housing Association for the Council's new Open Market Shared Ownership Scheme, invite applications, and ensure that the property purchases for selected applicants are processed expeditiously to deliver the 8 shared ownership properties within Phase 1</p>



## KPI IMPROVEMENT PLAN 2011/12

	<p>4) Review the success of Phase 1 of the Open Market Shared Ownership Scheme, and decide whether to implement Phase 2 – the delivery of a further 6 shared ownership properties.</p> <p>5) Support Hastoe Housing Association with its planning application for the development of 4 houses at Millfield, High Ongar and, if planning permission is granted, agree terms and transfer the land expeditiously.</p> <p>6) Support Hastoe Housing Association with the Planning for Real Exercise it is undertaking for Leader Lodge, North Weald, and report the recommendations from the Exercise to the Cabinet.</p> <p>7) Resolve the issues relating to the right of way over the Council-owned site at Roundhills, Waltham Abbey, and invite competitive tenders for the transfer/development of the land from the Council's Preferred Housing Association Partners.</p>
<p>What are the timescales and milestones for improvement of the KPI in 2011/12?</p>	<ol style="list-style-type: none"> <li>1) Completion by 31<sup>st</sup> March 2012</li> <li>2) Commence on site by 1<sup>st</sup> January 2012</li> <li>3) Purchase all properties for Phase 1 by 31<sup>st</sup> March 2012</li> <li>4) Complete review by 31<sup>st</sup> December 2011</li> <li>5) Planning application to be submitted by Hastoe HA by 31<sup>st</sup> August 2011</li> <li>5) Determine planning application by 31<sup>st</sup> October 2011</li> <li>5) Transfer land by 31<sup>st</sup> December 2011</li> <li>6) Complete Exercise by 30<sup>th</sup> November 2011</li> <li>6) Cabinet to consider outcome of Exercise, and agree way forward by 31<sup>st</sup> January 2012</li> <li>7) Resolve right of way issue by 31<sup>st</sup> July 2011</li> <li>7) Invite tenders and select housing association by 30<sup>th</sup> November 2011</li> <li>7) Planning application to be submitted by selected housing association by 28<sup>th</sup> February 2012</li> <li>7) Determine planning application by 30<sup>th</sup> April 2012</li> <li>7) Transfer land by 30<sup>th</sup> June 2012</li> </ol>
<p>What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?</p>	<p>From within existing revenue resources.</p> <p>Housing Capital Programme (Existing budget provision):</p> <ul style="list-style-type: none"> <li>Open Market Shared Ownership: Phase 1 – £435,000</li> <li>Open Market Shared Ownership: Phase 2 - £350,000</li> </ul>

KPI IMPROVEMENT PLAN 2011/12

If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?

None

Management Board Comments/Approval

KPI 46 - How many affordable homes were built in the District?

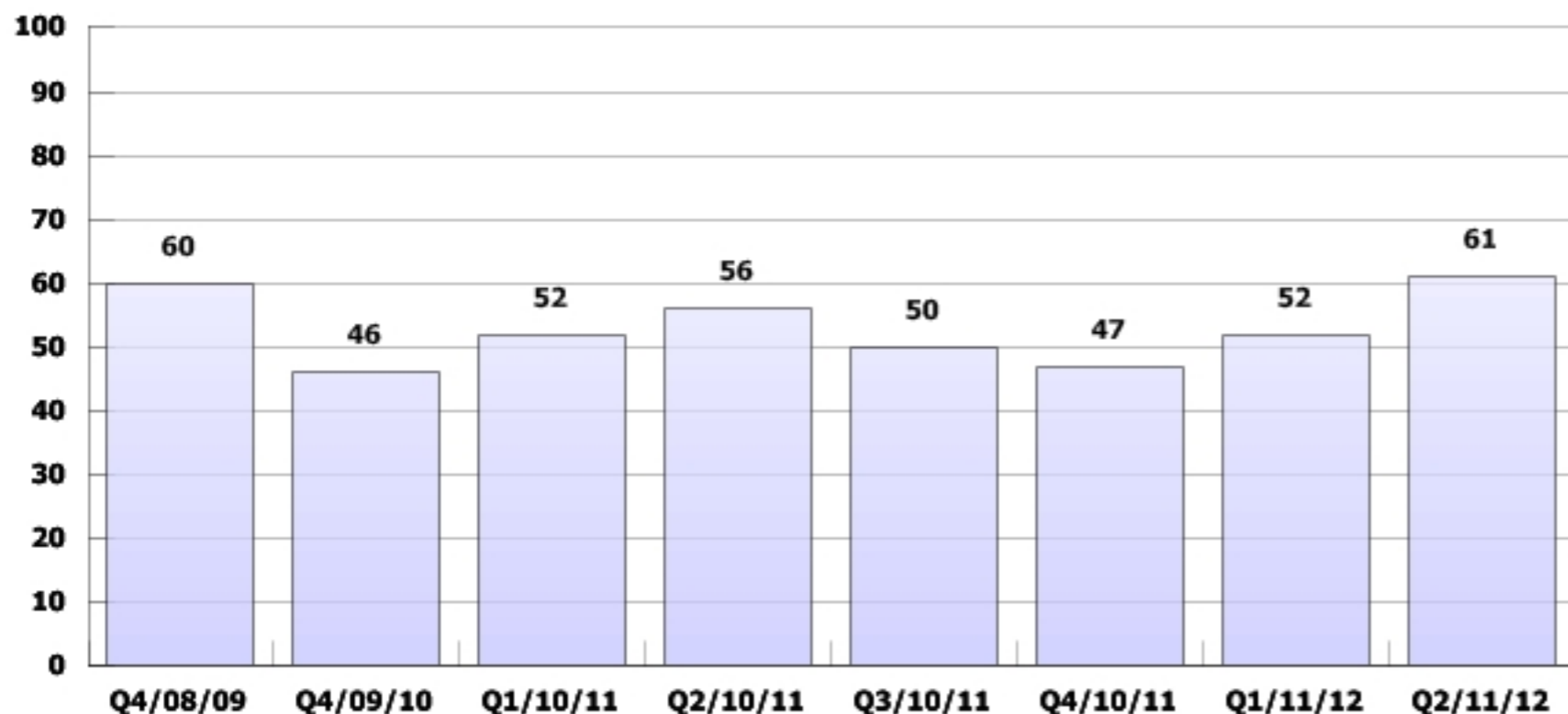
# KPI 47 How many households were housed in temporary accommodation?

Indicator previously known as: NI 156

**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 return for quarter 4.

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

## Current and previous quarters performance



Quarter	Target	Actual
Q2/11/12	60	61
Q1/11/12	60	52
Q4/10/11	60	47
Q3/10/11	60	50
Q2/10/11	60	56



Annual 2011/12 - 60

Target: 2010/11 - 60

Indicator of good performance:

A lower number is good

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

Uncertain



## Comment on current performance (including context):

(Quarter 2 2011/12)

## Corrective action proposed (if required):

(Quarter 2 2011/12) The latest (\*) National Statistics on statutory homelessness reported a 15% increase in the number of households owed a main homelessness duty compared to the same quarter in the previous year. It is expected that homelessness acceptances and temporary accommodation usage will continue to increase in the forthcoming year.

(\* Statutory Homelessness 4th quarter (October to December) 2010, England, published 10 March 2011).



## Key Performance Indicator Improvement Plan 2011/12

KPI 47 - How many households were housed in temporary accommodation?

## KPI 47 - How many households were housed in temporary accommodation?

### KPI IMPROVEMENT PLAN 2011/12

<b>KPI IMPROVEMENT PLAN 2011/12</b>	
KPI reference and description	KPI 47 - How many households were housed in temporary accommodation?
Responsible officer	Alan Hall
Outturn 2008/09	60
Outturn 2009/10	46
Outturn 2010/11	47
Target 2011/12	60
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<p>The Council will continue with the following actions to improve performance.</p> <ul style="list-style-type: none"> <li>• Close monitoring of placements of homeless families in hostel accommodation to ensure that, generally, families stay in the hostel for no more than 6 months.</li> <li>• Under Choice Based Lettings, applicants living in the hostel can only “express an interest” for a limited time in properties. If they fail to find a property, following the Council expressing an interest on their behalf, they will be made one permanent offer. Should they refuse, then the Council’s duty towards them will end. This will result in a maximum stay in the hostel of 6 months for any applicant.</li> <li>• Continuation of the effective work by the Homelessness Prevention Team to ensure that placements in temporary accommodation are only made when all attempts to secure alternative accommodation have failed.</li> <li>• Increased emphasis on accessing the private rented sector and greater use of the Rent Deposit Guarantee Scheme, Rental Loan Scheme including the promotion of both schemes through meetings with lettings agents.</li> <li>• Ensure that Homelessness Officers complete their homelessness enquiries efficiently, to ensure that offers of permanent accommodation from the Hostel can be made at the earliest opportunity.</li> </ul>

## KPI IMPROVEMENT PLAN 2011/12

	<ul style="list-style-type: none"> <li>• Avoid unnecessary placements in Bed and Breakfast accommodation through the Homelessness Prevention Service, keeping numbers in B&amp;B to the existing exceptionally low level</li> <li>• The Council will work with "Relate" in providing mediation to those who have been excluded from the family home in an attempt to resolve matters and avoid any homelessness presentations.</li> <li>• The Council will continue to provide accommodation in partnership with NACRO for single young persons.</li> <li>• Build on the work already undertaken and continue to promote and expand the Mortgage Rescue Scheme.</li> </ul>
<p>What are the timescales and milestones for improvement of the KPI in 2011/12?</p>	<p>All of the above actions are on-going</p>
<p>What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?</p>	<p>Within existing resources</p>
<p>If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?</p>	<p>Not applicable</p>
<p>Management Board Comments/Approval</p>	

KPI 47 - How many households were housed in temporary accommodation?

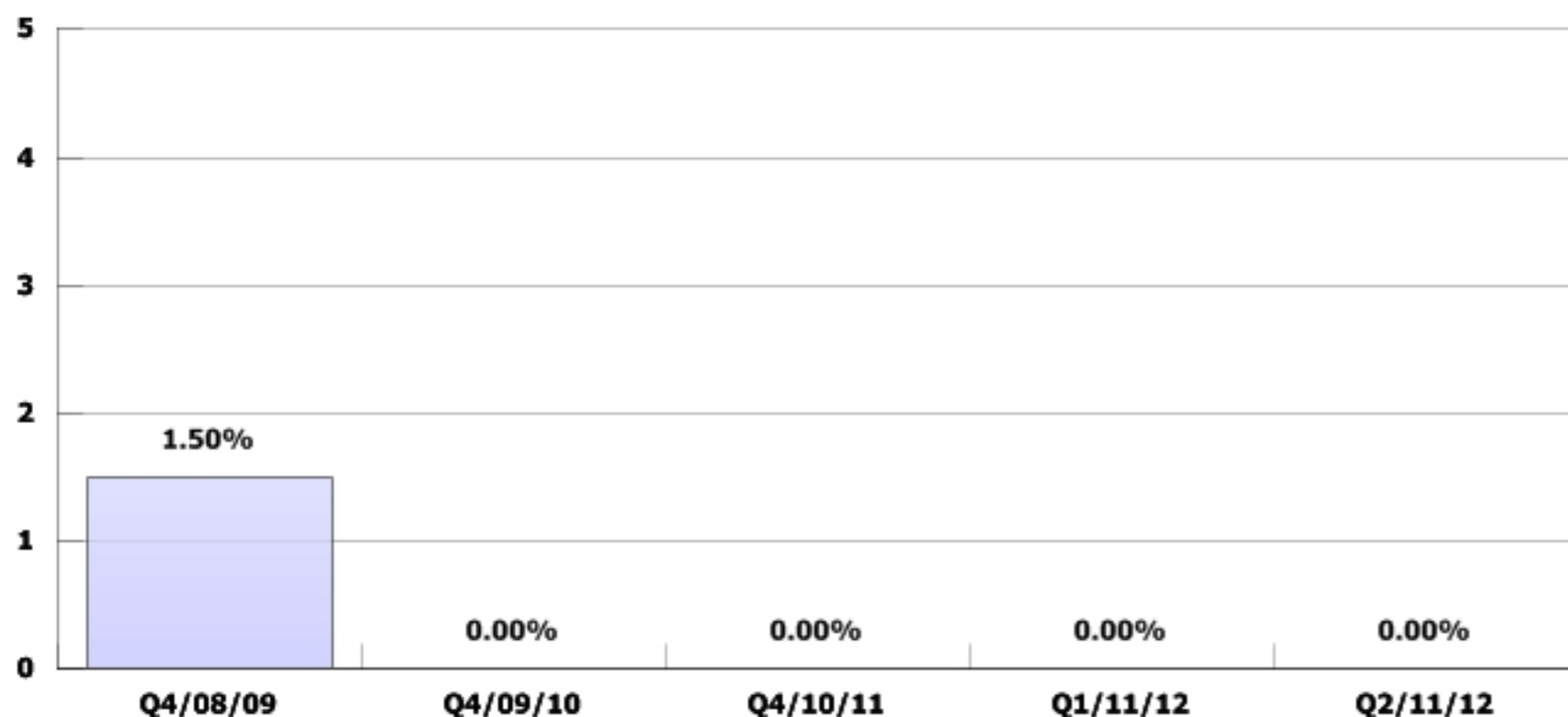
## KPI 48 What percentage of our council homes were not in a decent condition?

Indicator previously known as: NI 158

**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. Performance against this indicator is reported at year-end only.

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

### Current and previous quarters performance



Quarter	Target	Actual	
Q2/11/12	0.00%	0.00%	✓
Q1/11/12	0.00%	0.00%	✓
Q4/10/11	0.00%	0.00%	✓
Q4/09/10	0.00%	0.00%	✓
Q4/08/09	1.50%	1.50%	✓

Annual 2011/12 - 0.00%

Target: 2010/11 - 0.00%

Indicator of good performance:  
A lower percentage is good

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

Yes

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

(Quarter 2 2011/12) Potential Non-Decent failures have been identified on the Stock Condition Survey for 2012-13 and appropriate Capital and Revenue works programmes have commenced to prevent these properties falling into the Non-Decent category.

Z Drive/Stock Condition Survey 2012-13 shows:-

Criteria 'A' Minimum Standard 0-properties

Criteria 'B' Reasonable State of Repair

□ Gas central heating 513

□ Electrical Testing 1,168

□ Roof covering 342

Criteria 'C' Reasonable Modern Facilities

□ Kitchen and Bathroom combined failures 0 properties

It is anticipated that all the potential Non-Decent properties will be completed as part of the planned Capital and Revenue works programmes for 2011-12.

### Corrective action proposed (if required):

(Quarter 2 2011/12) None required at this time



2010 / 11 Key Performance Indicators

# Planning & Economic Development

KPI

50	53
51	54
52	55



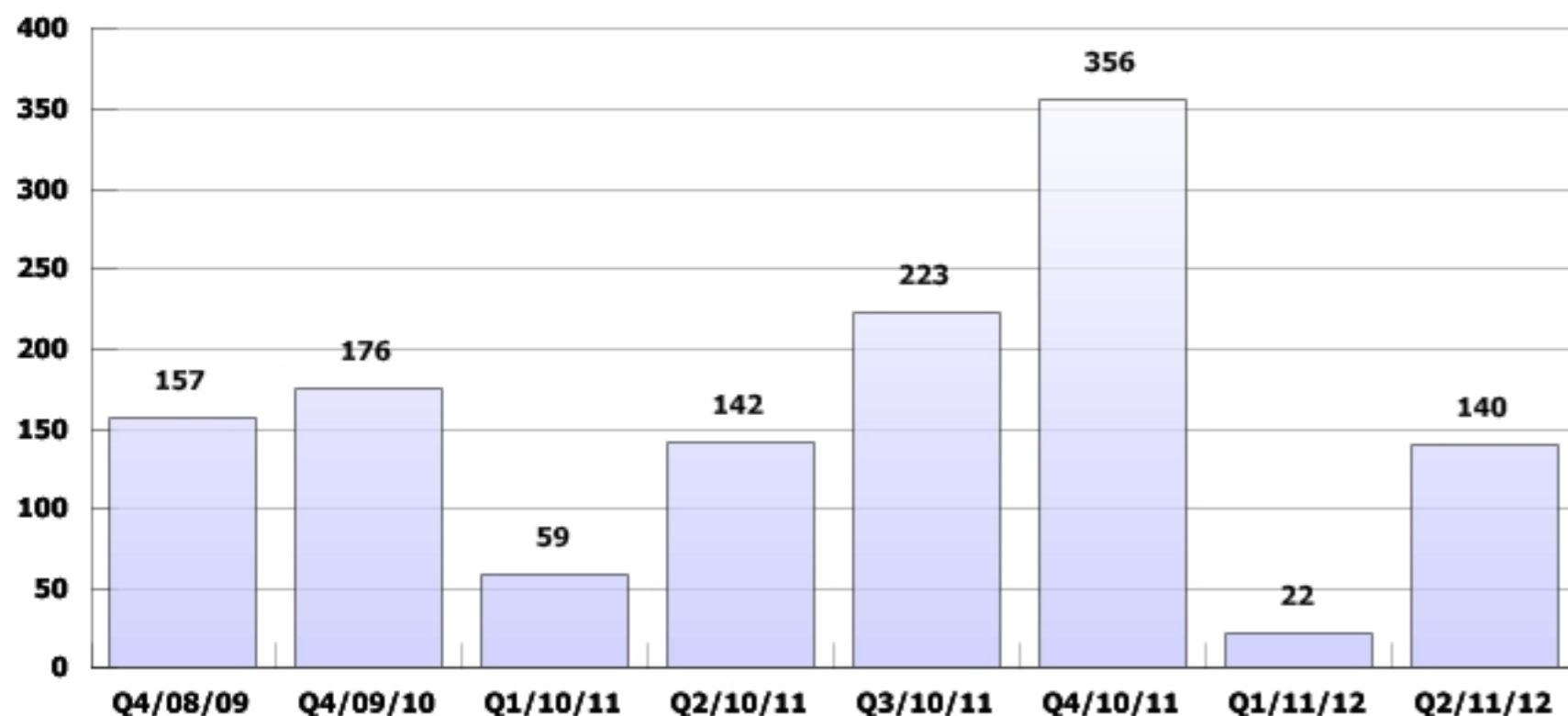
## KPI 50 What was the net increase or decrease in the number of homes in the district?

Indicator previously known as: NI 154

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

### Current and previous quarters performance



Quarter	Target	Actual	Status
Q2/11/12	72	140	✓
Q1/11/12	30	22	✗
Q4/10/11	180	356	✓
Q3/10/11	135	223	✓
Q2/10/11	90	142	✓

Annual 2011/12 - 180  
Target: 2010/11 - 180

Indicator of good performance:  
A higher number is good

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

Yes

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

(Quarter 2 2011/12) Performance has reached and exceeded the target for this quarter. Completion of new housing units is monitored through Building Control and National House-Building Council (NHBC) records of completions. NHBC sends a report detailing completions for the previous month and this is fed into the quarterly returns for KPI50. Reports for July, August and September 2011 contained details of 52 completions which had taken place during quarters previously reported to Members. NHBC explained that they are not always informed quickly that completions have taken place, and some information they pass to us can be delayed. This has happened in the past in a small way, but never on such a scale. The breakdown of the 52 'late' units is as follows: 3 units- Sep 2010, 1 unit- Nov 2010, 2 units- Dec 2010, 3 units- Jan 2011, 6 units- March 2011, 19 units- April 2011, 1 unit- May 2011, 17 units- June 2011 Total = 52 units. As it is not desirable to amend previous returns these 52 units are included within this quarter, causing the return to appear higher than usual. The overall effect is to increase the amount of housing reported as built, so performance has actually improved, not suffered.

### Corrective action proposed (if required):

(Quarter 2 2011/12) No corrective action is proposed, as performance has reached and exceeded the target.

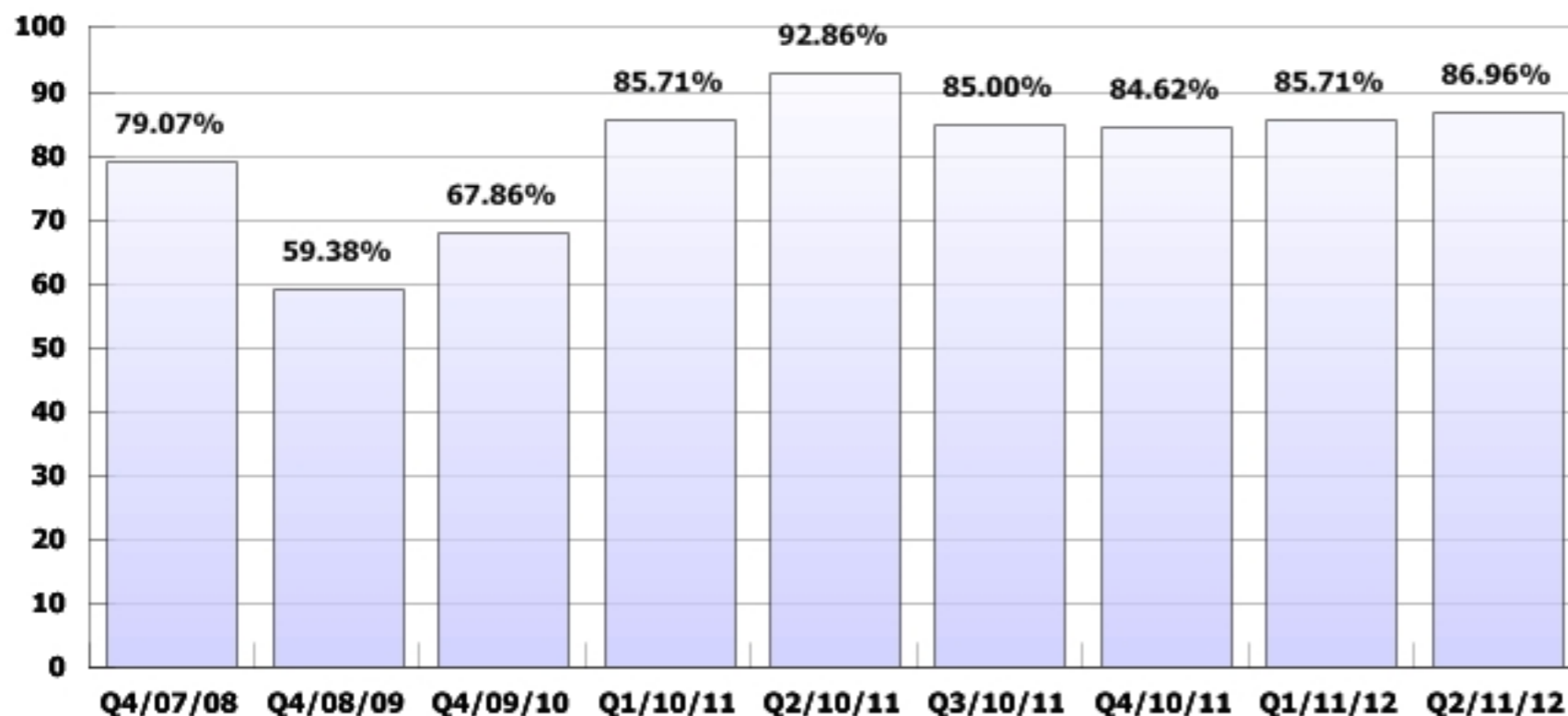
# KPI 51 What percentage of major planning applications were processed within 13 weeks?

Indicator previously known as: NI 157(a)

**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
Q2/11/12	81.00%	86.96%	✓
Q1/11/12	81.00%	85.71%	✓
Q4/10/11	81.00%	84.62%	✓
Q3/10/11	81.00%	85.00%	✓
Q2/10/11	81.00%	92.86%	✓

Annual 2011/12 - 81.00%  
Target: 2010/11 - 81.00%

Indicator of good performance:  
A higher percentage is good

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

Uncertain



## Comment on current performance (including context):

(Quarter 2 2011/12)  
Being predominantly a Green Belt planning authority, Major type represent only a small percentage of all overall planning applications received, but they are more complex and resource demanding. It is too early to ascertain whether the target will be achieved at year end because of the low number of cases, so therefore the percentage figure will be volatile depending on whether planning applications are decided (or recommended subject to a legal agreement) outside of the 13 week target period. Target at this stage is on course to be achieved with 20 out of 23 dealt with in time.

## Corrective action proposed (if required):

(Quarter 2 2011/12)  
None required at this stage.

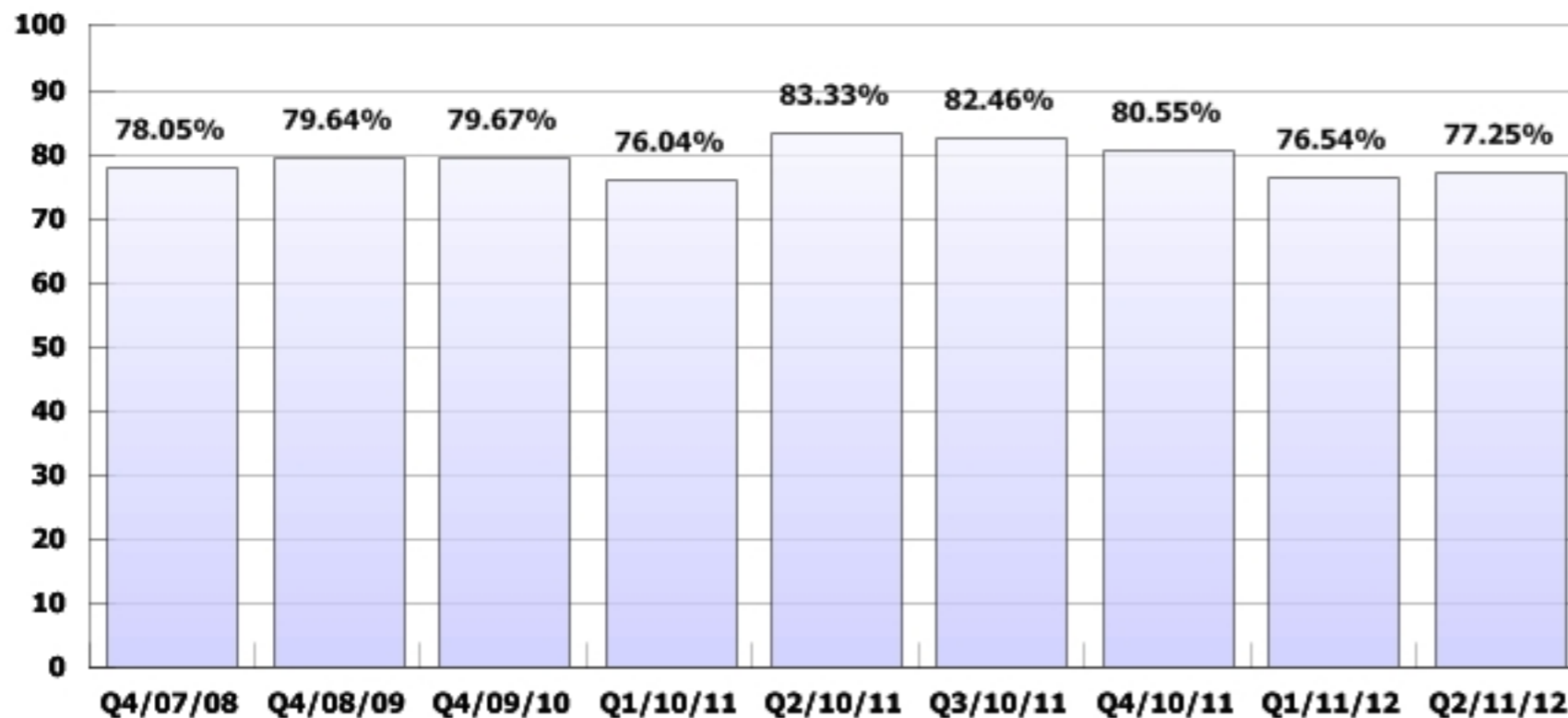
## KPI 52 What percentage of minor planning applications were processed within 8 weeks?

Indicator previously known as: NI 157(b)

**Additional Information:** This indicator ensures that local planning authorities determine 'minor' planning applications in a timely manner (within eight weeks).

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

### Current and previous quarters performance



Quarter	Target	Actual	Status
Q2/11/12	81.00%	77.25%	✗
Q1/11/12	81.00%	76.54%	✗
Q4/10/11	80.00%	80.55%	✓
Q3/10/11	80.00%	82.46%	✓
Q2/10/11	80.00%	83.33%	✓

**Annual 2011/12 - 81.00%**  
**Target: 2010/11 - 80.00%**

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

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

Uncertain



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

(Quarter 2 2011/12) 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. Area planning committees now meeting on a 4 week cycle, rather than previous 3 week, as from 2011-12, which is likely to impact on 8 week performance decision target. 129 out of 167 applications in this category decided in time.

### Corrective action proposed (if required):

(Quarter 2 2011/12)  
 Tighten up on monitoring and validation of planning applications by senior officers. Closer scrutiny when committee deadline is due and try to target the earliest committee in time. Refrain from negotiation with the applicant during the course of planning applications but this could be deemed to be at the expense of good customer service. Members to be reminded not to defer items at Committees when advice can be sought beforehand from the relevant case officer whose details are at the end of each item.



## Key Performance Indicator Improvement Plan 2011/12

KPI 52 - What percentage of minor planning applications were processed within 8 weeks?

KPI 52 - What percentage of minor planning applications were processed within 8 weeks?



KPI IMPROVEMENT PLAN 2011/12

<b>KPI IMPROVEMENT PLAN 2011/12</b>	
KPI reference and description	KPI 52 - What percentage of minor planning applications were processed within 8 weeks?
Responsible officer	John Preston
Outturn 2008/09	79.64%
Outturn 2009/10	79.67%
Outturn 2010/11	80.55%
Target 2011/12	81.00%
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<ol style="list-style-type: none"> <li>1. Principal Planning Officers need to monitor frequency and workload of individual case officers when allocating such applications and, at an early stage in the process, target any relevant committee date.</li> <li>2. Ensure Planning Validation checklist is adhered to at application deposit stage, so that there is no delay caused by requesting further information once the application is up and running.</li> <li>3. Resist negotiating with the applicant during the course of the application so as to achieve a decision in target time. However, this has the potential to adversely impact on LPI45 (Planning Appeals) target if more appeals are lodged as a result.</li> <li>4. In respect of any resubmission of a planning application following a refusal, assume same objections will be received that may trigger a committee case.</li> <li>5. Relevant Principal Planning Officer to monitor at 2 week interval the progress of the application with an update given by the case officer.</li> <li>6. Resist deferral by Members at planning related Committee meetings as this inevitably results in the target being missed. Chair/Vice-Chair meeting and Planning Services Scrutiny Standing Panel be used to encourage Members to seek, prior to a planning committee meeting, answers to queries they may have rather than raising them for the first time on the evening of the meeting, as well as carry out site visits beforehand to prevent deferral for this reason.</li> </ol>

## KPI IMPROVEMENT PLAN 2011/12

<p>What are the timescales and milestones for improvement of the KPI in 2011/12?</p>	<p>August 2011 Development Control Team Meeting : Officers to be reminded of this more formal procedure, particularly the deadline for committee meetings, given this is the target time even if subject to a later completion of a legal agreement.</p> <p>Area Committee Presenting Officer at agenda preparation stage to seek from officer any pre-application proposals in order to inform Members at pre-committee briefing.</p>
<p>What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?</p>	<p>Existing - Full complement of staff required, particularly at planning application registration, assessment and recommendation, decision making stages.</p> <p>Unfortunately, Members have changed the planning committee cycle from 3 to 4 weeks, therefore there is now more pressure and likelihood of planning applications reported to committees missing their target.</p>
<p>If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?</p>	<p>Overtime, if necessary and agreed, although Officers do where necessary get in early and/or stay later to meet deadlines.</p>
<p>Management Board Comments/Approval</p>	

KPI 52 - What percentage of minor planning applications were processed within 8 weeks?

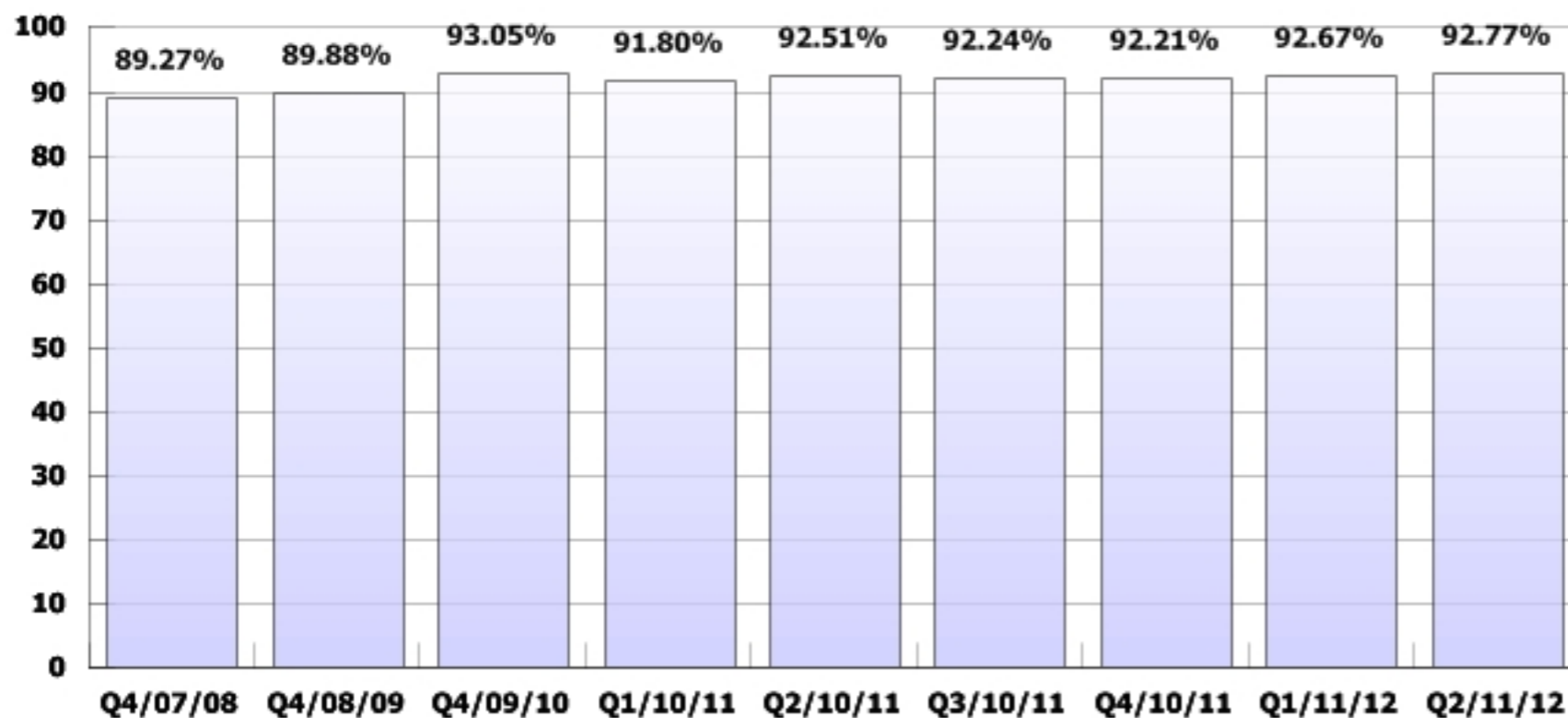
## KPI 53 What percentage of other planning applications were processed within 8 weeks?

Indicator previously known as: NI 157(c)

**Additional Information:** This indicator ensures that local planning authorities determine 'other' planning applications in a timely manner (within eight weeks).

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

### Current and previous quarters performance



Quarter	Target	Actual
Q2/11/12	93.00%	92.77%
Q1/11/12	93.00%	92.67%
Q4/10/11		92.21%
Q3/10/11		92.24%
Q2/10/11		92.51%

**Annual 2011/12 - 93.00%**

**Target: 2010/11 - N/A**

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

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

Uncertain

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

(Quarter 2 2011/12)  
Slightly under on this second quarter, but this represents the highest proportion of all planning application types of which, 667 out of 719 were decided in time in this category. The change from 3 to 4 week Area Plans committee cycle is likely to have a slight negative effect on performance.

### Corrective action proposed (if required):

(Quarter 2 2011/12)  
Tighten up on monitoring and validation of planning applications by senior officers. Closer scrutiny when committee deadline is due and try to target the earliest committee in time. Refrain from negotiation with the applicant during the course of planning applications but this could be deemed to be at the expense of good customer service. Members to be reminded not to defer items at Committees when advice can be sought beforehand from the relevant case officer whose details are at the end of each item.



## Key Performance Indicator Improvement Plan 2011/12

KPI 53 - What percentage of other planning applications were processed within 8 weeks?



KPI 53 - What percentage of other planning applications were processed within 8 weeks?



### KPI IMPROVEMENT PLAN 2011/12

<b>KPI IMPROVEMENT PLAN 2011/12</b>	
KPI reference and description	KPI 53 - What percentage of other planning applications were processed within 8 weeks?
Responsible officer	John Preston
Outturn 2008/09	89.88%
Outturn 2009/10	93.05%
Outturn 2010/11	92.21%
Target 2011/12	93.00%
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<ol style="list-style-type: none"> <li>1. Aim for all "Other" applications to be determined in target time under delegated powers. Principal Planning Officers continue to monitor frequency and workload of individual case officers in allocating such applications, ensuring early site visit and, at an early stage in the process, target where relevant the committee date.</li> <li>2. Ensure Planning Validation checklist is adhered to at application deposit stage, so that there is no delay caused by requesting further information once the application is up and running.</li> <li>3. Resist negotiating with the applicant during the course of the application so as to achieve a decision in target time. However, this has the potential to adversely impact on KPI 54 and 55 (Planning Appeals) target if more appeals are lodged as a result.</li> <li>4. Relevant Principal Planning Officer to monitor at 2 week interval the progress of the application with an update given by the case officer.</li> <li>5. Resist deferral by Members at planning related Committee meetings as this inevitably results in the target being missed. Chair/Vice-Chair meeting and Planning Services Scrutiny Standing Panel be used to encourage Members to seek, prior to a planning committee meeting, answers to queries they may have rather than raising them for the first time on the evening of the meeting, as well as carry out site visits beforehand to prevent deferral for this reason.</li> </ol>

## KPI IMPROVEMENT PLAN 2011/12

<p>What are the timescales and milestones for improvement of the KPI in 2011/12?</p>	<p>On-going and regular case load monitoring by Principal Planning Officer.</p> <p>August 2011 Development Control Team Meeting : Officers to be reminded of this more formal procedure, particularly the deadline for committee meetings, given this is the target time even if subject to a later completion of a legal agreement.</p>
<p>What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?</p>	<p>Existing - Full complement of staff required, particularly at planning application registration, assessment and recommendation, decision making stages.</p> <p>Unfortunately, Members have changed the planning committee cycle from 3 to 4 weeks, therefore there is now more pressure and likelihood of planning applications reported to committees missing their target.</p>
<p>If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?</p>	<p>Overtime, if necessary and agreed, although Officers do where necessary get in early and/or stay later to meet deadlines.</p>
<p>Management Board Comments/Approval</p>	

KPI 53 Processing - What percentage of other planning applications were processed within 8 weeks?

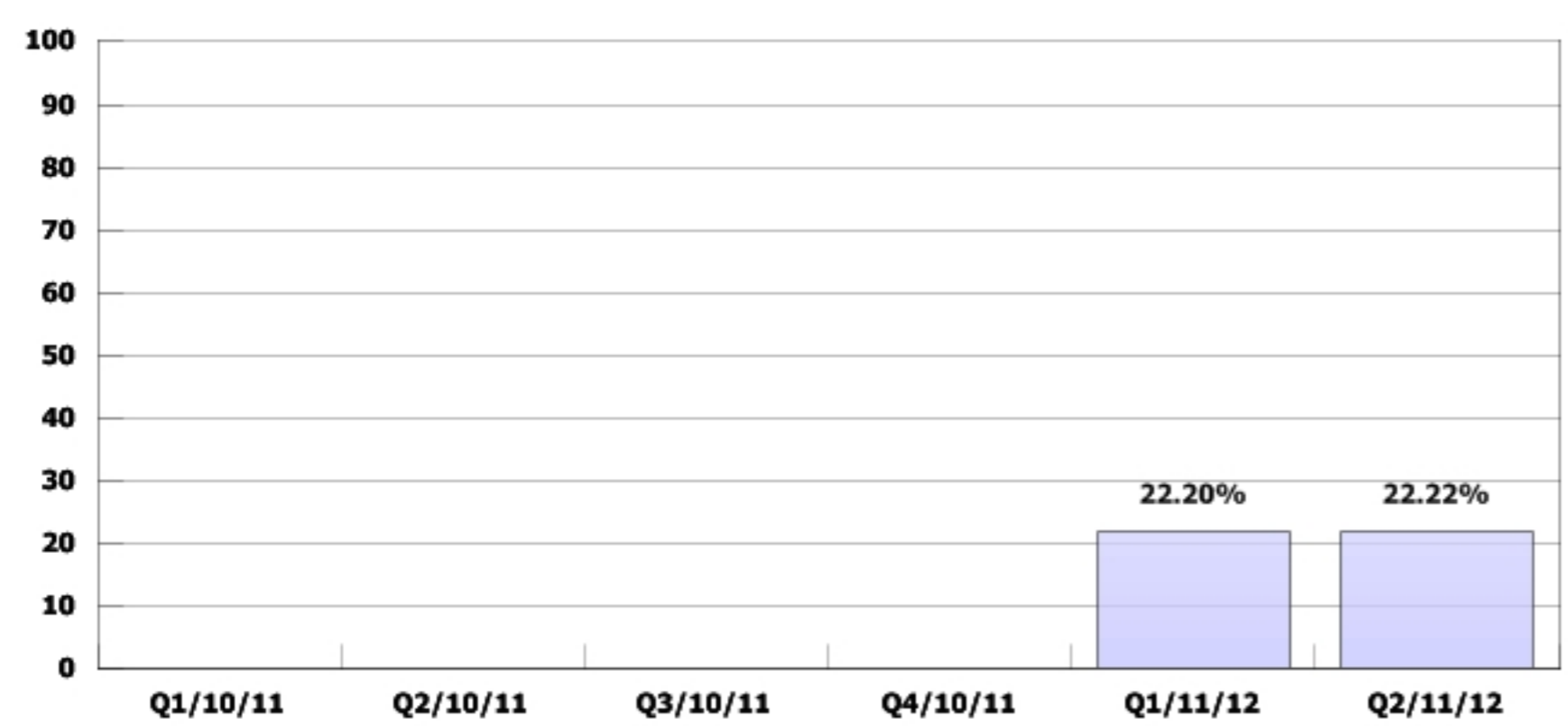
**KPI 54 What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal?**

Indicator previously known as: (new)

**Additional Information: This indicator is expressed as a percentage of the no. of appeals lodged 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
Q2/11/12	20.00%	22.22%	X
Q1/11/12	20.00%	22.20%	X
Q4/10/11			
Q3/10/11			
Q2/10/11			

**Annual 2011/12 - 20.00%**  
**Target: 2010/11 - N/A**  
**Indicator of good performance: A lower percentage is good**



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

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

(Quarter 2) 6 out of 27 officer recommendation/decision appeals allowed, although one of the 6 was part allowed/part dismissed, which counts as an allowed overall. Just hovering outside of the target.

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

(Quarter 2 2011/12)  
 Scrutinising appeal decisions to learn why planning inspectors come to the conclusion to allow and grant planning permission. Officers to prepare reports earlier in the application process and not be swayed by level and degree of objections unless backed up by relevant planning policy. If refused, provide advice to the applicant if there appears to be a way forward on resubmission of the planning application so that the likelihood of an appeal being submitted is reduced.



## Key Performance Indicator Improvement Plan 2011/12

KPI 54 - What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal (a lower figure is better)?

[www.eppingforestdc.gov.uk/local\\_democracy/performance](http://www.eppingforestdc.gov.uk/local_democracy/performance)

KPI 54 - What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal (a lower figure is better)?



**KPI IMPROVEMENT PLAN 2011/12**

<b>KPI IMPROVEMENT PLAN 2011/12</b>	
KPI reference and description	KPI 54 - What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal (a lower figure is better)?
Responsible officer	John Preston
Outturn 2008/09	N/A (Performance against indicator LPI 45 - 40.30%)
Outturn 2009/10	N/A (Performance against indicator LPI 45 - 30.93%)
Outturn 2010/11	N/A (Performance against indicator LPI 45 - 35.80%)
Target 2011/12	20% or less
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<ol style="list-style-type: none"> <li>1. After the refusal of a planning permission, but only where there is potential for a more favourable recommendation, encourage resubmission of a revised, new planning application rather than the applicant necessarily going straight to appeal. This to be done by sending with the refused decision notice a copy of the planning officers report and a covering letter of suggested changes to the proposed development. The Planning Inspectorate is encouraging use of "mediation" to identify issues that could be overcome, before an appeal is lodged, which Planning Officers engage in.</li> <li>2. Recommendations and decisions to ensure that all material planning considerations are taken into account and not be swayed by objections if they do not outweigh the planning merits of the particular case.</li> <li>3. Officer reports submitted to delegated decision stage, two weeks before target date so that any changes to recommendation takes place in good time.</li> <li>4. Scrutiny of appeal decisions to be part of Development Control Team Meeting.</li> </ol>
What are the timescales and milestones for improvement of the KPI in 2011/12?	The above actions will take place throughout the year. Officers have made use of external training over the last year in performing at appeal hearings and public inquiries and have gained further knowledge and skills in defending appeals against refusal of planning permission.

## KPI IMPROVEMENT PLAN 2011/12

What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?	Existing staff, but now and again, workload time for some appeal hearings and public inquiries is high and/or require specialism. There is a budget put aside to employ external consultants now and again.
If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?	In the case of contentious appeals or appeals requiring specialist advice (i.e. gypsy and travellers), there is a budget allocation to use external appeal consultants, where necessary.
Management Board Comments/Approval	

KPI 54 - What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal (a lower figure is better)?

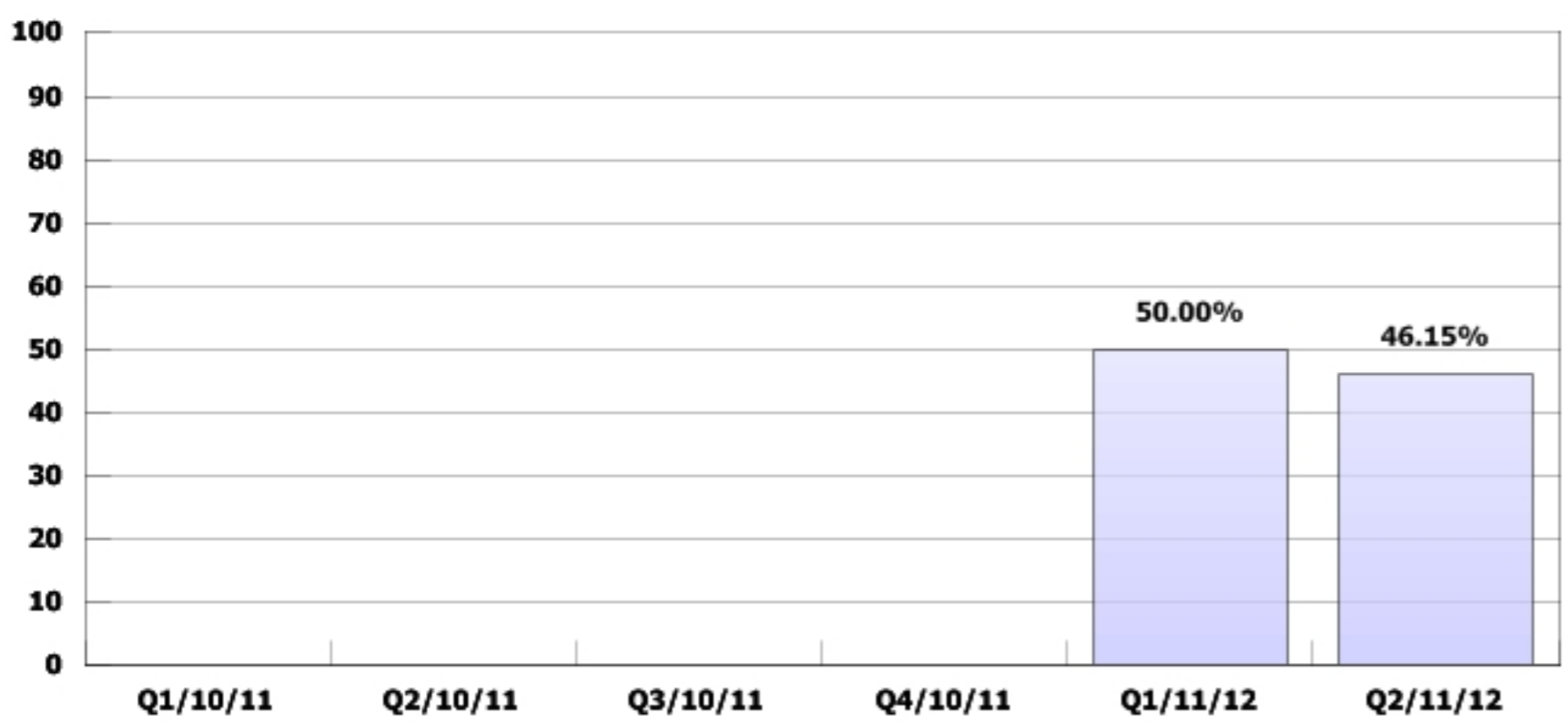
**KPI 55 What percentage of planning applications, refused by Council Members against the planning officer's recommendation, were granted permission on appeal?**

Indicator previously known as: (new)

**Additional Information: This indicator is expressed as a percentage of the no. of appeals lodged 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
Q2/11/12	50.00%	46.15%	✓
Q1/11/12	50.00%	50.00%	✓
Q4/10/11			
Q3/10/11			
Q2/10/11			

Annual 2011/12 - 50.00%  
Target: 2010/11 - N/A

Indicator of good performance:  
A lower percentage is good



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

Uncertain

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

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

(Quarter 2) Members decisions to reverse officer recommendations on planning applications reported to planning committees supported in 7 out of 13 cases and therefore satisfies target set, at this stage.

(Quarter 2) None required at this time