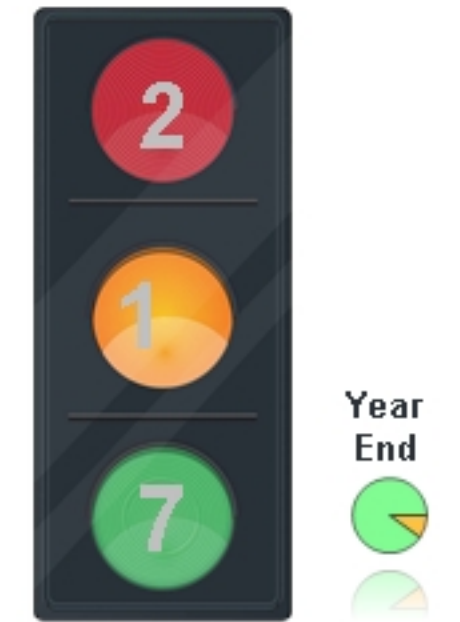


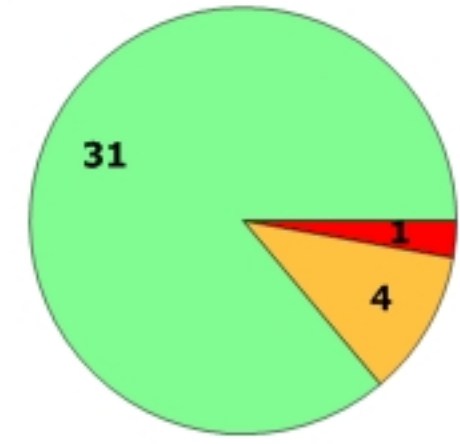
Overall summary of KPIs achieving target



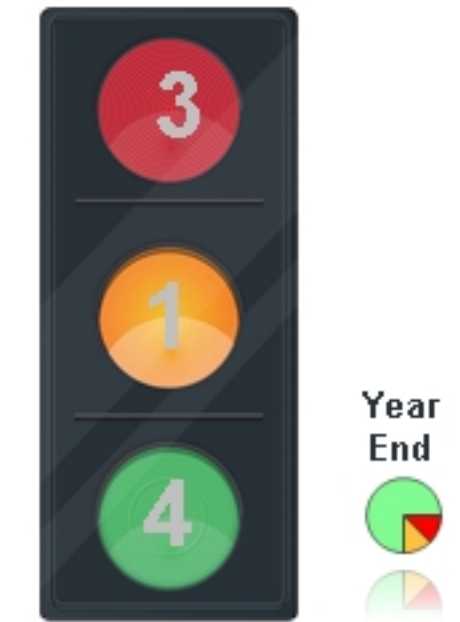
Communities Directorate



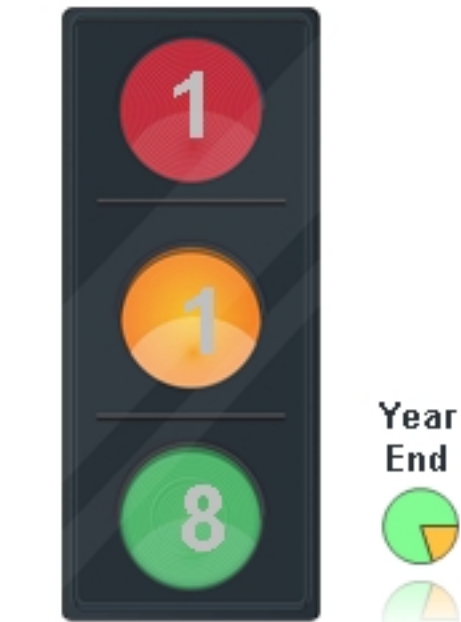
Predicted Level of Year End Target Achievement (All KPIs)



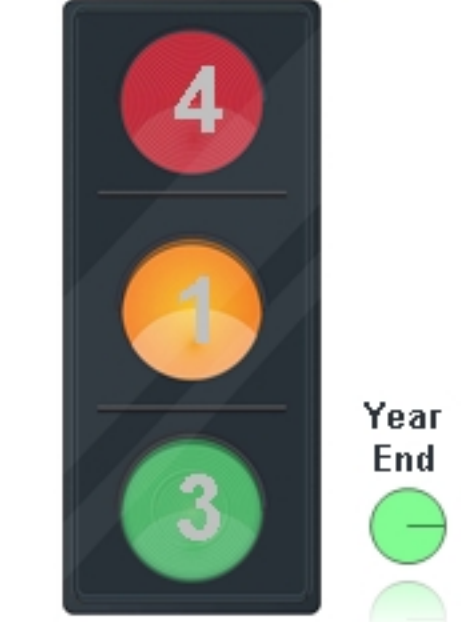
Governance Directorate



Neighbourhoods Directorate



Resources Directorate



Headlines - Reflecting on our performance

Headlines - Reflecting on our performance

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

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

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

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

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

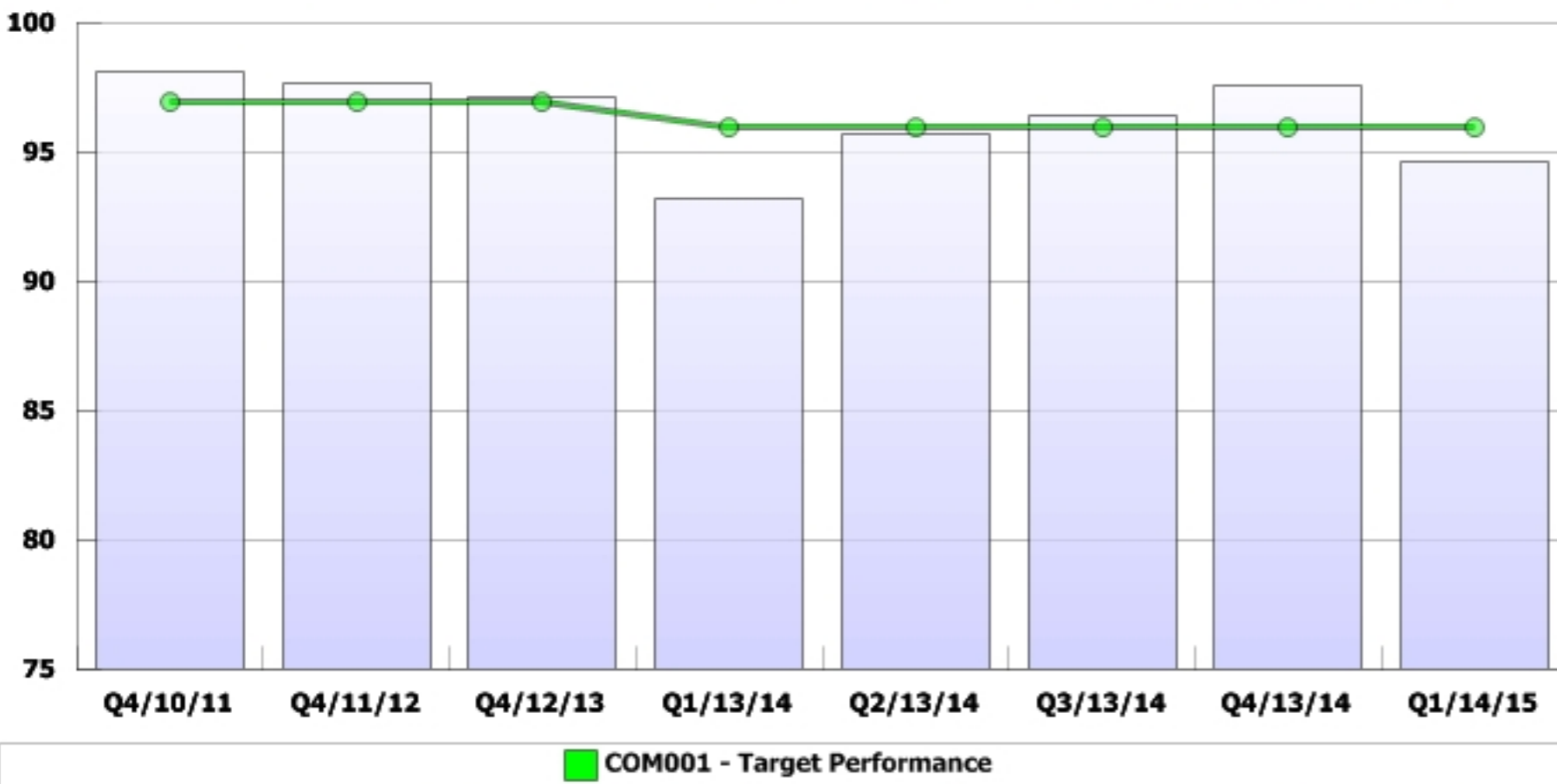
For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

## Current and previous quarters performance



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

Yes



Quarter	Target	Actual	Status
Q1/14/15	96.00%	94.66%	✗
Q4/13/14	96.00%	97.60%	✓
Q3/13/14	96.00%	96.45%	✓
Q2/13/14	96.00%	95.77%	✗
Q1/13/14	96.00%	93.27%	✗

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

Indicator of good performance: A higher percentage is good

↑ is the direction of improvement

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

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

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

### Corrective action proposed (if required):

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

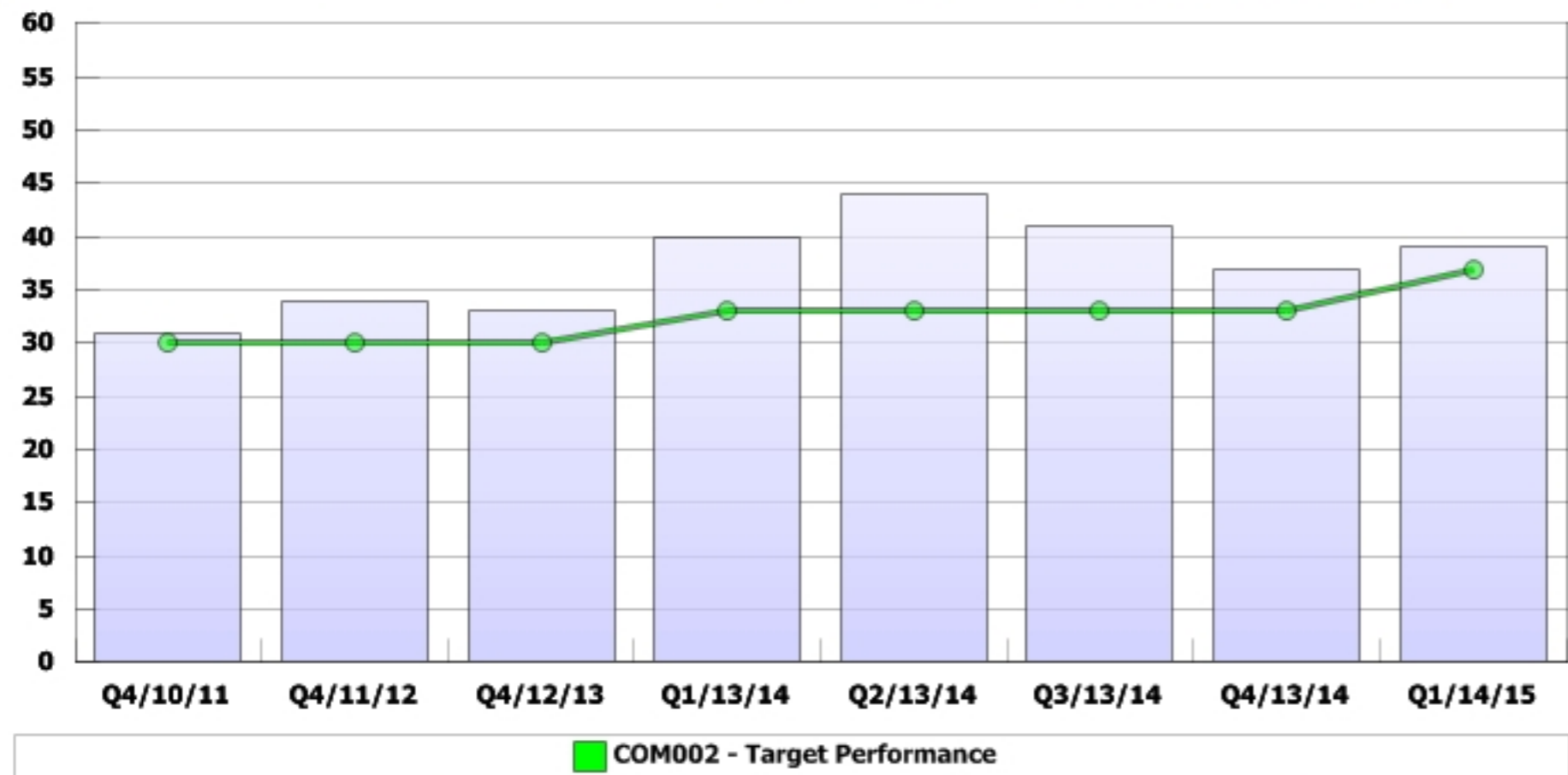
**COM002 On average, how many days did it take us to re-let a Council property?**

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

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



**Current and previous quarters performance**



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

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

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

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

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

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

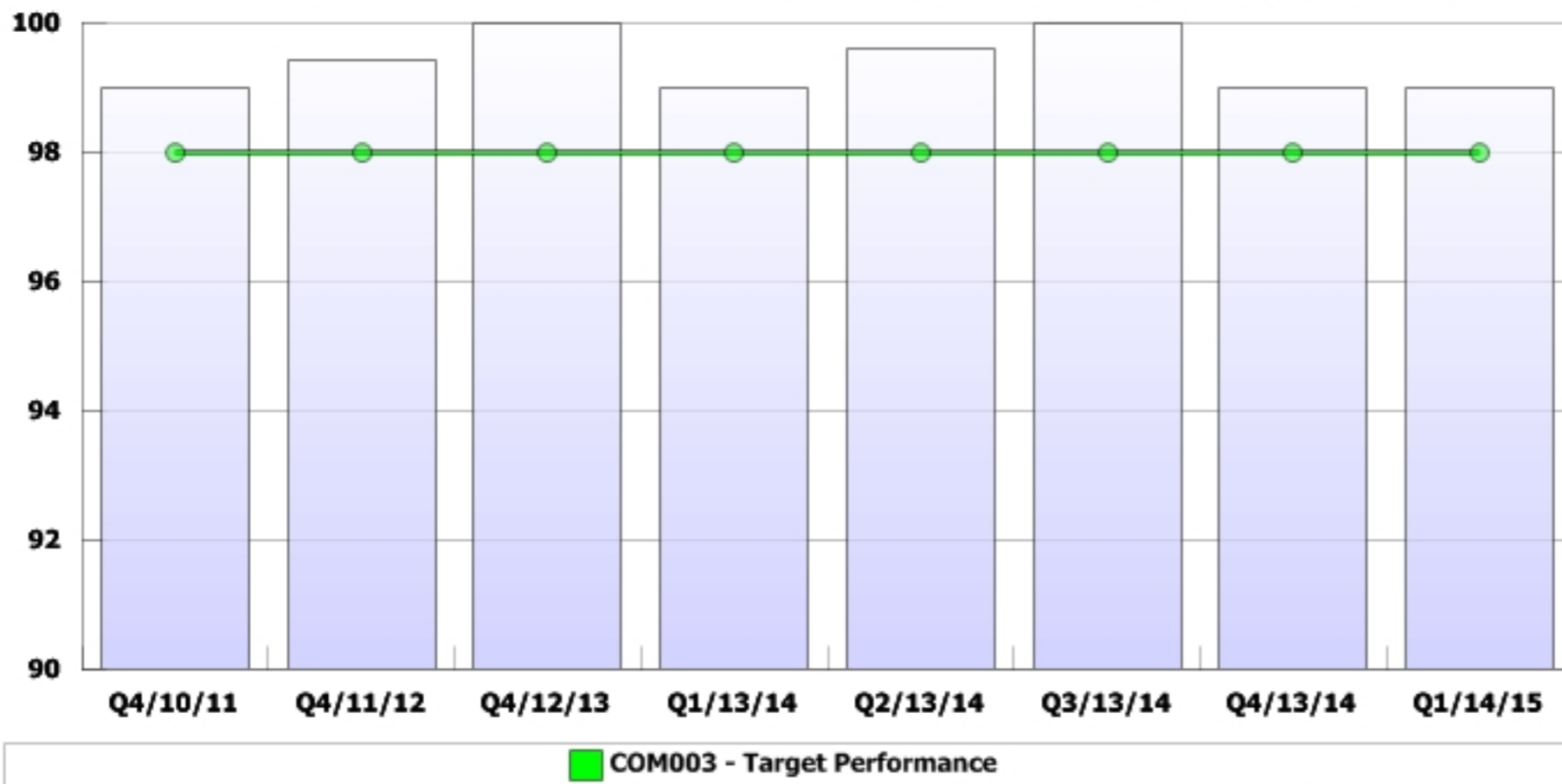
(Q1 2014/15) - The following corrective actions are being considered as part of the ongoing process of improving relet times:  
 - Possible re-introduction of pre-inspections prior to tenants transferring. Permissions will be withheld where properties are in a poor state of repair. This will avoid undertaking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

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

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

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

## Current and previous quarters performance



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



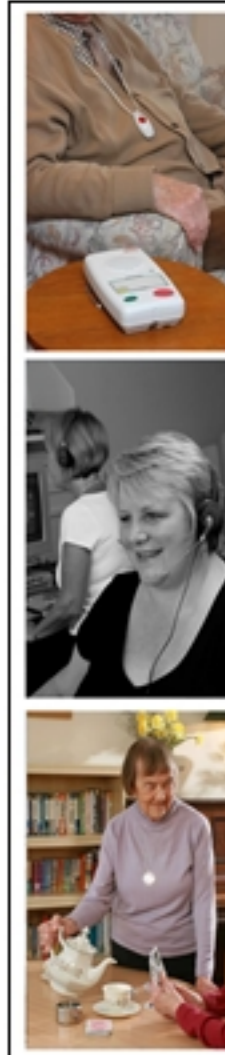
Annual 2014/15 - 98.00%  
Target: 2013/14 - 98.00%

Indicator of good performance:  
A higher percentage is good

↑ is the direction of improvement

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

Yes



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

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

### Corrective action proposed (if required):

Empty box for corrective action proposed.

# COM004 How many households were housed in temporary accommodation?

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

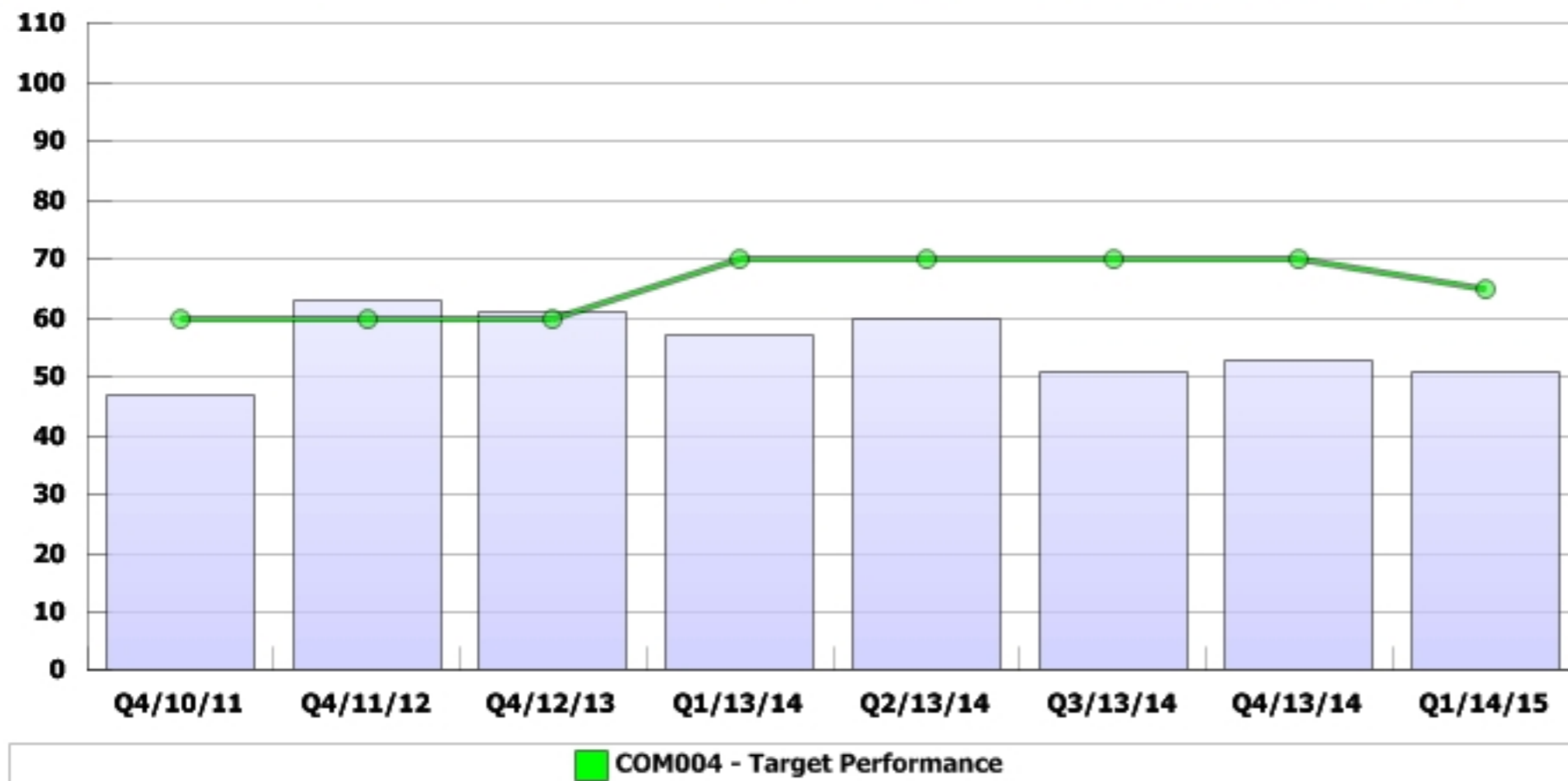
For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

## Current and previous quarters performance



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

Yes



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

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

Indicator of good performance:  
A lower number is good

↓ is the direction of improvement

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

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

### Corrective action proposed (if required):

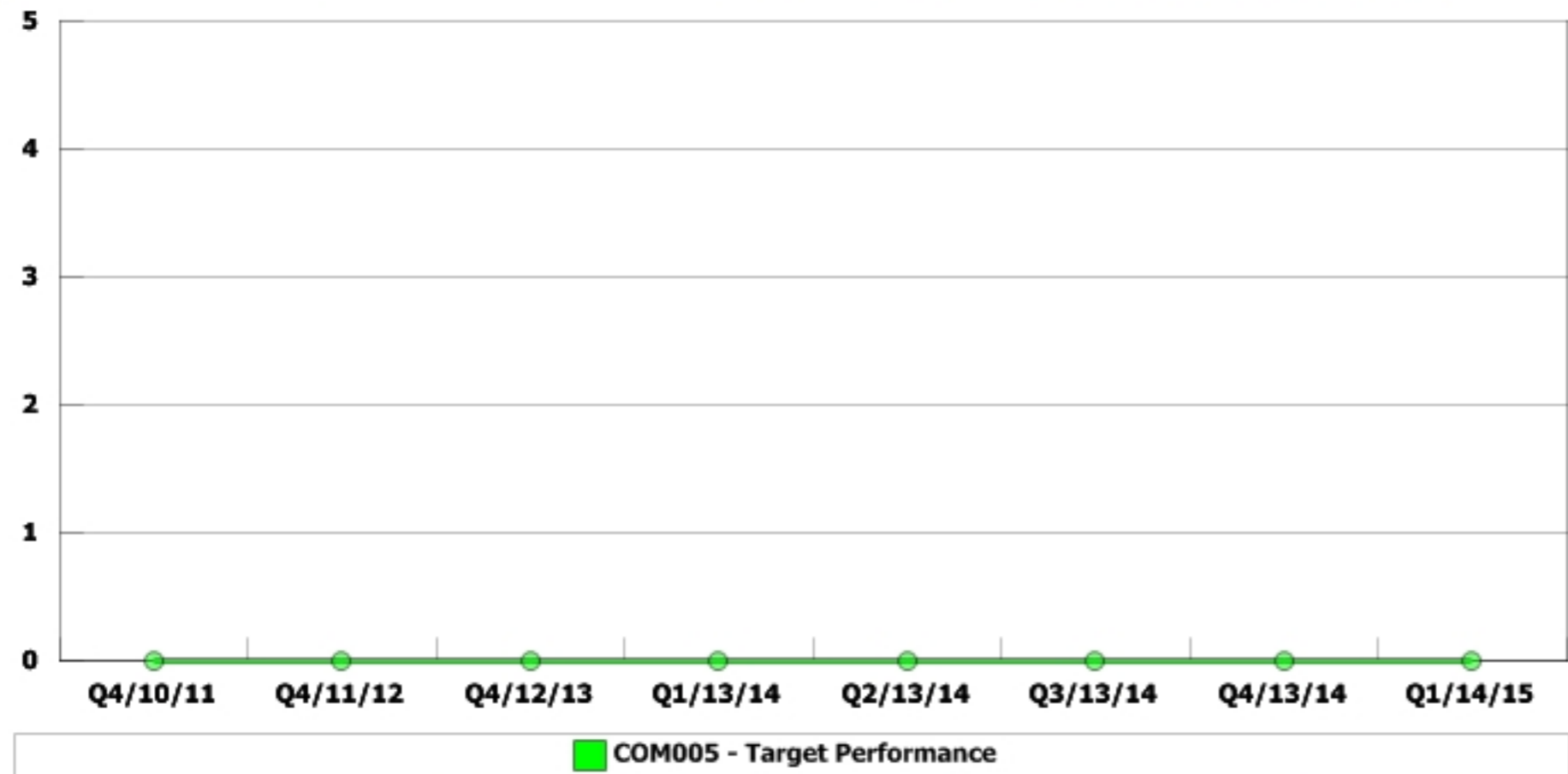
Empty box for corrective action proposed.

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

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

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

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	0.00%	0.00%
Q4/13/14	0.00%	0.00%
Q3/13/14	0.00%	0.00%
Q2/13/14	0.00%	0.00%
Q1/13/14	0.00%	0.00%

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

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

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

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

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

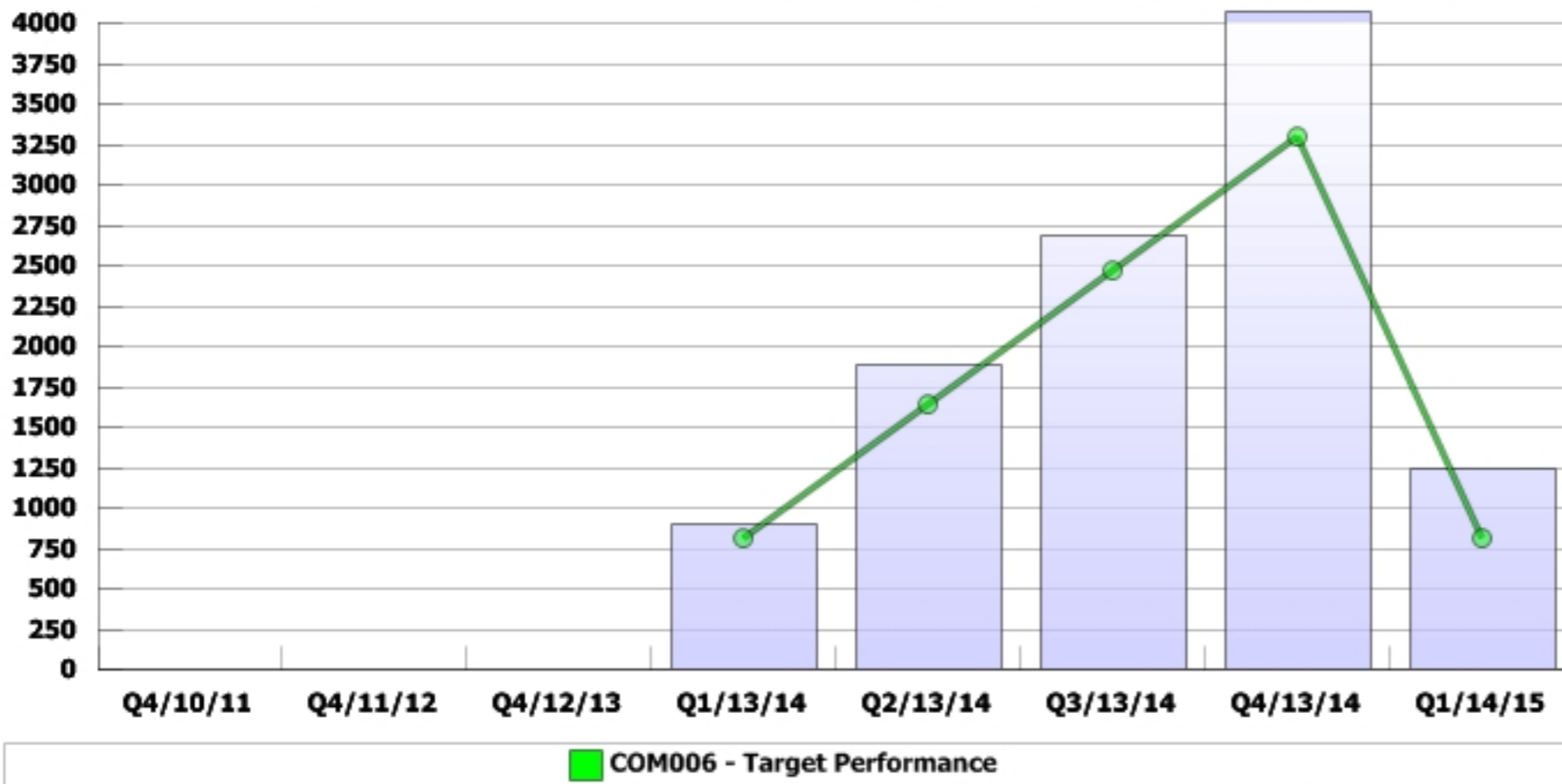
**Corrective action proposed (if required):**

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

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

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

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	825	1,244
Q4/13/14	3,300	4,076
Q3/13/14	2,475	2,689
Q2/13/14	1,650	1,898
Q1/13/14	825	905

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

Yes

↑ is the direction of improvement

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

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

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

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

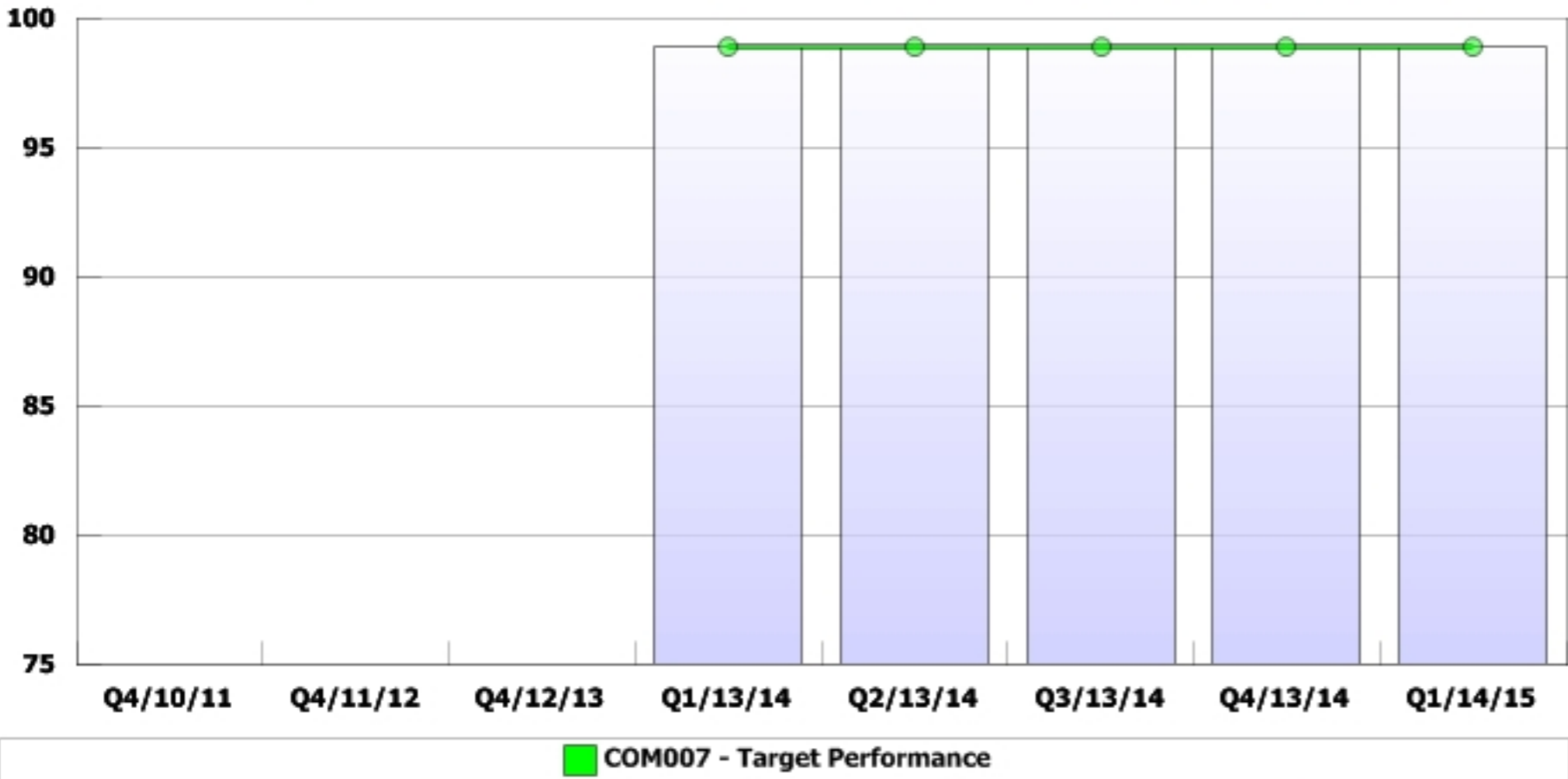


**COM007 What percentage of all emergency repairs are attended to within 4 working hours?**

**Additional Information:**

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

**Current and previous quarters performance**



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

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

Indicator of good performance:  
 A higher percentage is good

↑ is the direction of improvement

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

Yes

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

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

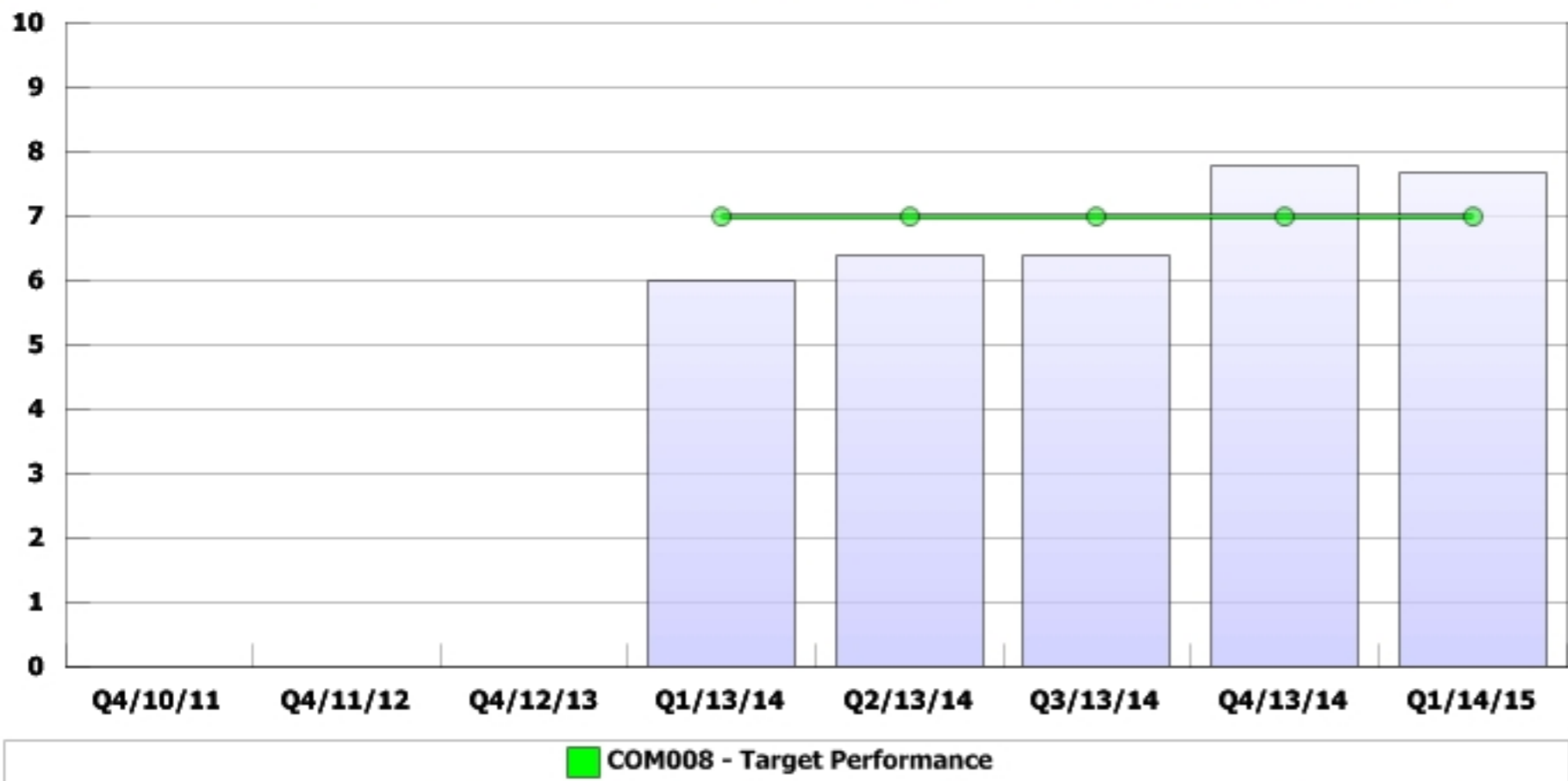
**Corrective action proposed (if required):**

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

**Additional Information:**

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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	7.0	7.7	✗
Q4/13/14	7.0	7.8	✗
Q3/13/14	7.0	6.4	✓
Q2/13/14	7.0	6.4	✓
Q1/13/14	7.0	6.0	✓

**Annual 2014/15 - 7 working days**  
**Target: 2013/14 - 7 working days**  
**Indicator of good performance: A lower number of days is good**  
 ↓ is the direction of improvement

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

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

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

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

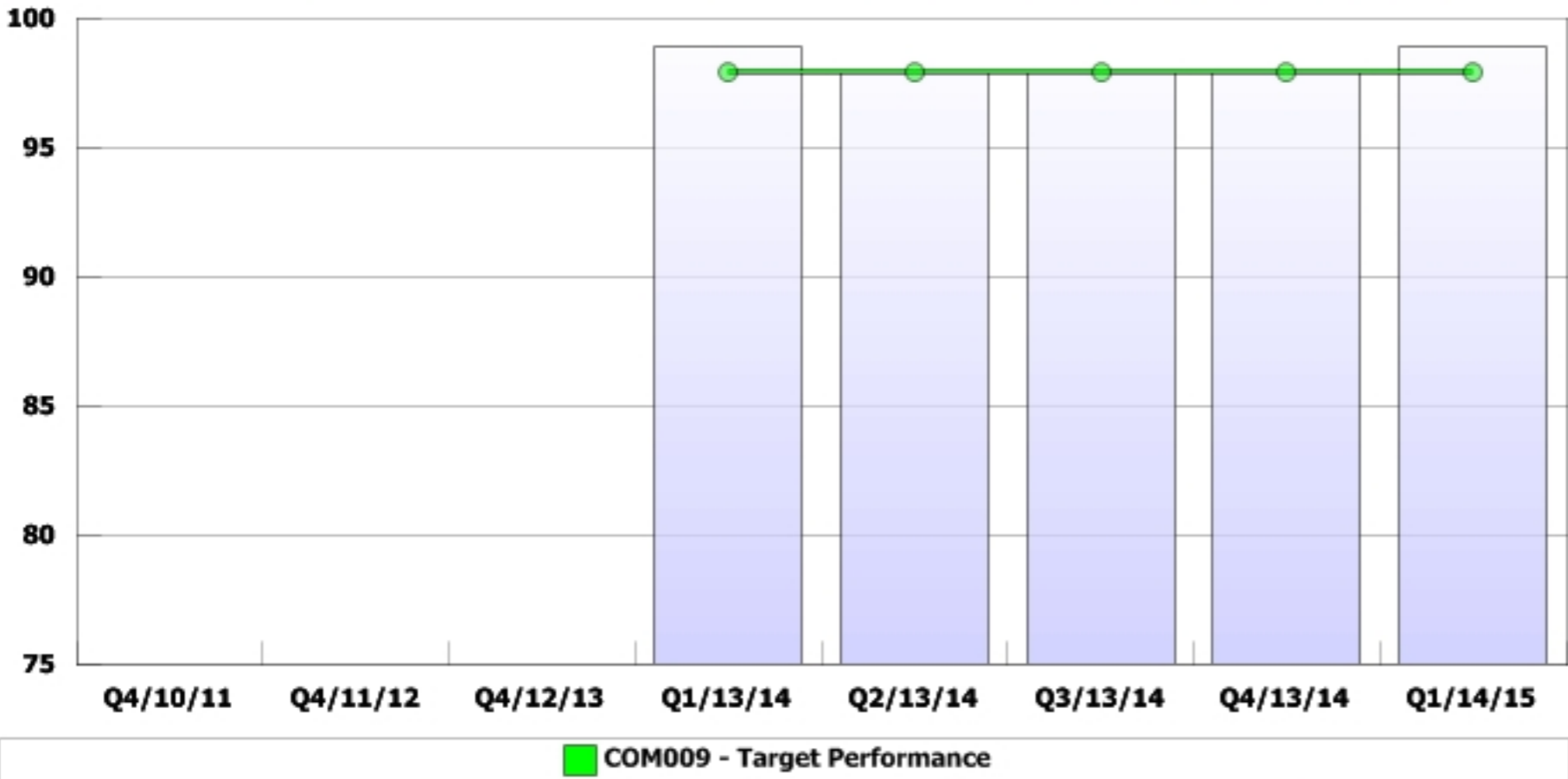
(Q1 2014/15) - The Housing Repairs Service will drive performance in Q2 through to Q4 to reduce the full year performance back down to 7 working days by the end of March 2015. By keeping performance under 6 working days this should have the effect of reducing the 0.71 working day average increase over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

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

**Additional Information:**

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

**Current and previous quarters performance**



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

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

Indicator of good performance:  
 A higher percentage is good

↑ is the direction of improvement

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

Yes

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

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

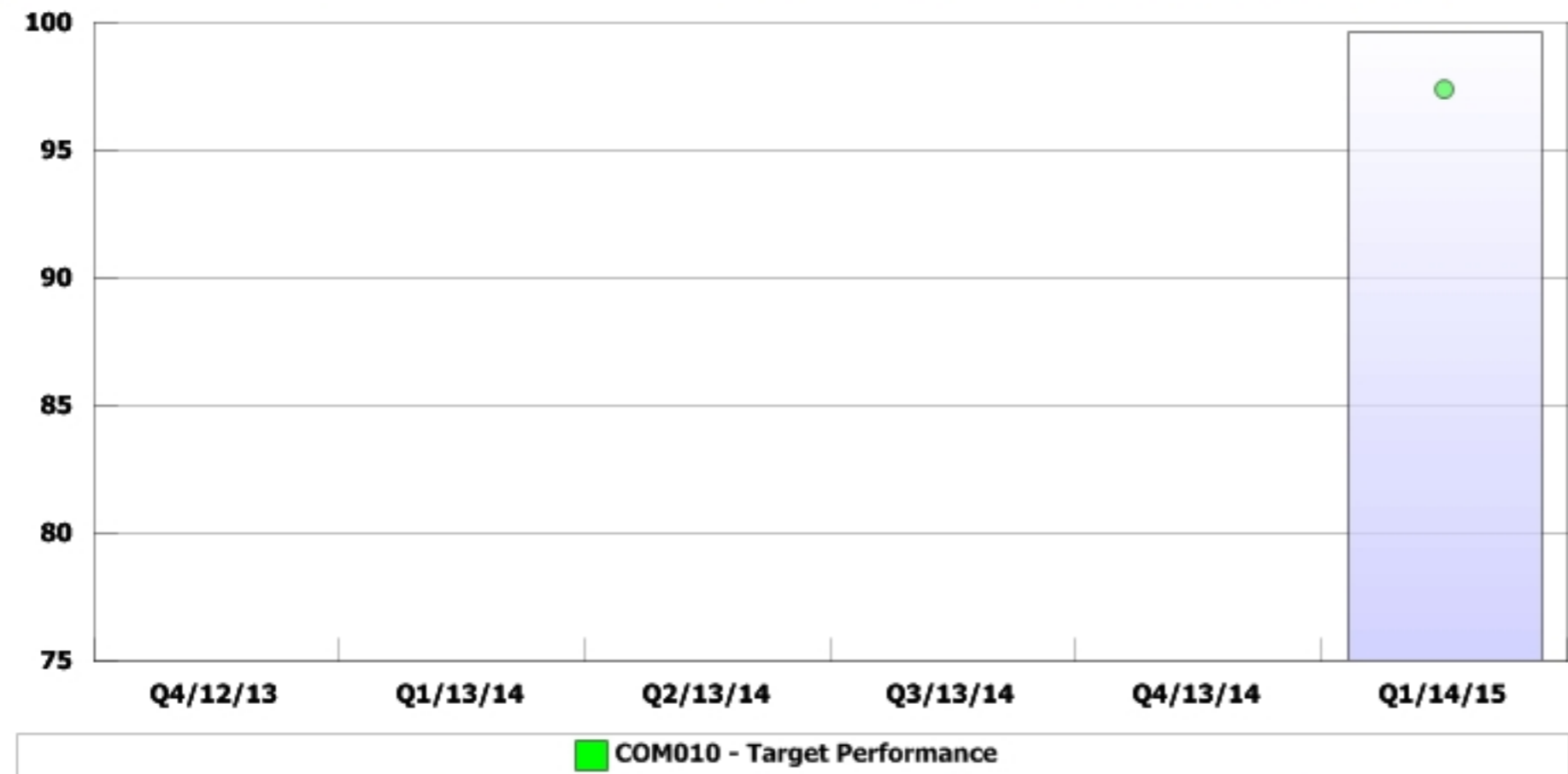
**Corrective action proposed (if required):**

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

**Additional Information:**

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

**Current and previous quarters performance**



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

**Annual Target: 2014/15 - 97.50%**  
**Target: 2013/14 - N/A**

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

↑ is the direction of improvement



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

Yes

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

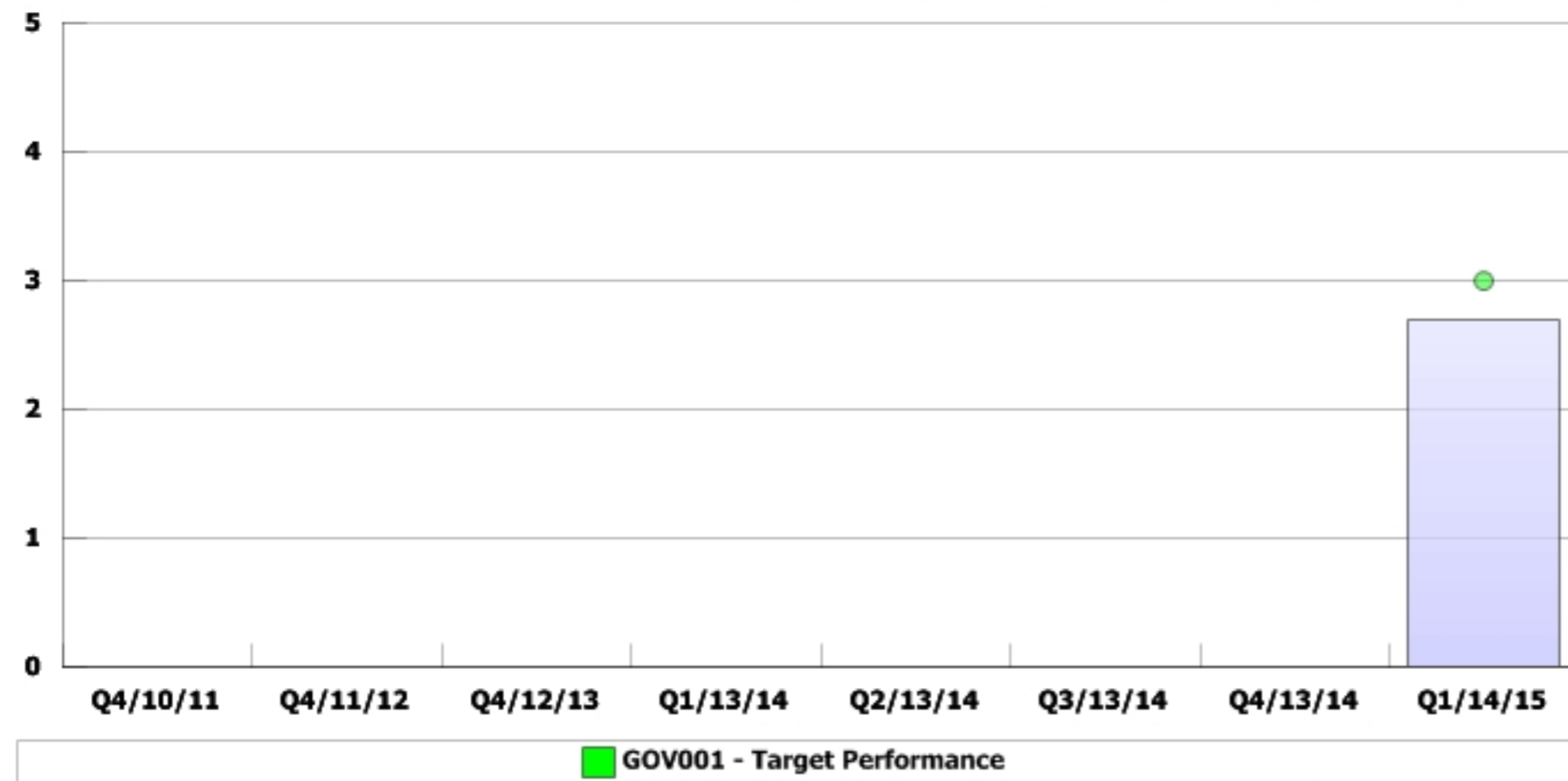
(Q1 2014/15) - The target has been achieved.

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

**Additional Information:**

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

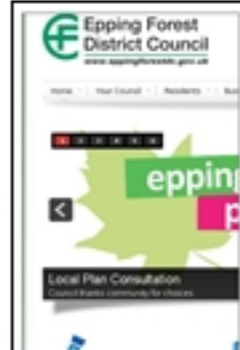
**Current and previous quarters performance**



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

**Annual Target:** 2014/15 - 3 Stars  
 2013/14 - N/A  
**Indicator of good performance:**  
 A higher level is good

↑ is the direction of improvement



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

Yes

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

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

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

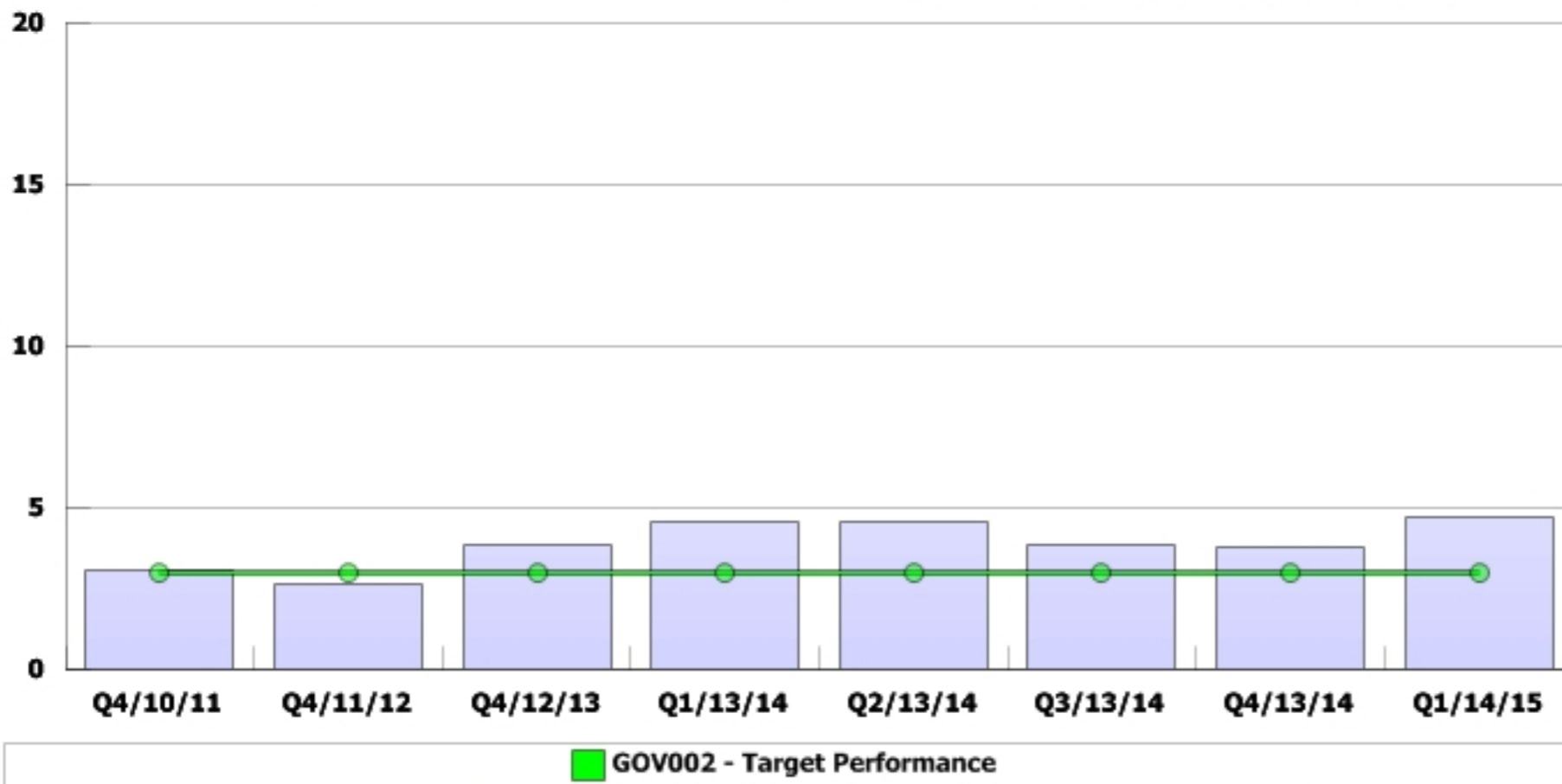
(Q1 2014/15) - The comments have enabled us to make specific changes to benefit users which cannot be gained from statistics alone.

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

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

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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	3.00%	4.73%	✗
Q4/13/14	3.00%	3.80%	✗
Q3/13/14	3.00%	3.90%	✗
Q2/13/14	3.00%	4.60%	✗
Q1/13/14	3.00%	4.60%	✗

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

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

↓ is the direction of improvement

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

No

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

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

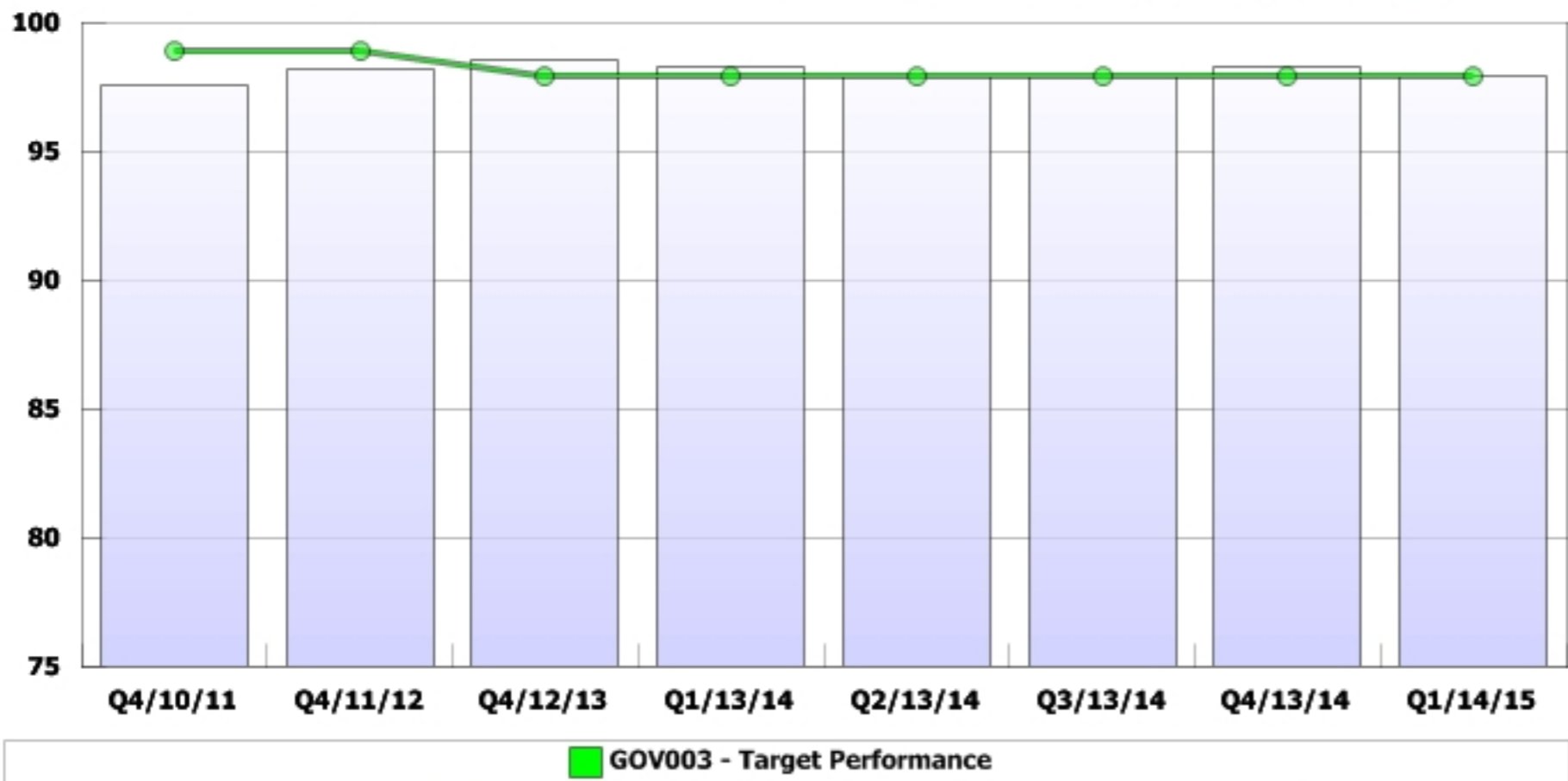
**Corrective action proposed (if required):**

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

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

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

Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	98.00%	97.97%	✗
Q4/13/14	98.00%	98.31%	✓
Q3/13/14	98.00%	97.97%	✗
Q2/13/14	98.00%	97.97%	✗
Q1/13/14	98.00%	98.31%	✓

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

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



Comment on current performance (including context):

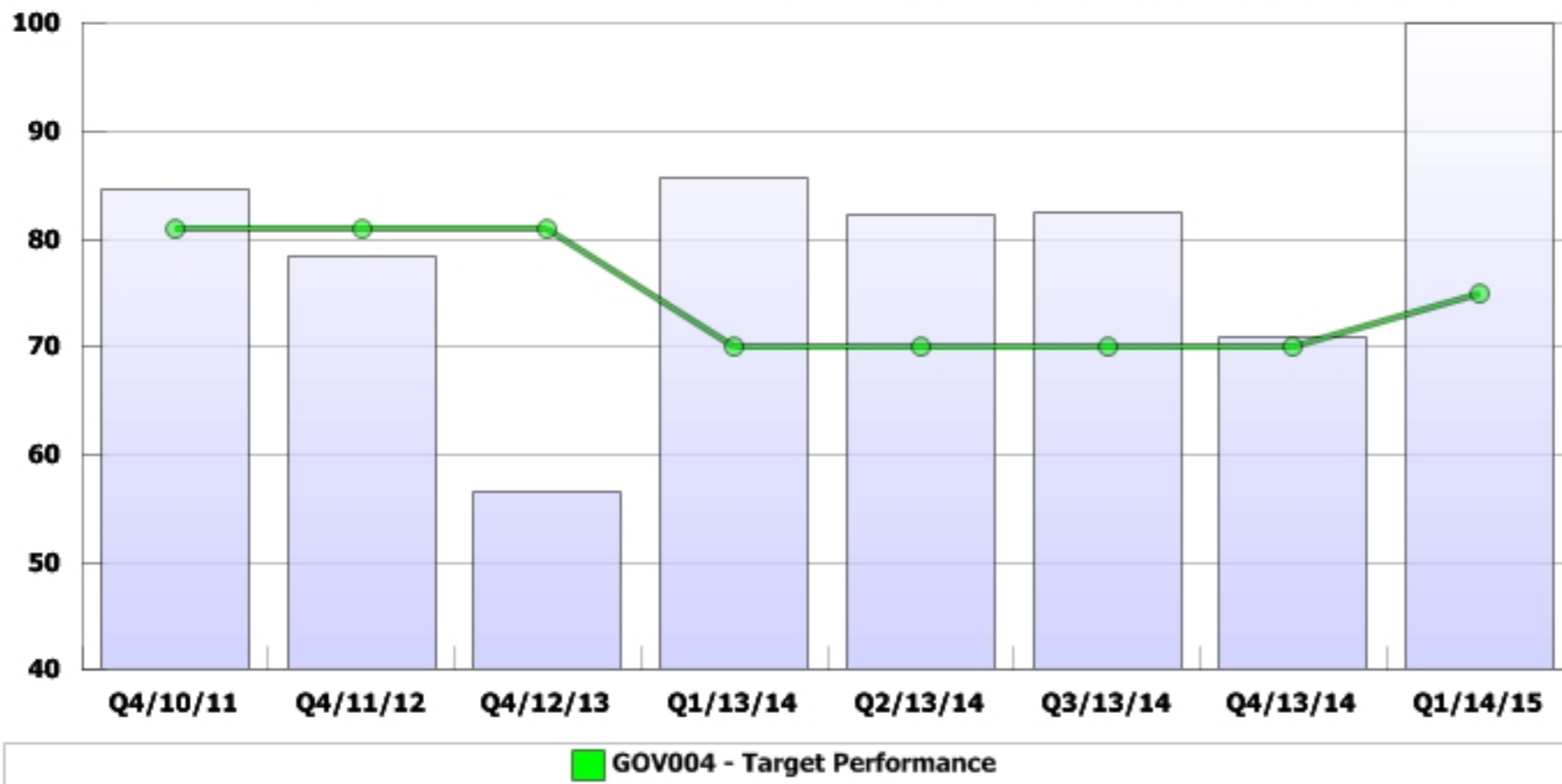
(Q1 2014/15) The target was almost met.

Corrective action proposed (if required):

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

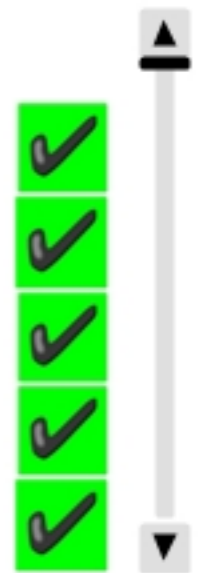
For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	75.00%	100.00%
Q4/13/14	70.00%	70.97%
Q3/13/14	70.00%	82.61%
Q2/13/14	70.00%	82.35%
Q1/13/14	70.00%	85.71%

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



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



Comment on current performance (including context):

(Q1 2014/15) - Major type applications represent only a small number of the overall number of planning applications received, but they are more complex and generally are reported to planning committees, so deadlines for decisions are tight. Because of this, the performance can be volatile, but with 6 out of 6 decided in time, the target has been achieved.

Corrective action proposed (if required):

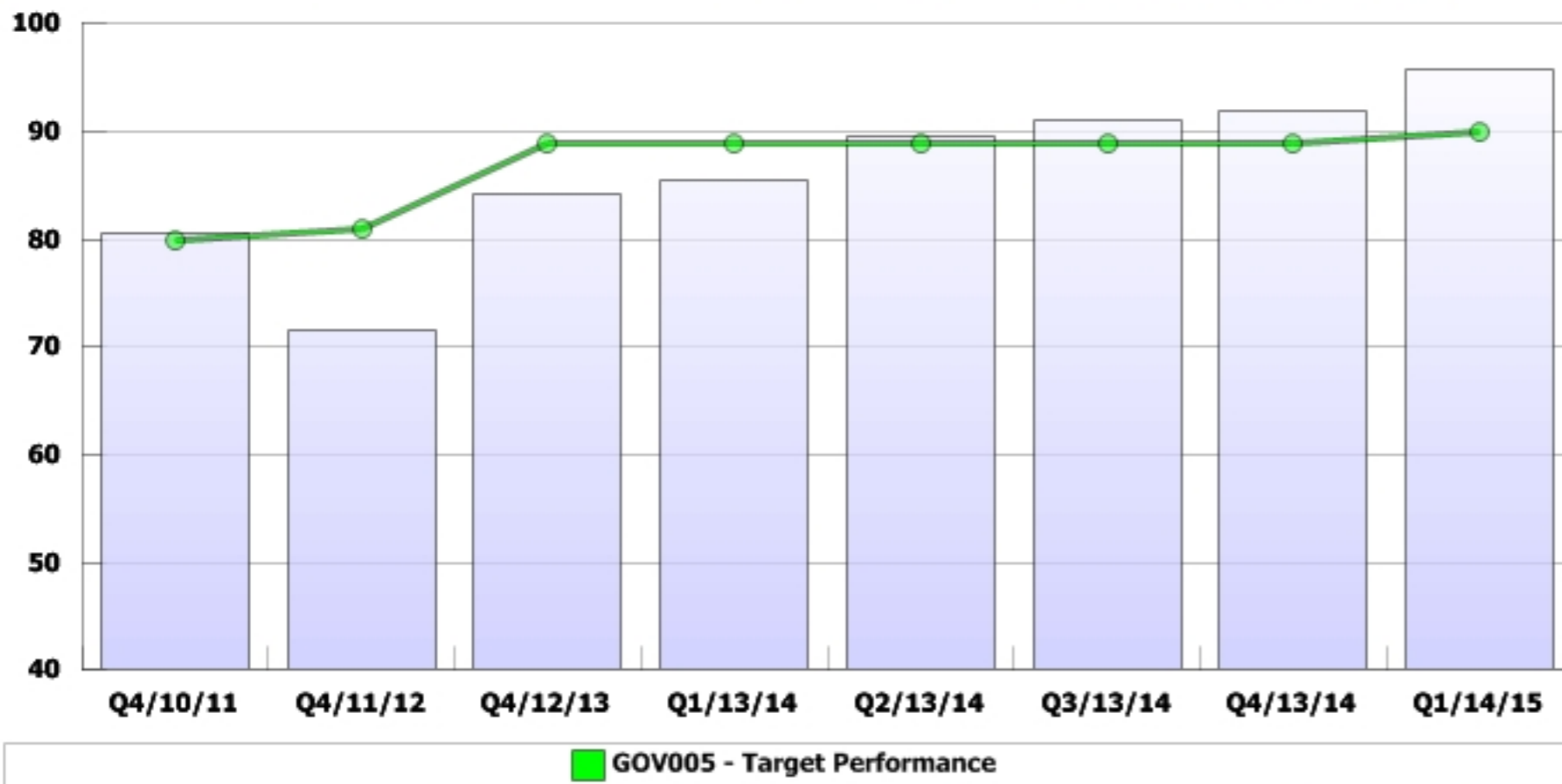


**GOV005 What percentage of minor planning applications were processed within 8 weeks (Delegated decisions only from 2012/13)?**

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

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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	90.00%	95.83%	✓
Q4/13/14	89.00%	91.97%	✓
Q3/13/14	89.00%	91.04%	✓
Q2/13/14	89.00%	89.66%	✓
Q1/13/14	89.00%	85.51%	✗

**Annual 2014/15 - 90.00% (delegated)**  
**Target: 2013/14 - 89.00% (delegated)**  
**Indicator of good performance: A higher percentage is good**

↑ is the direction of improvement

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



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

(Q1 2014/15) - This covers planning applications that include 1 to 9 dwellings/ pitches per application as well as offices, light industry, general industry, storage, warehousing or retail floorspace under 10,000sq m or 1 hectare and other minor developments. Only 4 out of 96 applications in this category were outside the target time, which shows continued performance improvement on previous years, primarily because the Development Control team has been fully staffed and officers are making a concerted effort to hit the target.

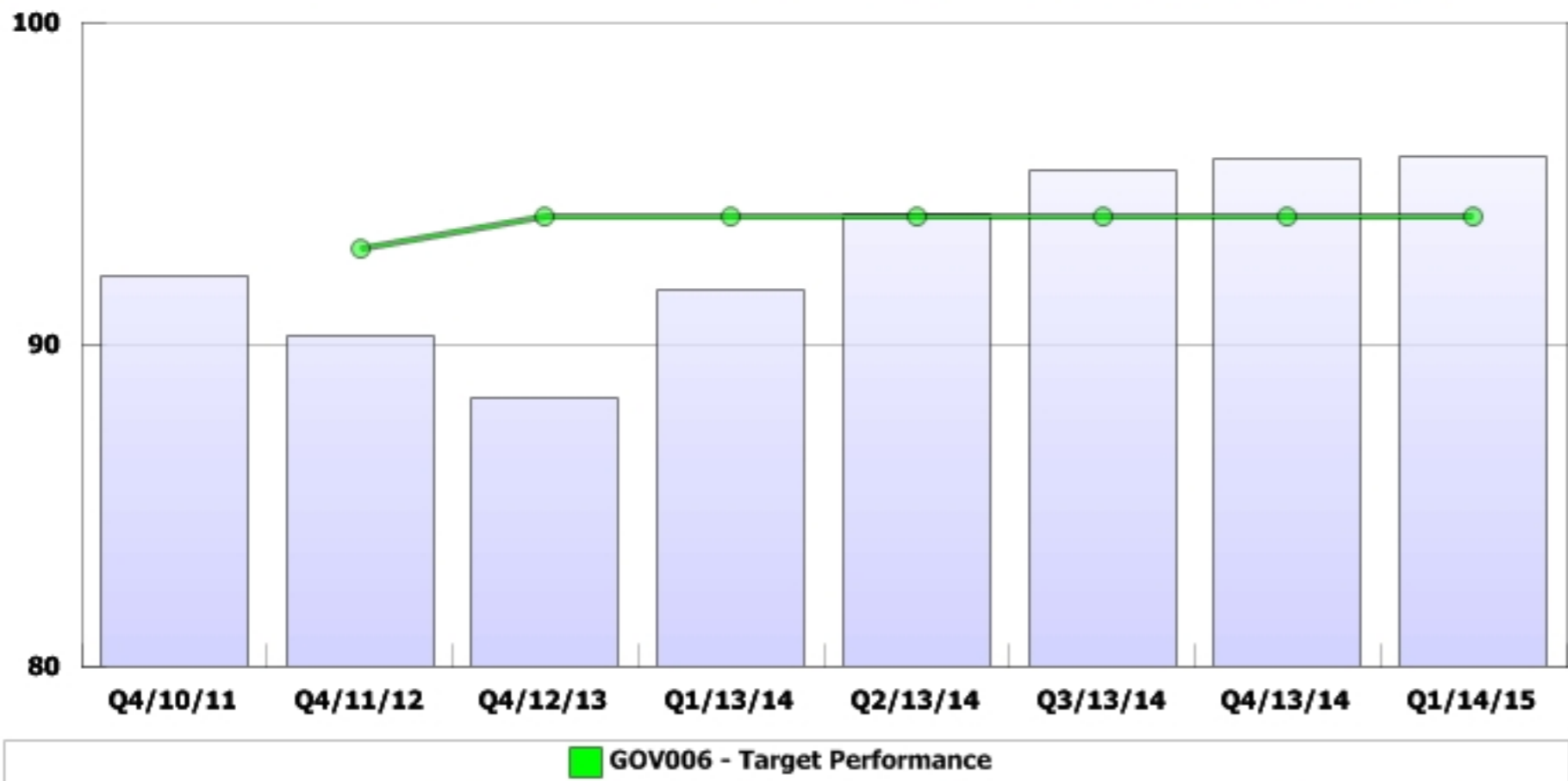
**Corrective action proposed (if required):**

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

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

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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	94.00%	95.90%	✓
Q4/13/14	94.00%	95.84%	✓
Q3/13/14	94.00%	95.44%	✓
Q2/13/14	94.00%	94.12%	✓
Q1/13/14	94.00%	91.74%	✗

**Annual Target: 2014/15 - 94.00% (delegated)**  
**Target: 2013/14 - 94.00% (delegated)**  
**Indicator of good performance: A higher percentage is good**  
 ↑ is the direction of improvement

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

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

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

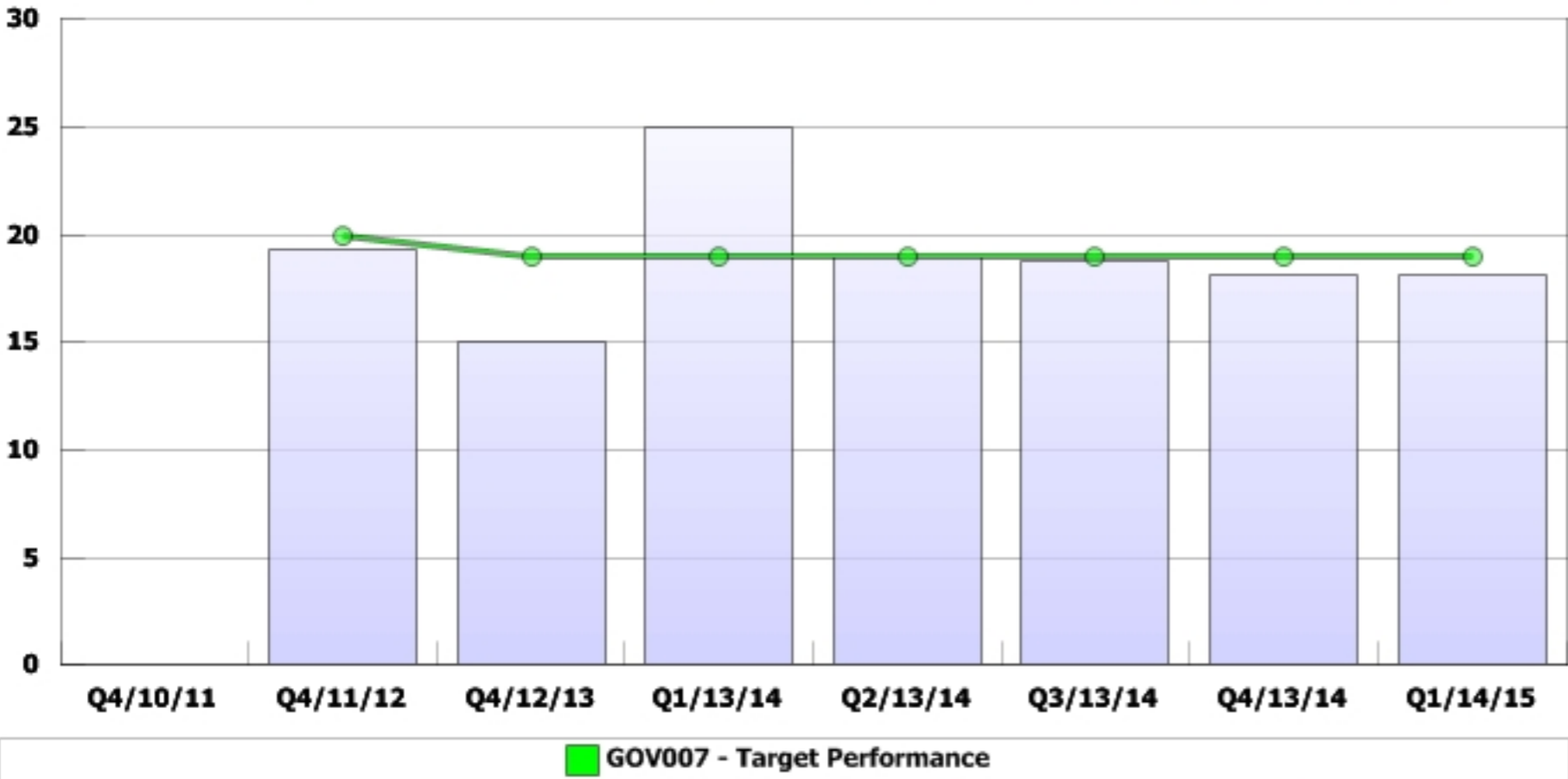
**Corrective action proposed (if required):**

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

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

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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	19.00%	18.20%	✓
Q4/13/14	19.00%	18.18%	✓
Q3/13/14	19.00%	18.75%	✓
Q2/13/14	19.00%	19.05%	✗
Q1/13/14	19.00%	25.00%	✗

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

Indicator of good performance:  
 A lower percentage is good

↓ is the direction of improvement

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

Yes

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

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

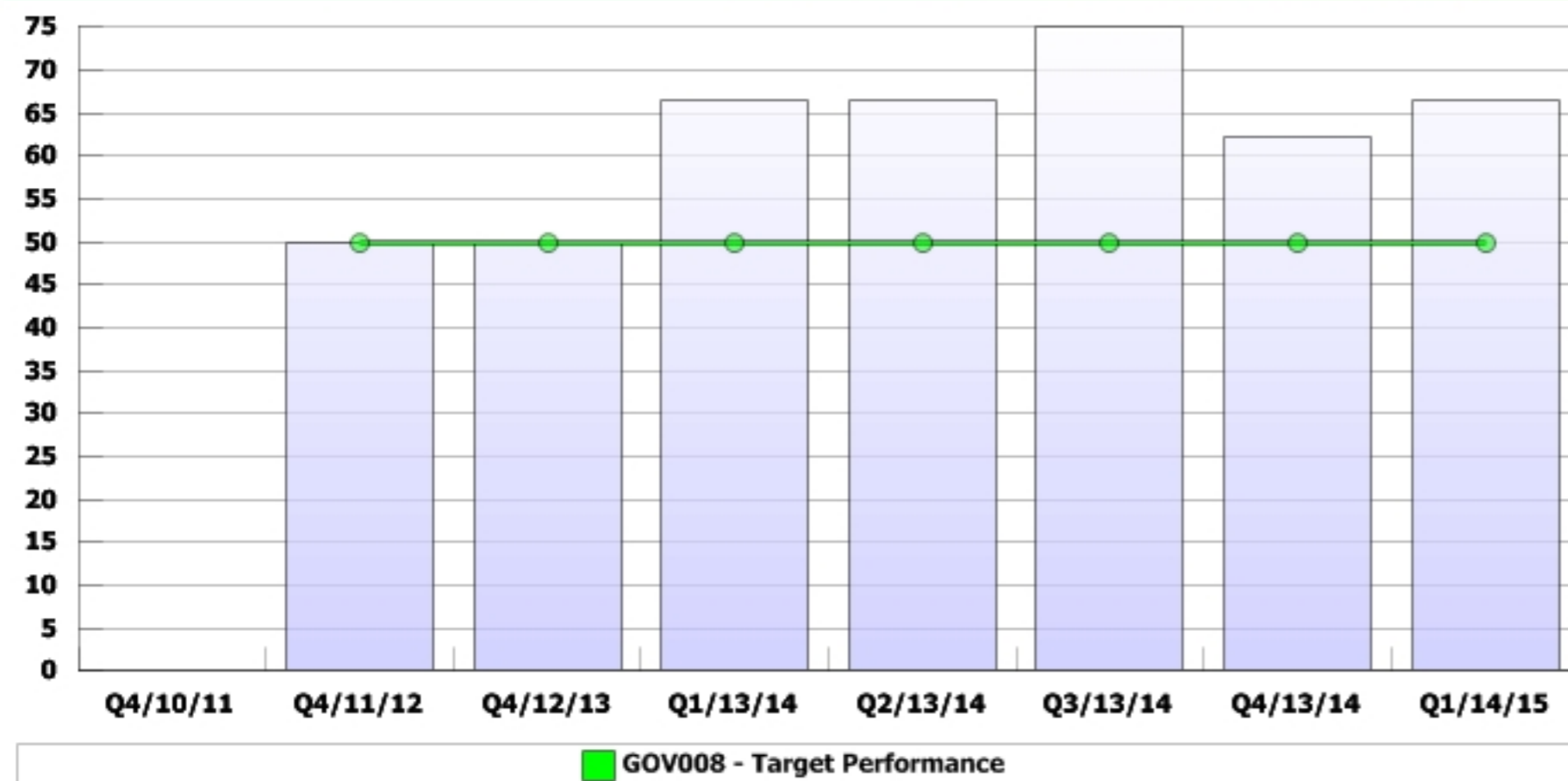
**Corrective action proposed (if required):**

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

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

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

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	50.00%	66.67%
Q4/13/14	50.00%	62.20%
Q3/13/14	50.00%	75.00%
Q2/13/14	50.00%	66.67%
Q1/13/14	50.00%	66.67%

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

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

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

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

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

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

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

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

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

## Current and previous quarters performance



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

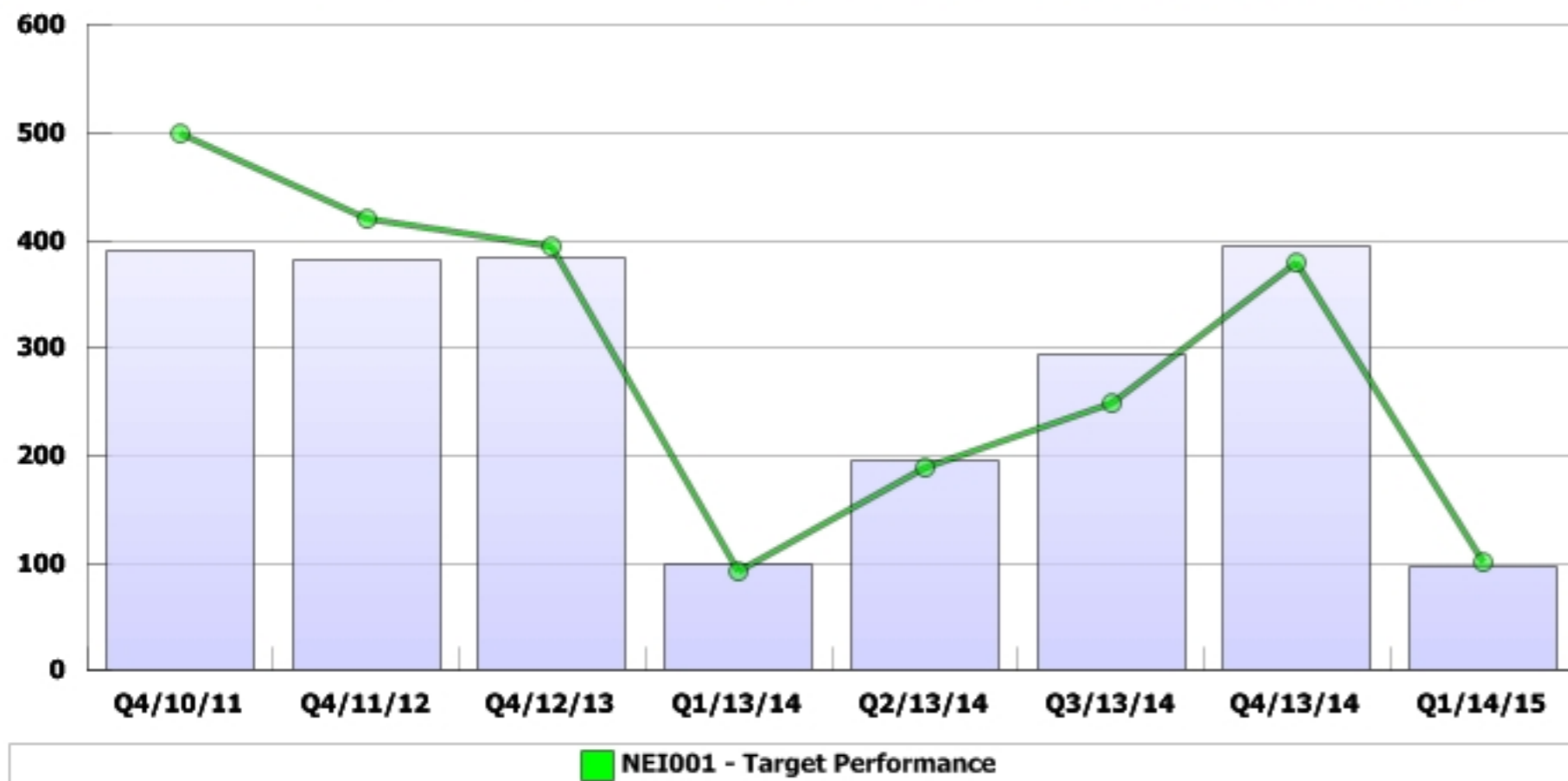
Uncertain

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

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

Indicator of good performance:  
A lower waste figure is good

↓ is the direction of improvement



■ NEI001 - Target Performance

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

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

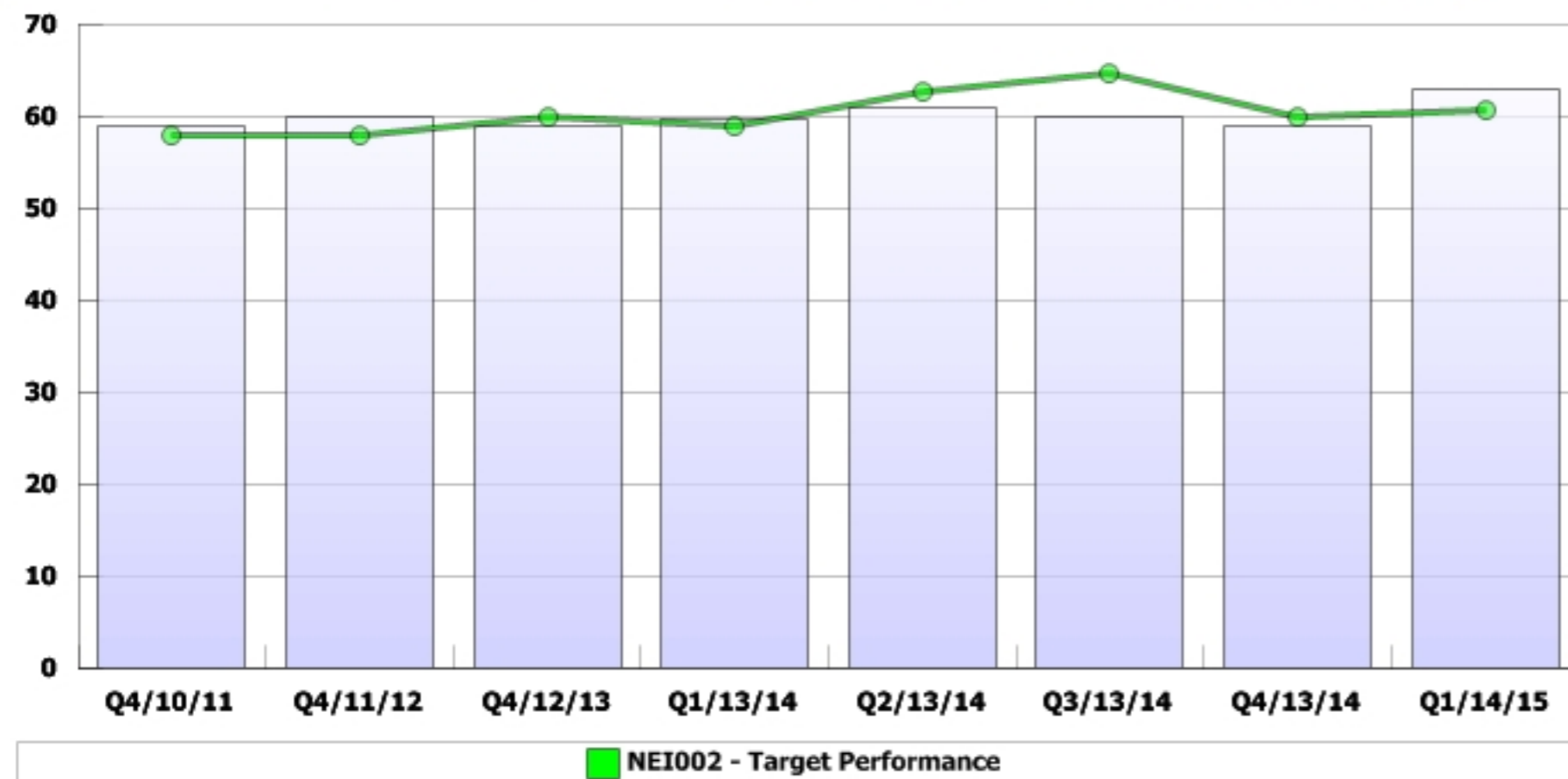
### Corrective action proposed (if required):

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

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

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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	60.95%	63.00%	✓
Q4/13/14	60.00%	59.00%	✗
Q3/13/14	64.80%	60.00%	✗
Q2/13/14	62.90%	61.00%	✗
Q1/13/14	59.01%	59.93%	✓

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

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

↑ is the direction of improvement



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

Uncertain



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

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

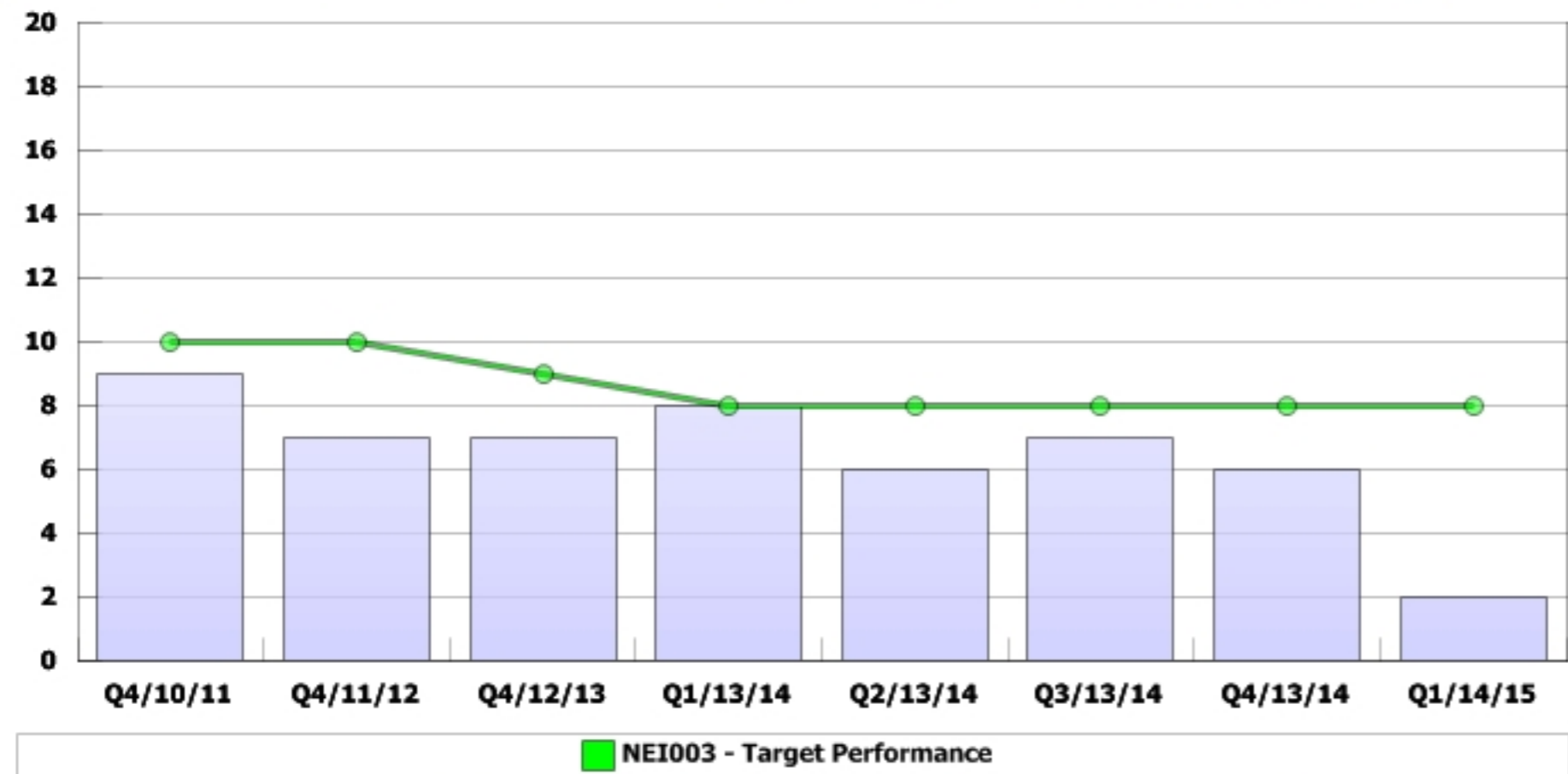
**Corrective action proposed (if required):**

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

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

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

## Current and previous quarters performance



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

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

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

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

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

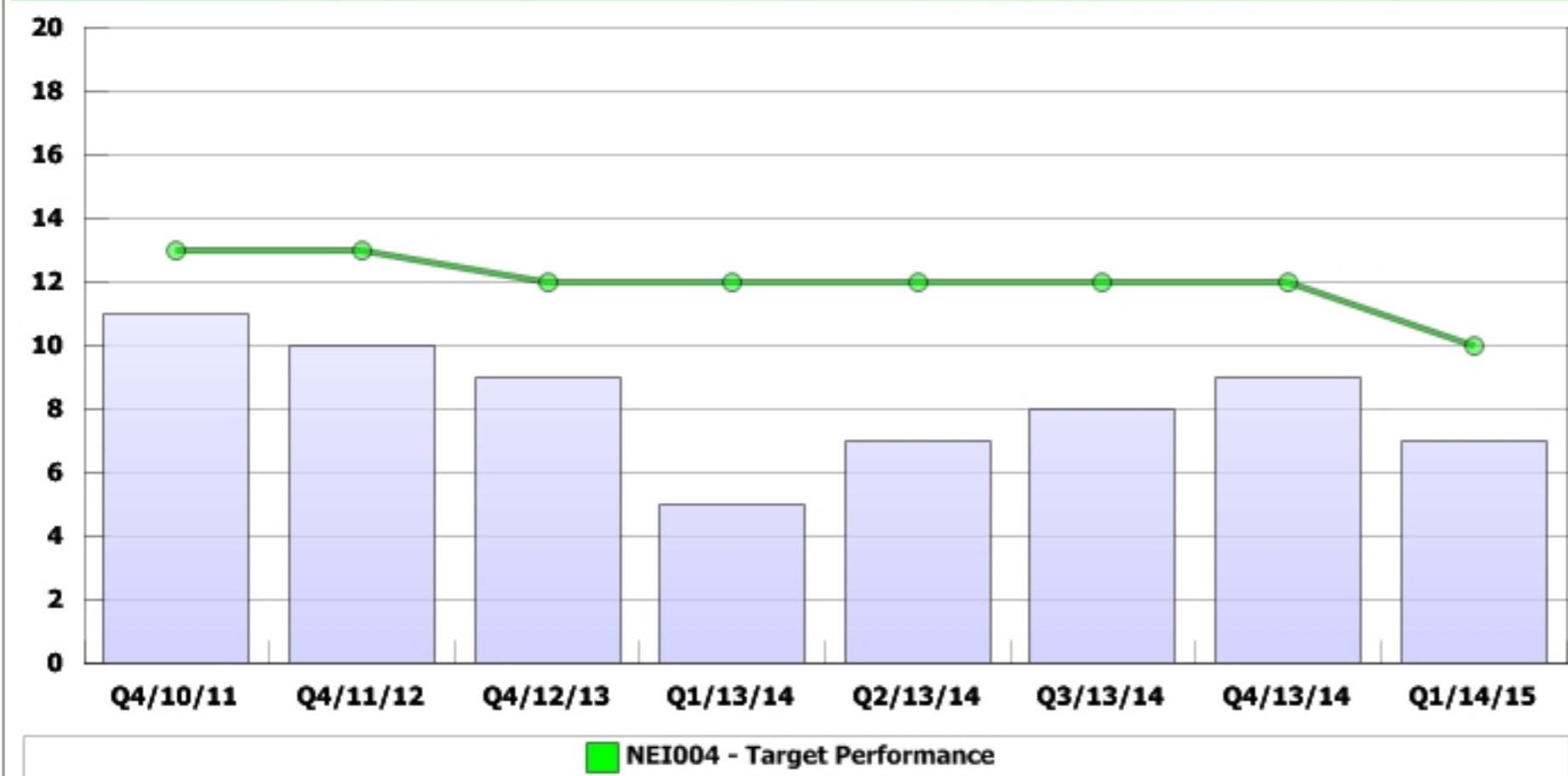
### Corrective action proposed (if required):

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

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

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

**Current and previous quarters performance**



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

Annual Target: 2014/15 - 10%  
 Target: 2013/14 - 12%  
 Indicator of good performance: A lower percentage is good  
 ↓ is the direction of improvement



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

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

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

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

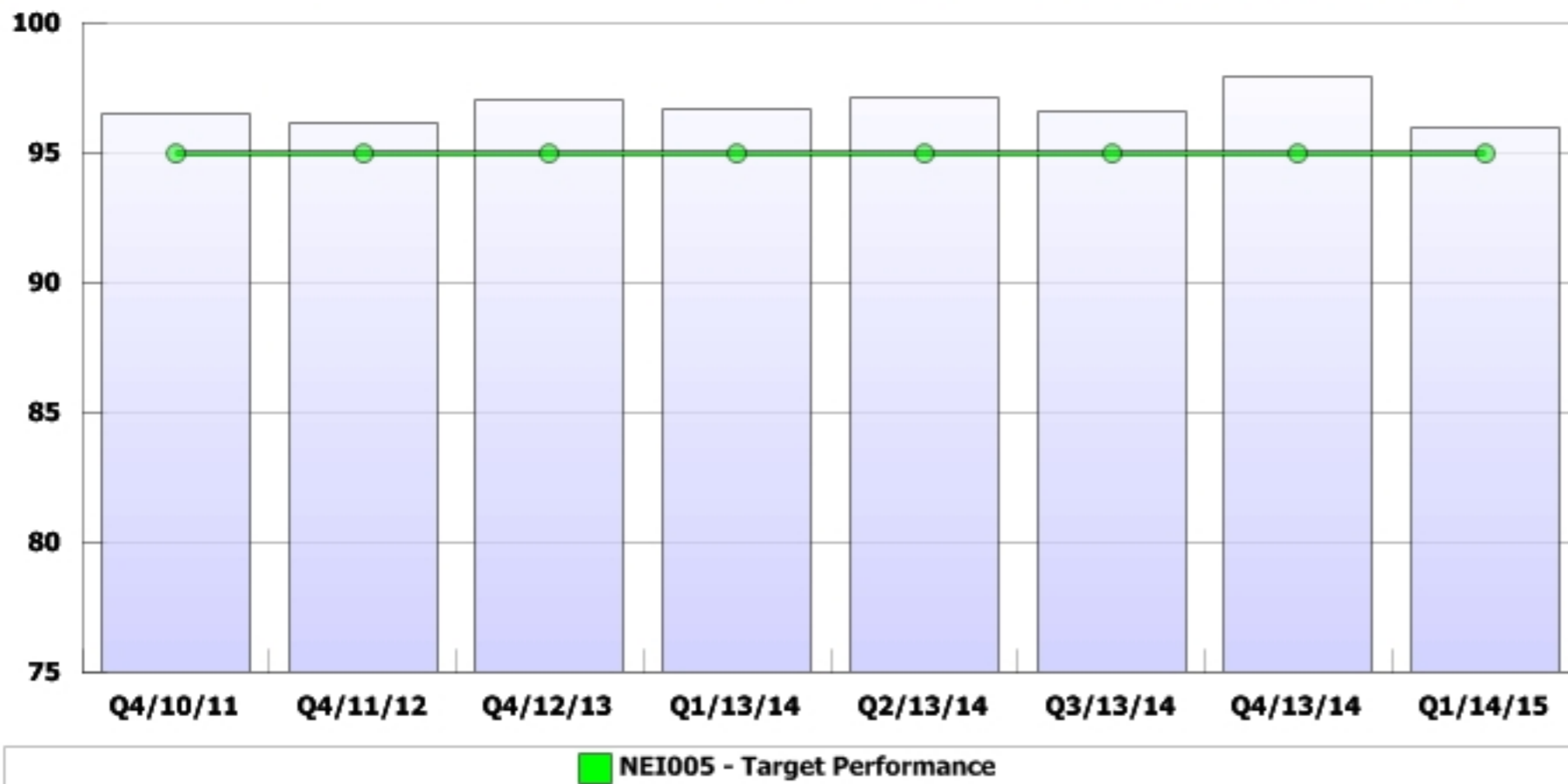


**NEI005 What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?**

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

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

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	95.00%	96.03%
Q4/13/14	95.00%	98.00%
Q3/13/14	95.00%	96.66%
Q2/13/14	95.00%	97.23%
Q1/13/14	95.00%	96.76%

**Annual Target: 2014/15 - 95.00%**  
**Target: 2013/14 - 95.00%**

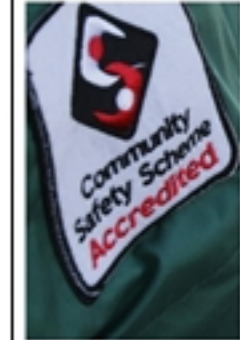
**Indicator of good performance: A higher percentage is good**

**↑ is the direction of improvement**



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

Yes



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

(Q1 2014/15) - Target achieved.

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

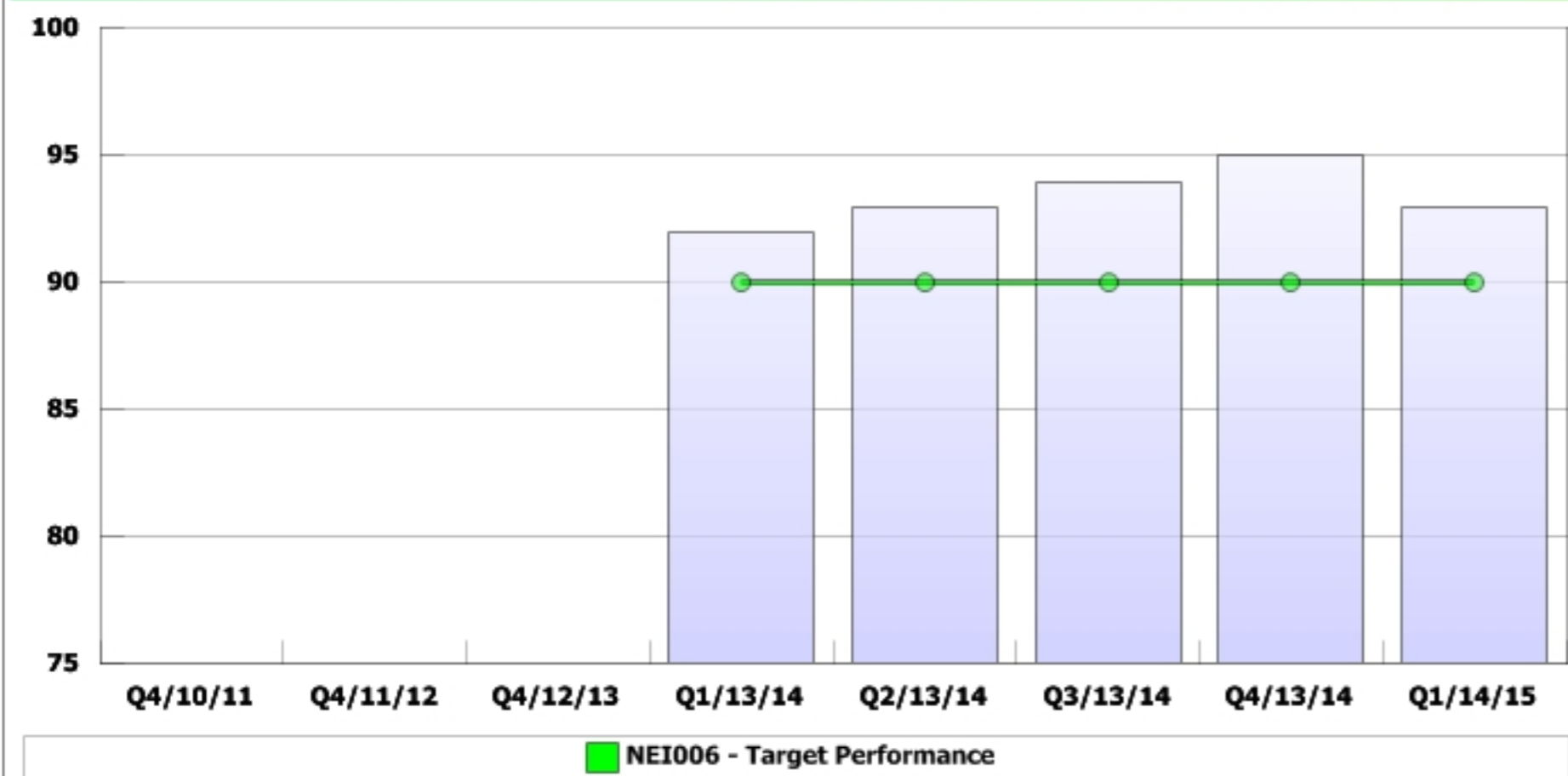
Empty box for corrective action proposed.

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

**Additional Information:**

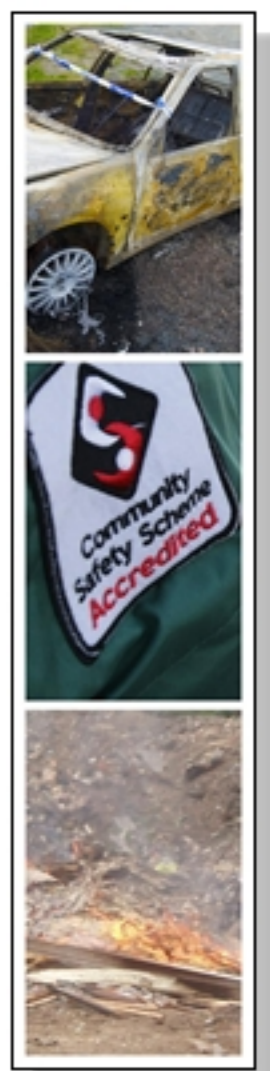
For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



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

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



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

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

(Q1 2014/15) - Target achieved

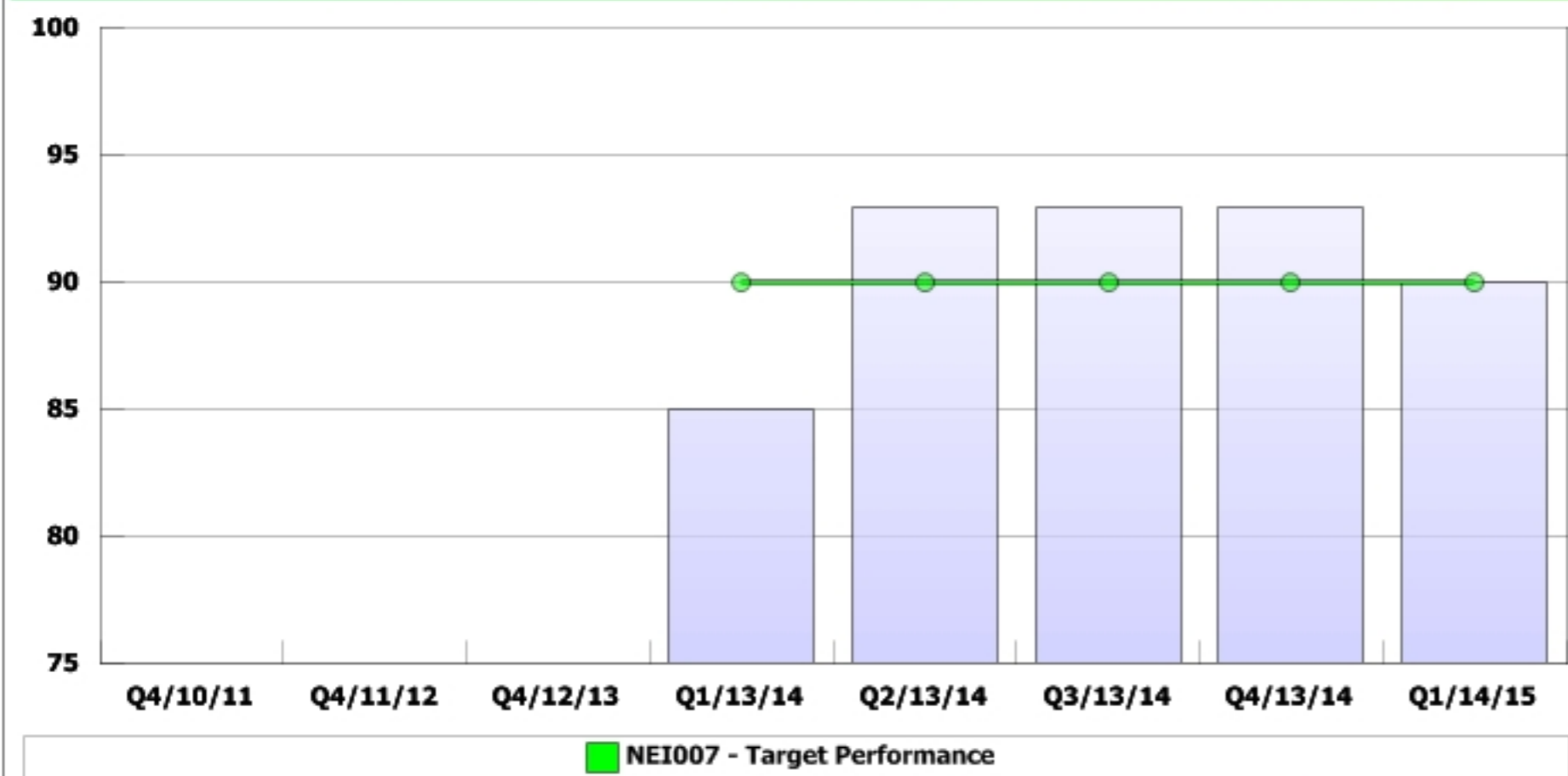
**Corrective action proposed (if required):**

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

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

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

**Current and previous quarters performance**



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

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



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



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

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

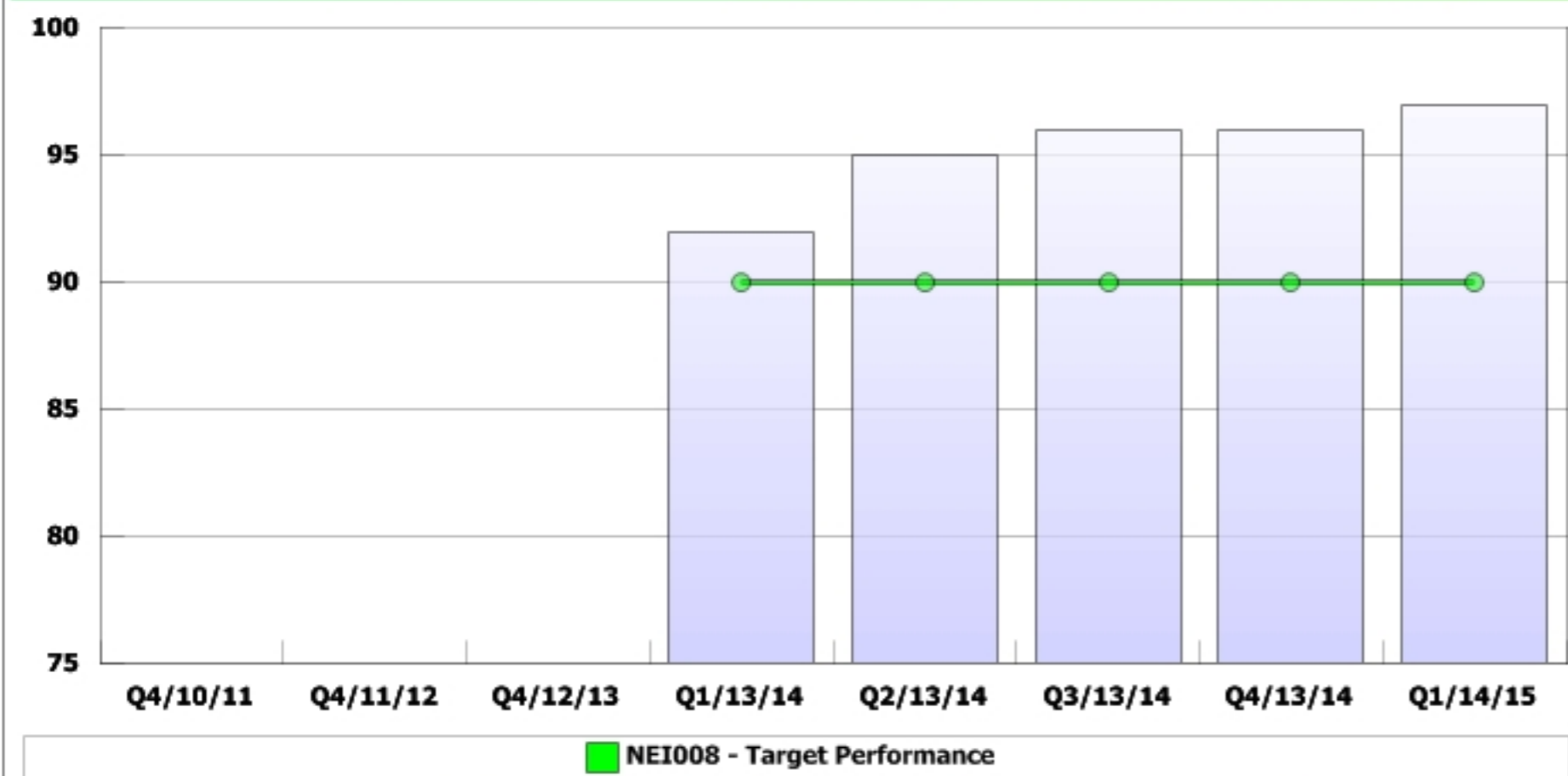
**Corrective action proposed (if required):**

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

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

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

**Current and previous quarters performance**



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

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

Indicator of good performance:  
 A higher percentage is good

↑ is the direction of improvement



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

Yes



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

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

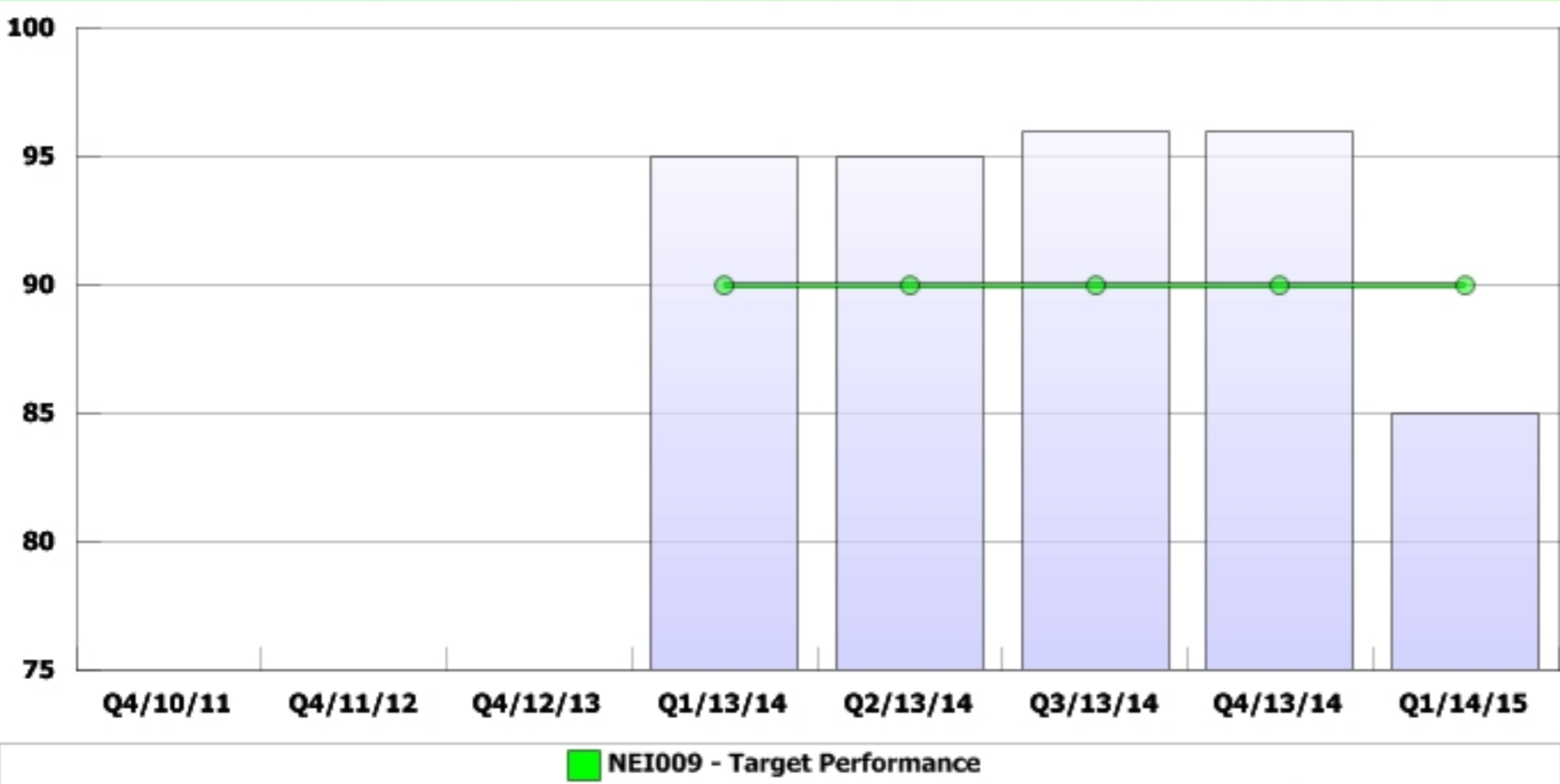
**Corrective action proposed (if required):**

**NEI009 What percentage of out of hours (OOH) noise complaints are responded to within 15 minutes?**

**Additional Information:**

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

**Current and previous quarters performance**



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

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

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

↑ is the direction of improvement

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

Yes

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

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

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

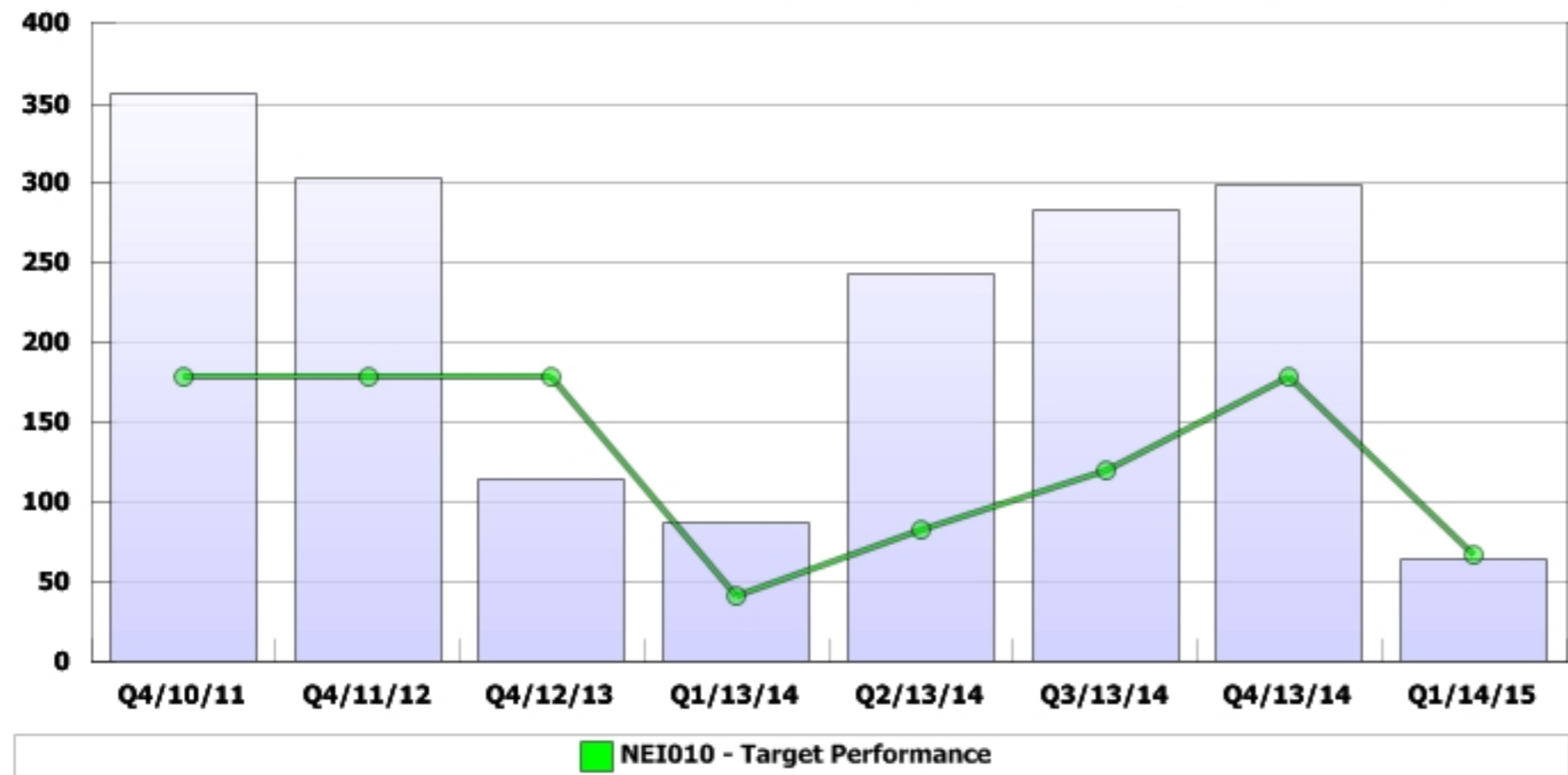
(Q1 2014/15) - Officers have met with Mears and steps have been taken to clarify and speed up the process at the Mears operating centre.

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

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

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

**Current and previous quarters performance**



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

**Annual Target:** 2014/15 - 230  
2013/14 - 180

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

↑ is the direction of improvement

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

Yes

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

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

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

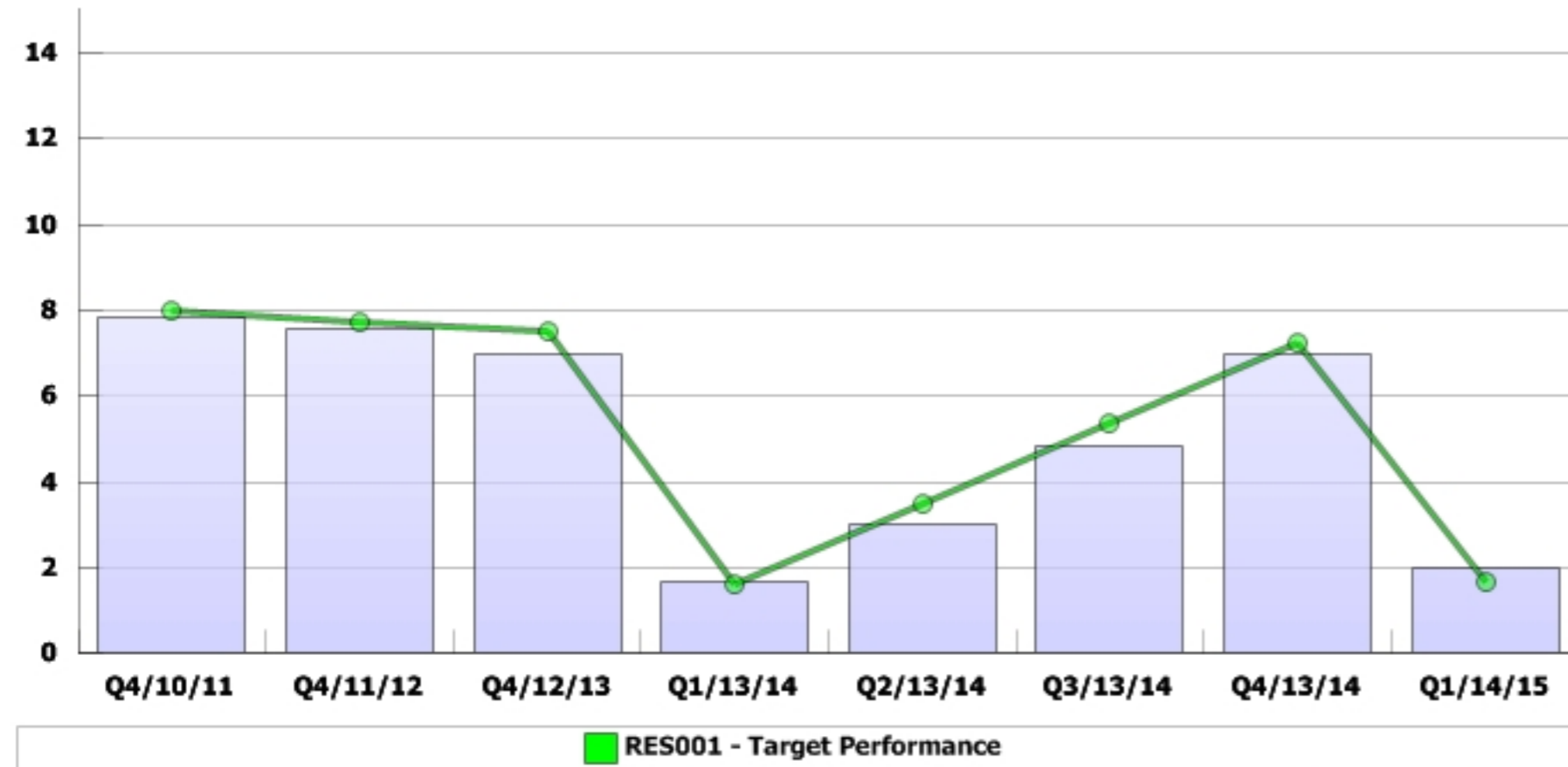
(Q1 2014/15) - None proposed at this time

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

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

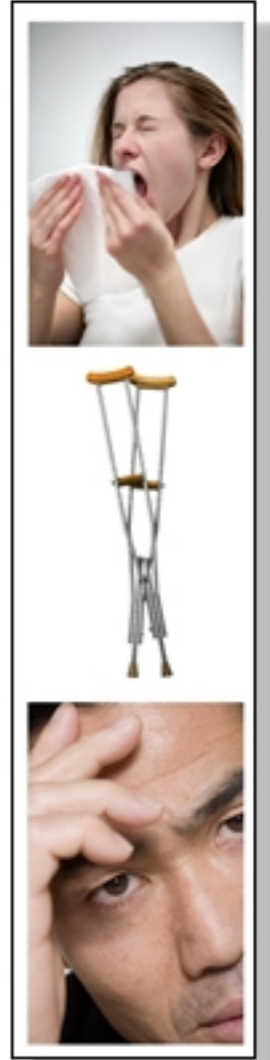
For enquiries regarding this indicator contact the Performance Improvement Unit by email on [performance@eppingforestdc.gov.uk](mailto:performance@eppingforestdc.gov.uk) or by telephone on 01992 564472

## Current and previous quarters performance



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

**Annual Target:** 2014/15 - 7.00 days  
 2013/14 - 7.25 days  
**Indicator of good performance:**  
 A lower number of days is good  
 ↓ is the direction of improvement



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

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

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

### Corrective action proposed (if required):

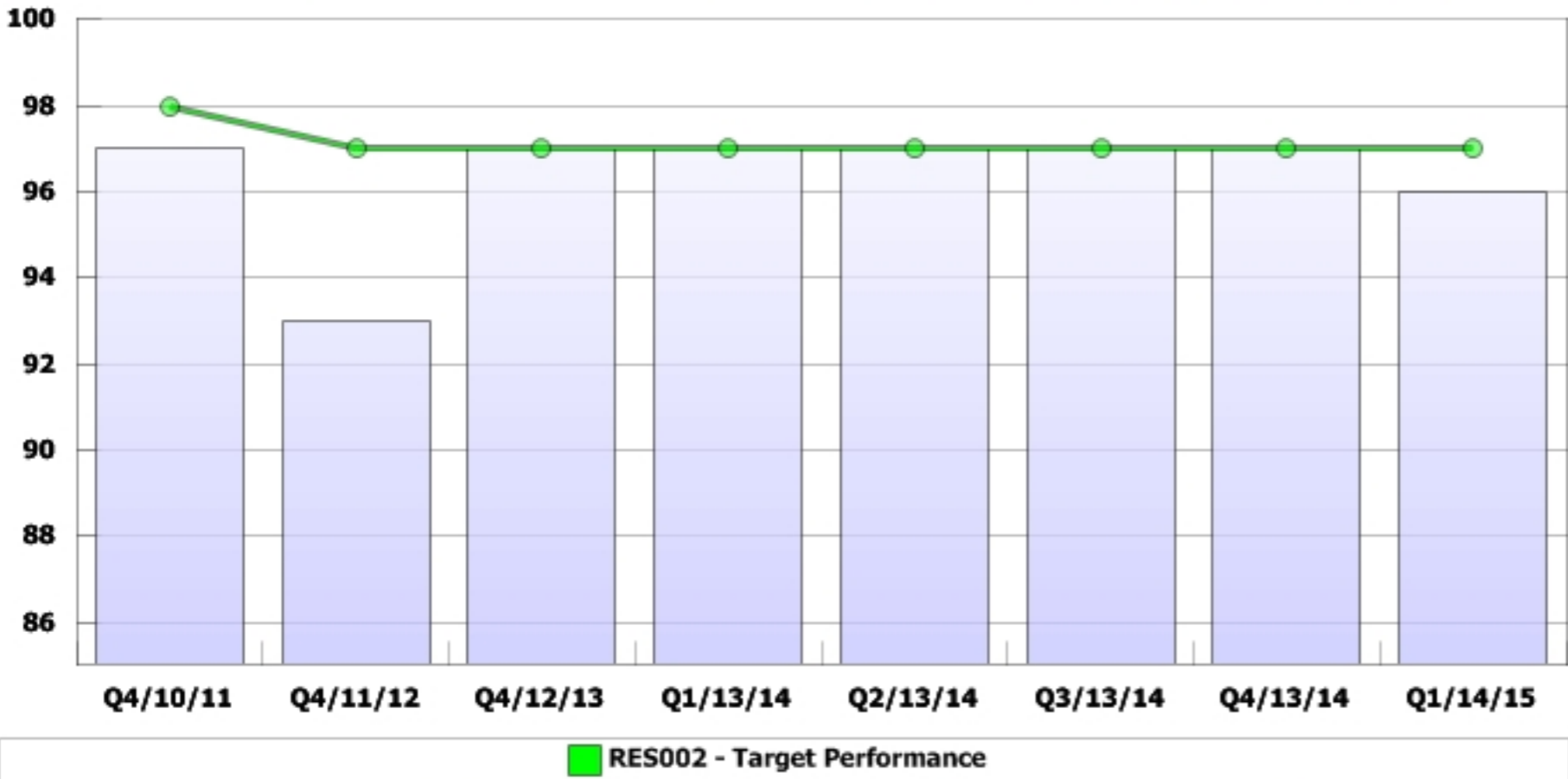
(Q1 2014/15) - HR will be analysing sickness absence on a monthly basis to ensure that those who meet the trigger levels are evaluated and appropriately managed as soon as possible. HR will also be working with managers to deal with long term absences in a timely but sensitive way.

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

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

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

**Current and previous quarters performance**



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

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

Indicator of good performance:  
 A higher percentage is good

↑ is the direction of improvement

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

Yes

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

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

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

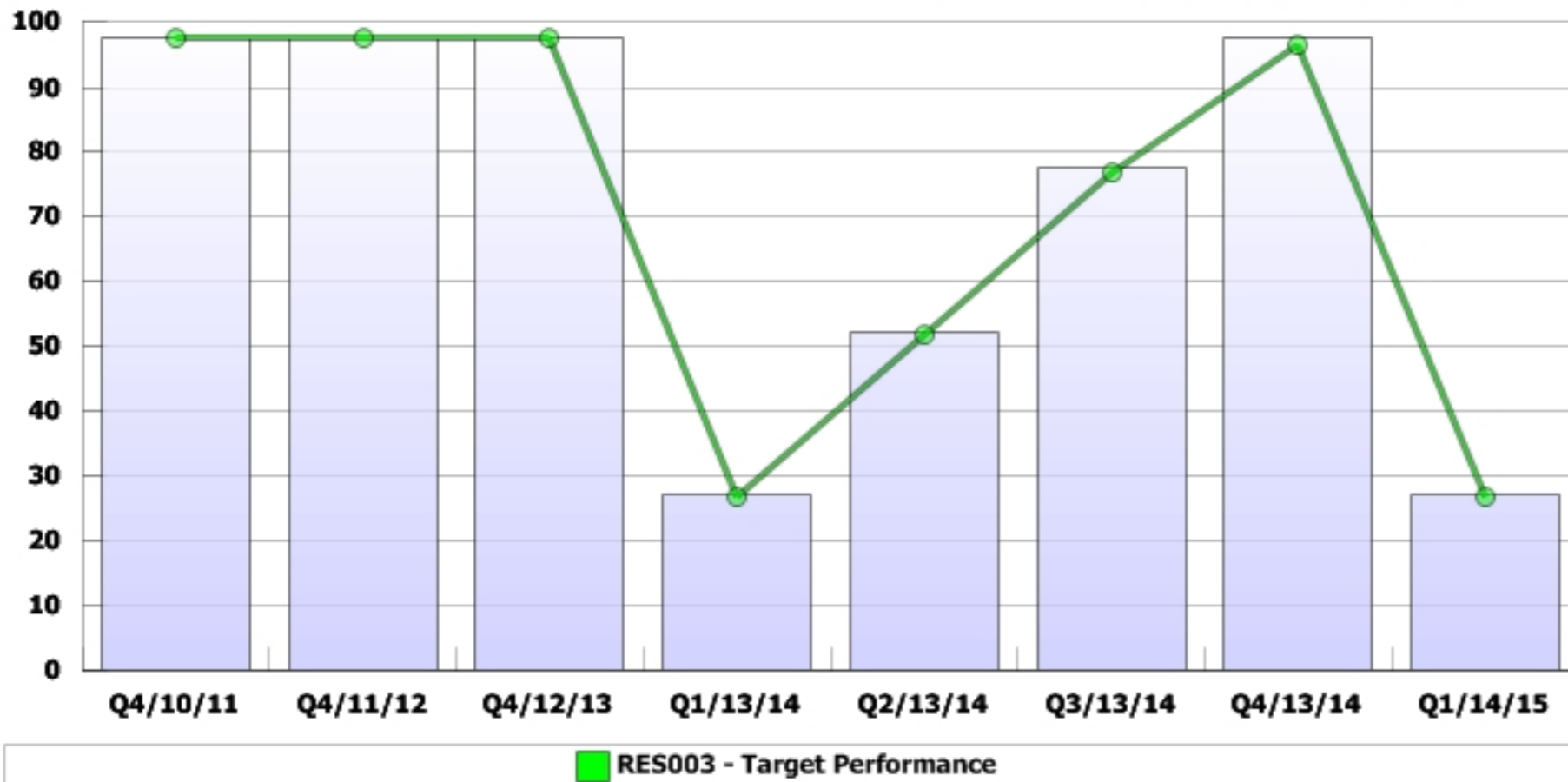
(Q1 2014/15) - Additional monitoring can be introduced but the key is really ensuring all disputed invoices are registered as such and encouraging service areas to pass invoices in a timely fashion.



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

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

Current and previous quarters performance



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



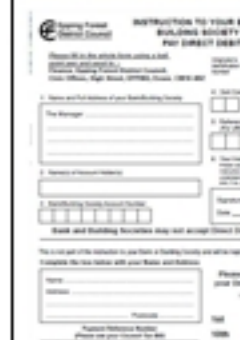
Annual Target: 2014/15 - 97.00%  
2013/14 - 96.60%

Indicator of good performance:  
A higher percentage is good

↑ is the direction of improvement

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

Yes



Comment on current performance (including context):

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

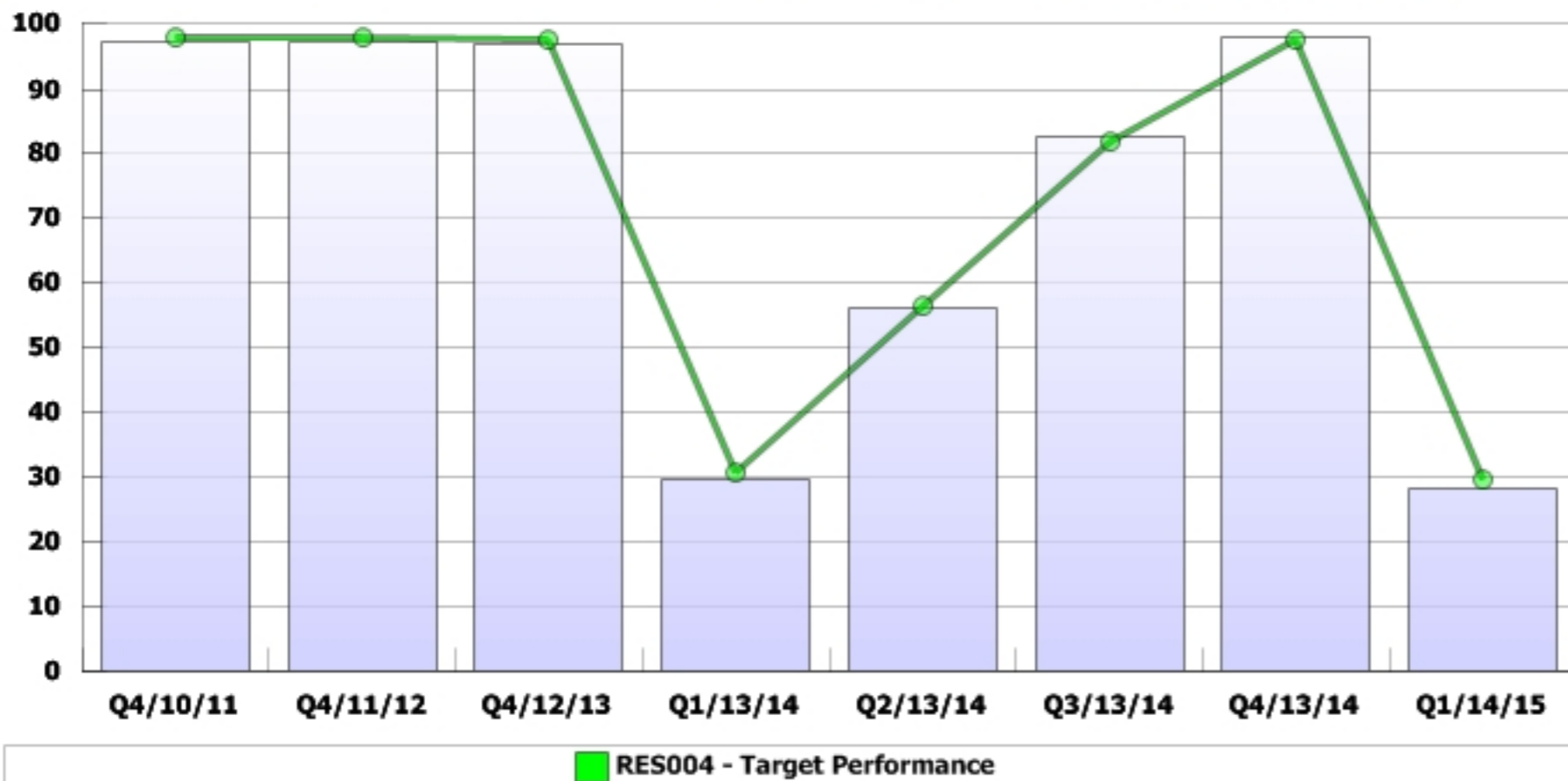
Corrective action proposed (if required):

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

**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
Q1/14/15	29.68%	28.43%
Q4/13/14	97.50%	98.09%
Q3/13/14	81.88%	82.66%
Q2/13/14	56.70%	56.19%
Q1/13/14	31.04%	29.80%

Annual 2014/15 - 97.70%  
Target: 2013/14 - 97.50%

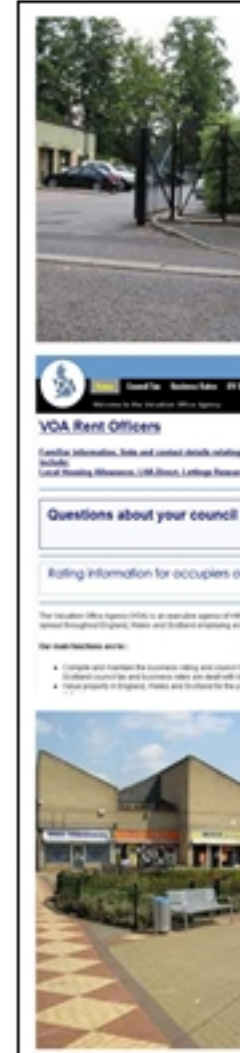
Indicator of good performance:  
A higher percentage is good

↑ is the direction of improvement



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

Yes



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

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

### Corrective action proposed (if required):

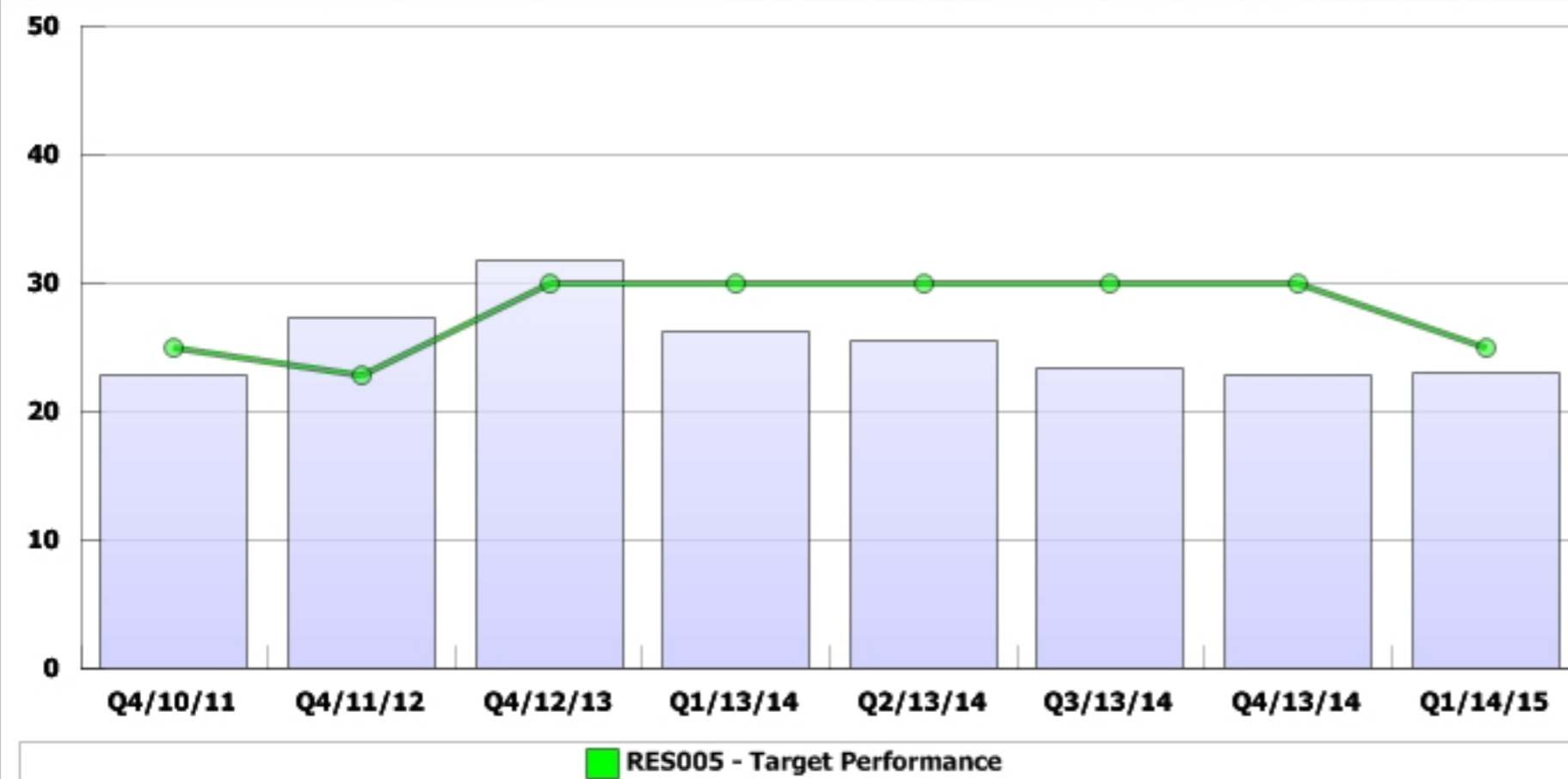
(Q1 2014/15) The Council is taking recovery action to collect the outstanding debts and the position is being closely monitored.

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

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

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

### Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	25.00	23.06
Q4/13/14	30.00	23.00
Q3/13/14	30.00	23.44
Q2/13/14	30.00	25.59
Q1/13/14	30.00	26.42

**Annual Target:** 2014/15 - 25.00 days  
 2013/14 - 30.00 days  
**Indicator of good performance:**  
 A lower number of days is good

↓ is the direction of improvement

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

Yes

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

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

### Corrective action proposed (if required):

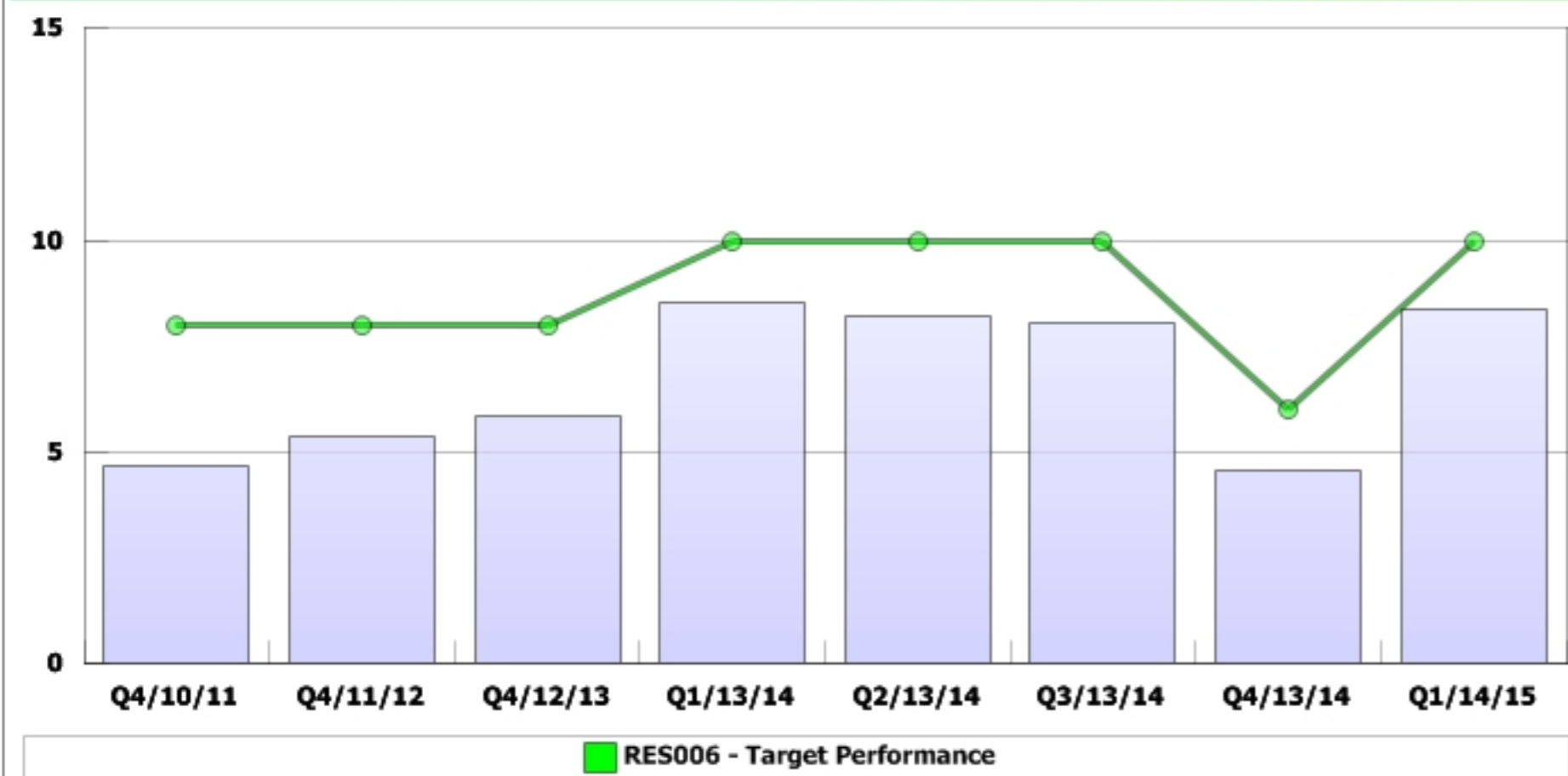
(Q1 2014/15) - Performance is monitored on a weekly basis and improvements to processes are made when appropriate.

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

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

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

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	10.00	8.36	✓
Q4/13/14	6.00	4.58	✓
Q3/13/14	10.00	8.07	✓
Q2/13/14	10.00	8.23	✓
Q1/13/14	10.00	8.53	✓

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

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

Yes

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

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

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

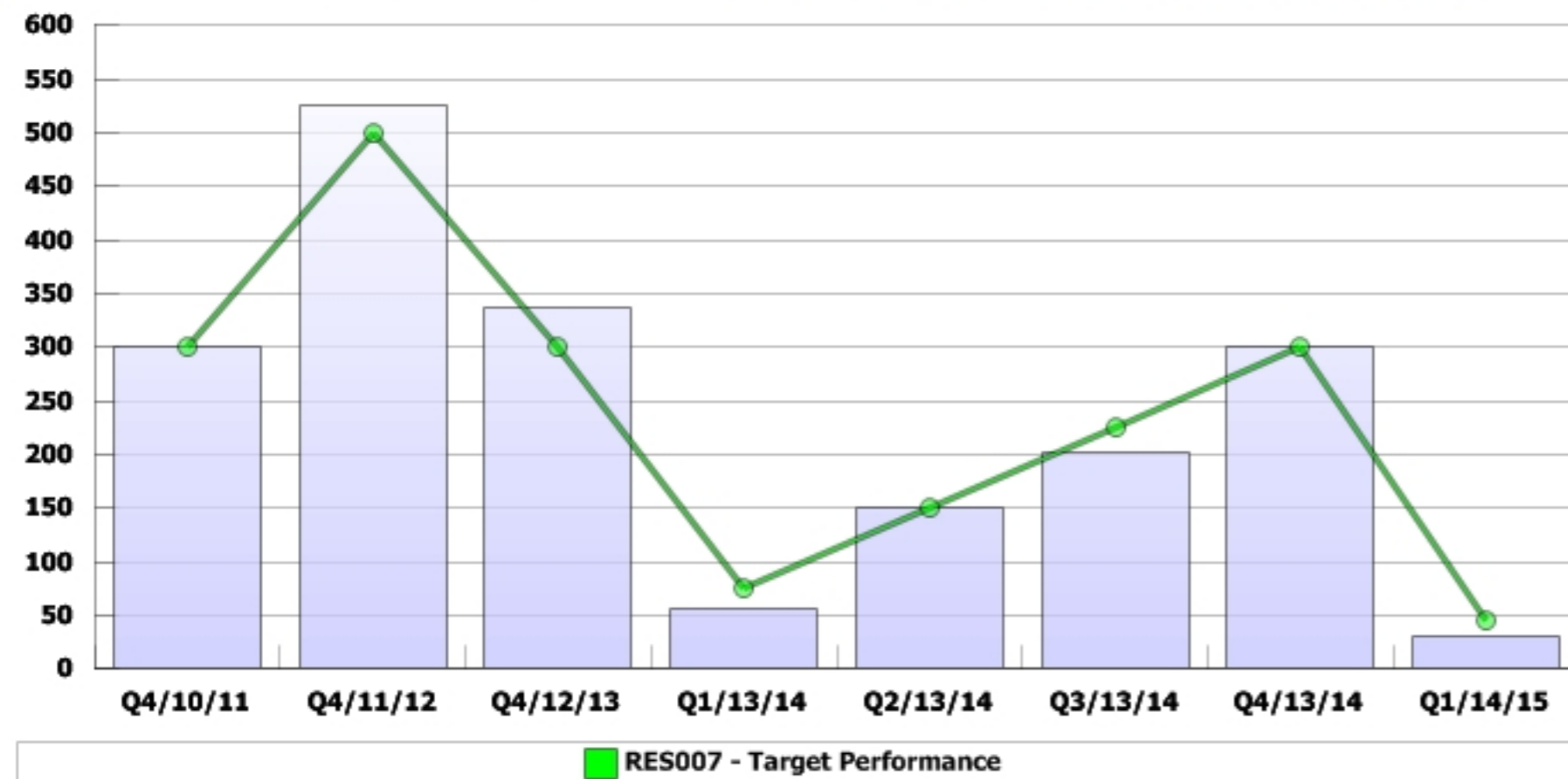
(Q1 2014/15) - Performance is monitored on a weekly basis and improvements to processes are made when appropriate.

# RES007 How many benefits fraud investigations were completed by the Council?

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

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

## Current and previous quarters performance



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



Annual Target: 2014/15 - 250  
2013/14 - 300

Indicator of good performance:  
A higher number is good

↑ is the direction of improvement

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

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

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

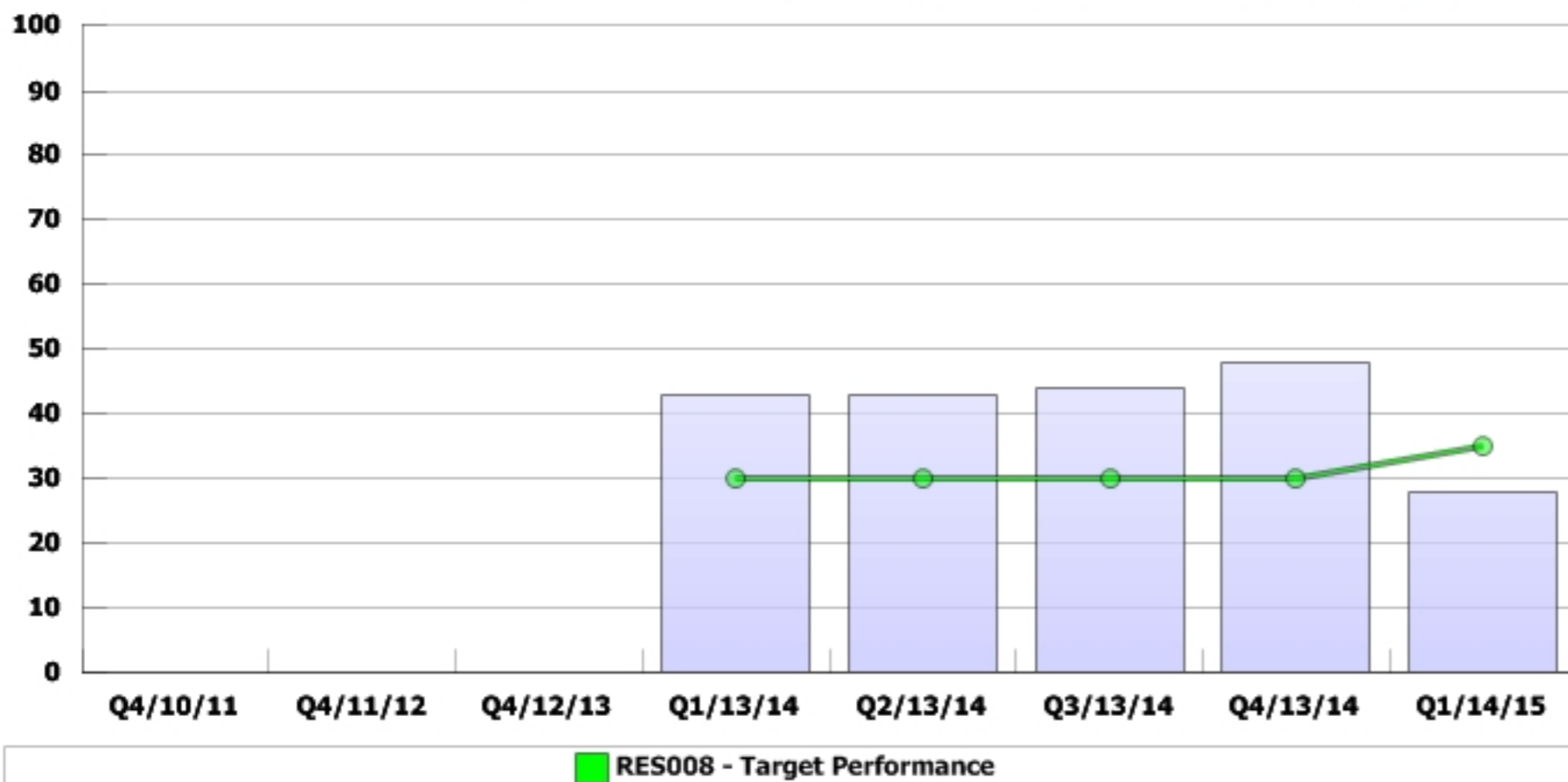
### Corrective action proposed (if required):

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

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

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

### Current and previous quarters performance



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

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

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

↑ is the direction of improvement

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

Yes

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

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

### Corrective action proposed (if required):

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