

Select Committee Agenda



Resources Select Committee Thursday, 1st March, 2018

You are invited to attend the next meeting of **Resources Select Committee**, which will be held at:

**Committee Room 1, Civic Offices, High Street, Epping
on Thursday, 1st March, 2018
at 7.30 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer**

A Hendry, Directorate of Governance
email: ahendry@eppingforestdc.gov.uk Tel: 01992 564246

Members:

Councillors A Patel (Chairman), D Sunger (Vice-Chairman), R Bassett, N Bedford, D Dorrell, R Gadsby, J Jennings, P Keska, J Lea, A Mitchell, C Roberts, D Roberts, P Stalker and J M Whitehouse

SUBSTITUTE NOMINATION DEADLINE: 6:30pm

- 1. APOLOGIES FOR ABSENCE**
- 2. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**

(Director of Governance) To report the appointment of any substitute members for the meeting.

- 3. NOTES OF PREVIOUS MEETING (Pages 5 - 14)**

Minutes

To agree the notes of the meeting of the Select Committee held on 19 December 2017.

Matters Arising

To consider any matters arising from the minutes of the last meeting.

4. DECLARATIONS OF INTEREST

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

In considering whether to declare a pecuniary or a non-pecuniary interest under the Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 9 of the Code in addition to the more familiar requirements.

This requires the declaration of a non-pecuniary interest in any matter before an OS Committee which relates to a decision of or action by another Committee or Sub Committee of the Council, a Joint Committee or Joint Sub Committee in which the Council is involved and of which the Councillor is also a member.

Paragraph 9 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a matter.

5. TERMS OF REFERENCE AND WORK PROGRAMME (Pages 15 - 20)

(Chairman/Lead Officer) the Overview and Scrutiny Committee has agreed the Terms of Reference of the Committee. This is attached along with an ongoing work programme. Members are invited at each meeting to review both documents.

6. TRANSFORMATION PROGRAMME - PROJECT CLOSURES (Pages 21 - 28)

(Chief Executive) to consider the attached report.

7. TRANSFORMATION PROGRAMME - PROJECT DOSSIER - RESOURCE DIRECTORATE (Pages 29 - 36)

(Chief Executive) to consider the attached report.

8. CORPORATE PLAN KEY ACTION PLAN 2017/18 - QUARTER 3 PROGRESS (Pages 37 - 44)

(Chief Executive) to consider the attached report.

9. KEY PERFORMANCE INDICATORS 2017/18 - QUARTER 3 PERFORMANCE (Pages 45 - 54)

(Chief Executive) to consider the attached report.

10. CORPORATE PLAN 2018-2023 - PROGRESS REPORTING AND PERFORMANCE INDICATOR SET (Pages 55 - 134)

(Chief Executive) to consider that attached report.

11. QUARTERLY FINANCIAL MONITORING REPORT - Q3 (Pages 135 - 158)

(Director of Resources) to consider the attached report.

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

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

13. FUTURE MEETINGS

To note the remaining meeting date for this Committee:

03rd April.

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**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF RESOURCES SELECT COMMITTEE
HELD ON TUESDAY, 19 DECEMBER 2017
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.30 - 8.51 PM**

Members Present: A Patel (Chairman), D Sunger (Vice-Chairman), R Bassett (Vice Chairman of the Council), N Bedford, D Dorrell, J Jennings, P Keska, J Lea, A Mitchell, P Stalker and J M Whitehouse

Other members present:

Apologies for Absence: R Gadsby, C Roberts and D Roberts

Officers Present P Maddock (Assistant Director (Accountancy)), P Maginnis (Assistant Director (Human Resources)) and A Hendry (Senior Democratic Services Officer)

29. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

It was noted that there were no substitute members for this meeting.

30. NOTES OF PREVIOUS MEETING

Minutes

The notes of the meeting held on 17 October 2017 were agreed.

Matters Arising

Mr Maddock updated the meeting on minute item 26 on revising charges for bulk waste. He noted that most flytipping was of a commercial nature, rather than domestic and the raise in charges would not do anything to mitigate this.

Councillor Patel asked about minute item 21 and business rates. Mr Maddock noted that an item on business rate appeals would be going to the April meeting of this Committee when there will be more useful information.

31. DECLARATIONS OF INTEREST

There were no declarations of interest made pursuant to the Members Code of Conduct.

32. TERMS OF REFERENCE AND WORK PROGRAMME

Terms of Reference

The Committee noted their terms of reference and that the wording for the Transformation Programme would be updated to reflect the latest position after the Task and Finish Panel recommendations had been made.

Work Programme

Item 7 – Progress on Call handling – Councillor Patel noted that a similar topic would also be going to Overview and Scrutiny Committee and that there may be some duplication. Officers would investigate and report back.

Item 16 – Shared Services Working – Ms Maginnis updated the meeting on this topic. She noted that the three authorities; Colchester, Braintree and Epping Forest Councils had jointly purchased an HR system and was looking at sharing a payroll system.

Councillor Keska asked if this system would be based at any one council or would it be run by an outside body? He was told that it would be a shared service with shared staff working as one team. Work would be done electronically and officers would not have to be in the same location.

Councillor Keska asked if other authorities could join us. He was told that they could do so once there was a base system set up.

Councillor Bedford noted that officers need not be in the same building but could use video conferencing facilities for their meetings. Ms Maginnis agreed that the new 'Office 365' system had this facility built in.

Councillor Lea asked if councillors expense claims would be going on line. She was told that was a distinct possibility and was being considered.

Councillor Sunger said that with the new GDPR coming in May 2018, he wondered if we would be compliant. He was told that officers were being trained on this and would be taking it into consideration.

Councillor Patel asked why we had joined up with these two authorities. He was told that the three authorities had come to the end of their respective systems at roughly the same time and had decided that because of economies of scale they should develop a joint system that would enable them to work together.

Item 17 – Invest to save update - Mr Maddock noted that the invest to save fund had only £34k of the fund unallocated.

Councillor Bassett noted that there was to be a budget meeting of the Finance and Performance Management Cabinet Committee on 18 January 2018. Councillor Patel added that this would be a joint meeting between this Committee and the Cabinet Finance Committee. He said that a short session on the workings of the budget would be offered to the members of this Committee before this meeting, probably on the 15th or 16th January. Members would be informed nearer the time.

33. CHANGE IN ORDER OF THE AGENDA

With the Committee's agreement the Chairman said that item 10 on the agenda – Sickness Absence - be taken next.

34. SICKNESS ABSENCE

The Assistant Director Human Resources, Ms P Maginnis, introduced her report on the Council's absence figures for Quarters 1 and 2 for 2017-18. She noted that the Council's target for sickness absence under RES001 for 2017/2018 was an average of 7.25 days per employee. The current outturn figure for the two quarters was an average of 3.39 days, which was slightly above the target of 3.22 days.

During Q1, 4.3 % of employees met the trigger levels or above, 27.9% had sickness absence but did not meet the triggers and 67.8% had no absence. During Q2, 5.2% of employees met the trigger levels or above, 27% had sickness absence but did not meet the trigger levels and 67.8% had no absence.

There has been a slight increase in the number of long term absence from Q4 of last year to Q1 of this. However, there had been a significant rise in long term cases in Q2, the highest it has been in this 5 year period. The rise has been mainly in mental health issues and cancer cases. For mental health issues we have the help of an occupational health service called 'Mindful Employer' that can be directly contacted by staff members. Line managers have also been trained to give help and support. However, they could not really legislate for cases of cancer.

As a summary, compared to Q1 and Q2 of 2016/2017 there has been an;

- Increase in mental health reasons of 28%
- Increase of back problems of 41%
- Increase in other musculoskeletal of 22%
- Increase of incidents of cancer of 100%

Councillor Bedford asked how many staff had taken up the 'Mindful Employer' option. Ms Maginnis said that they did not follow it up as it was a confidential service. Councillor Bedford then asked if only the long term sick had access to this service. He was told that they were also referred to the Harlow Occupational Health service. Councillor Bedford postulated that it would be good for HR to send a letter reminding the staff that they can use the services of this organisation (Mindful Employer).

Councillor Stalker asked if these were the same people who had a reoccurrence or were they different people every time. Ms Maginnis said that they tended to be different with various reasons. Councillor Stalker said that it would be useful to look at what triggered the illnesses. Councillor Patel said it would also be useful to look at the grade of the staff.

Councillor Mitchell was concerned about staff with back problems and suggested that the Council contacted a specialist seating company. Her company had used Parker Knoll in the past and they proved to be successful. Ms Maginnis said that the Council was using that very company. They also carried out workplace assessments for affected staff and had various chairs that they could try out to help with their posture. They also had relevant training for all manual workers.

Councillor Bassett noted that the NHS were notoriously slow in dealing with mental health issues, how did the council get around this. Ms Maginnis replied that they referred staff straight to the Harlow Occupation Health Service and arranged sessions with them as soon as possible. We are proactive on this as they knew that the NHS was not as responsive as they could be.

A lot of the mental health problems could be put down to the uncertainty caused by the Transformation projects; change always caused problems.

Councillor Bedford asked if when a person came back did they come back to the same job or could they be redeployed to take them out of that stressful situation that caused the problems in the first place. Ms Maginnis confirmed that they used a phased return to work with full management support. But it also depended why the

problems occurred in the first place; they took advice from the Harlow Health Service about this.

Councillor Jennings asked how the workloads and vacancies had affected the staff. Ms Maginnis that these factors could play a role and managers had various options that they could use, such as reallocating the workloads etc.

Councillor Bedford asked what was the total number of days lost. Ms Maginnis indicated table 3 of her report noting that 20 people were off for 20 days or more off. This was out of a total of about 650 to 670 staff.

Councillor Sunger asked if these were mainly new employees or established staff. He was told that it was spread across the board. Maybe on the next report she could include length of service. Councillor Sunger wondered if the council could reward members of staff for not taking any sickness. Councillor Lea said that a bank gave their staff one extra day annual leave if they did not have sickness in that year. Ms Maginnis said that this suggestion could be put forward as part of the people strategy project for them to look at. Councillor Dorrell cautioned against this as the genuinely sick could feel discriminated against and also people may opt to work from home instead of legitimately going off sick.

RESOLVED:

That the Committee noted the report on sickness absence.

35. DRAFT GENERAL FUND, CSB, DDF & ITS LISTS AND SAVINGS UPDATE

The Assistant Director Accountancy, P Maddock introduced the report on the first draft of the Continuing Services Budget (CSB), the District Development Fund (DDF) and the Invest to Save (ITS) Schedules for 2018/19.

It was noted that:

The Medium Term Financial Strategy (MTFS), which formed part of the Financial Issues Paper, identified that savings of around £700,000 were required over the forecast period. The savings required in 2018/19 were identified at £300,000 after savings of £463,000 already identified had been taken into account. It was noted though that there was still significant uncertainty, little had changed since then.

The total CSB expenditure in 2016/17 was £215,000 lower than the original budget and £929,000 below the revised; because of this a decision was taken to fund Capital Expenditure of £1 million from the General Fund balance. This decision was made because of the significant General Fund balance held by the Council and the comments made by Central Government around 'excessive' balances held by local authorities. There was as ever salary savings due to vacancies and this trend had continued into 2017/18 though not as marked.

Income from the Shopping Park would be less than expected in 2017/18 due to the various rent free periods and some negotiations with prospective tenants taking longer than expected. However there were additional industrial and commercial rents in other areas which would offset this loss to a degree though the exact amount was still being assessed. Once all units were let, rental income was expected to be in line with expectations. A prudent £2.4m was included on the lists at the moment as there would inevitably be some costs incurred in managing the park.

There were a number of areas where further work was required before figures to be

included within the budget could be finalised. Clearly the emphasis in this budget cycle would again need to be on CSB savings rather than growth but there are some areas as previously mentioned where growth was inevitable. The figures generally need to be viewed in the context of this being quite early in the budget preparation process and will clearly need to be revisited.

It was also noted that the Invest to Save scheme was a small fund but that had only £34k left in it.

Councillor Durrell noted that there were no savings listed for the new leisure management contracts. Mr Maddock said that as this was the only the first year, it would need some time to get going.

RESOLVED:

That the first draft of the CSB, DDF and ITS schedules were noted by the Committee.

36. CORPORATE PLAN KEY ACTION PLAN 2017/18 - QUARTER 2 PROGRESS

The Assistant Director Accountancy introduced the report on the quarter 2 progress of the Corporate Plan Key Action Plan for 2017/18 in relation to this Select Committees area of responsibility. The Committee noted that the Corporate Plan was the Council's key strategic planning document, setting out its priorities over the five-year period from 2015/16 to 2019/20. The priorities or Corporate Aims were supported by Key Objectives, which provided a clear statement of the Council's overall intentions for these five years.

It was noted that there were 50 actions in total for which progress updates for Q2 are as follows:

- 42 (84%) of these actions had been 'Achieved' or were 'On Target'
- 2 (4%) of these actions were 'Under Control'
- 6 (12%) were 'Behind Schedule'
- 0 (0%) were 'Pending'

9 actions fell within the areas of responsibility of the Resources Select Committee. At the end of Q2:

- 7 (78%) of these actions had been 'Achieved' or were 'On-Target'
- 2 (22%) of these actions were 'Under Control'
- 0 (0%) of these actions were 'Pending'
- 0 (0%) of these actions were 'Behind Schedule'

It was noted that item 12 ('to produce a plan to implement agreed recommendations from the Service Accommodation Review, to optimize the use of the Council premises') had been put on hold temporarily due to the building now having a grade 2 listing. Officers would have to review what this would mean for the Council's plans.

It was also noted that the action on using text messaging to remind customers when their payments were due had now been put into action, the first message had been sent out in November 2017 and there had been a good response to this. The

message sent out had included a link to the payment website. Councillor Sunger would like a 'thank you' relayed to officers for implementing this.

RESOLVED:

That the Committee reviewed and noted the second quarter (Q2) progress of the Corporate Plan Key Action Plan for 2017/18 in relation to its areas of responsibility.

37. KEY PERFORMANCE INDICATORS 2017/18 - QUARTER 2 PERFORMANCE

The Assistant Director Accountancy introduced the quarter 2 performance of the key performance indicators. The Committee noted that a range of thirty-two (32) Key Performance Indicators (KPIs) for 2017/18 was adopted by the Finance and Performance Management Cabinet Committee in March 2017. The KPIs were important to the improvement of the Council's services and the achievement of its key objectives, and comprise a combination of some former statutory indicators and locally determined performance measures. The aim of the KPIs was to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district, that were the focus of the key objectives.

The Committee noted that the overall position for all thirty-two KPIs at the end of the Quarter 2, was as follows:

- (a) 25 (78%) indicators achieved target;
- (b) 3 (9%) indicators did not achieve target,
- (c) 4 (13%) indicators performed within the agreed tolerance for the indicator, and
- (d) 26 (82%) of indicators were currently anticipated to achieve year-end target, 3 (9%) were uncertain whether they would achieve year-end target and a further 3 (9%) were anticipated not to achieve year-end target.

Nine of the Key Performance Indicators fell within the Resources Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at Q2 for these six indicators, was as follows:

- a) 2 (33%) indicators achieved target;
- b) 1 (17%) indicators did not achieve target, however 3 (50%) indicators performed within the agreed tolerance for the indicator;
- c) 4 (66%) of indicators were currently anticipated to achieve year-end target; 1 (17%) was uncertain whether it will be achieve year-end target.

The committee specifically reviewed the following:

RES001 – *how many working days did we lose due to sickness absences* – Ms Maginnis noted that officers used a nationally recognised calculation set up by the Audit Commission to calculate the average. The Committee noted that the majority of free flu jabs offered to the staff by the Council had been taken up

RES002 – *what % of the invoices we receive were paid within 30 days* – it was noted that officers were hoping to exceed the target in either October or November and would then be reviewed again. Councillor Bedford commented that if this happened then staff should be congratulated on getting better returns.

Councillor Patel noted that the new head of Customer Services, Ms Shaw would be looking at the KPI's and may be updating the number that this Committee reviewed and hopefully a report on how we could review the new transformation projects that would come under this Select Committee's area of responsibility.

RESOLVED:

That the Select Committee reviewed and noted the Quarter 2 performance in relation to the key performance indicators within its areas of responsibility.

38. QUARTERLY FINANCIAL MONITORING

The Committee noted that it has within its terms of reference to consider the financial monitoring reports on key areas of income and expenditure. This was the second quarterly report for 2017/18 and covered the period from 1 April 2017 to 30 September 2017. The reports were presented based on which directorate was responsible for delivering the services to which the budgets related and the budgets themselves were the original estimate.

Salaries monitoring data was also presented as it represented a large proportion of the authorities expenditure and was an area where historically large under spends had been seen. The salaries schedule showed an underspend of £153,000 or 1.3%. At the second quarter last year the underspend was 3.0%.

Investment interest was below the budget. Interest rates were now only a little over 0.1% and money was primarily being held short term because of significant capital commitments coming up.

District Development Control income at Month 6 was down on expectations. Fees and charges were £55,000 lower than the budget to date and pre-application charges were in line with expectations. There had been few major schemes come through so far this year and this may be due to developers awaiting the publishing of the Local Plan.

Building Control income was £64,000 higher than the budgeted figure at the end of the second quarter. The ring-fenced account had assumed a deficit of £129,000 for this year due to the amount of scanning work required, however based on income levels to date it was possible the account may break even.

Income from MOT's carried out by Fleet Operations was a little above expectations. This service had now been located at Oakwood Hill depot for about a year so the uncertainties experienced previously should now have been overcome.

Car Parking income was a little below expectations at month 6, some additional spaces were being provided at Oakwood Hill and Vere Road though there has been a delay in these becoming operational which accounts for some of this income loss.

The shopping park was included as the first units were now due to pay rent. Income in 2017/18 would be around £200,000 lower than expected as some units were let later than expected and tenants had not been identified for all units when the budget was set. There was additional income from Industrial Estates and Commercial lets which should mitigate this to some extent. Once all units were occupied and rent free periods passed, rental income was expected to be around £2.5 million per annum.

Expenditure and income relating to Bed and Breakfast placements had been on the

increase. Most were eligible for Housing Benefit and although some would be reimbursed by the Department for Work and Pensions it was only around 50%, leaving a similar amount to be funded from the General Fund.

Councillor Jon Whitehouse noted that there were relatively few cars parked on street parking meters. Mr Maddock said that on street parking was a County matter.

Councillor Whitehouse then asked for some clarity around the recycling figures on page 60 of the agenda. He was told that expenditure was down; officers had estimated a higher figure but it was not as high as was expected. He would investigate and get back to him.

Councillor Whitehouse then also asked about the recycling figures on page 62 of the agenda and he was told that the District Council was reliant on the County Council who were always slow in getting figures out and in invoicing us

Mr Maddock went on to enlarge on Business Rates. This was the sixth year of operation for the Business Rates Retention Scheme whereby a proportion of rates collected were retained by the Council. There were proposals that all Business Rates be retained within the local government sector though this actually happening was unlikely to be before the year 2020/21. In any event the proportions retained by each local government tier were likely to change and if additional resources are made available they would no doubt be accompanied by additional responsibilities. He also noted that there were a lot of Business Rate appeals still being assessed.

Mr Maddock went on to note that the report contained detailed commentary on individual Capital schemes. Broadly speaking, a lot of Capital Schemes were slightly under budget.

Councillor Bedford asked if the Council could invest in the HS2 project. Mr Maddock replied that in the near future we would not have a lot to invest as we had a lot of Capital Projects on the go at present and may well have to borrow.

Councillor Sunger asked how many of the Business Rates appeals were historical. Mr Maddock said that there were a lot on an old list; and that there was also a new list. Many were 2 to 3 years old. Councillor Sunger asked if we would be liable for compensation and was told that we probably would be.

Councillor Dorrell noted the comment on the Disabled Facility Grants (page 58 of the agenda) that "demand was rising". Why was this? He was told that this had been happening over the last few years, possibly because the referral system was better and there was more of a drive to keep people in their own homes.

RESOLVED:

That the Committee reviewed and noted the revenue and capital financial monitoring report for the second quarter of 2017/18.

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

The Committee noted that a general update would be going to the next O&S Committee meeting.

The Committee also noted that there would be a joint meeting with the Finance and Performance Management Cabinet Committee on 18 January 2018 to consider the new budget.

40. FUTURE MEETING

The Committee noted their future meeting dates.

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RESOURCES SELECT COMMITTEES

TERMS OF REFERENCE 2017/18

Title: Resources Select Committee

Status: Select Committee

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of services and functions of the Resources Directorate;
2. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;
3. To undertake quarterly performance monitoring in relation to the services and functions of the Resources Directorate, though review of progress against adopted key performance indicators and other appropriate measures;
4. To identify any matters within the services and functions of the Resources Directorate requiring in-depth scrutiny, for referral to the Overview and Scrutiny Committee;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To respond to applicable consultations as appropriate;

Finance

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

Information and Communications Technology

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

Value For Money

10. To consider the Council's comparative value for money 'performance', and to recommend as required to the Finance and Performance Management Cabinet Committee, in respect of areas where further detailed investigation may be required;

Human Resources

11. To monitor and review areas of concern or significance that comes under Human Resources.

Transformation Programme

12. Transformation Projects relevant to this Committee:
Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.
13. Transformation Projects closure and benefits reports:
That any Directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.

Chairman: Cllr Patel

Resources Select Committee (Chairman – A Patel)

2017/18

Item	Report Deadline/ Priority	Progress / Comments	Programme of Meetings
(1) Key Performance Indicators 2016/17 – outturn review	Outturn KPI performance considered at the first meeting of each municipal year.	Outturn KPI performance report for 2016/17 – for 1 st meeting of the year. COMPLETED – July 2017	13 July 2017; 17 October; 19 December;
(2) To review the specific quarterly KPI's for 2017/18	Quarterly.	Review of quarterly performance: Q1 in October 2017; Q2 in December '17; Q3 in Feb. March '18	13 February 2018 - <i>postponed to:</i> 1 March 2018 03 April
(3) Corporate Plan Key Action Plan 2016/17 – Outturn review	First meeting of each municipal year	Outturn Key Action Plan 2015/16 performance to July 2017 meeting - COMPLETED	
(4) Corporate Plan Key Action Plan 2017/18 – quarterly review	Quarterly	Review of quarterly performance: Q1 October 2017; Q2 December 2017; Q3 February March 2018.	
(5) Detailed Portfolio Budgets	Portfolio budgets considered on an annual basis jointly with the Finance & Performance Management Cabinet Committee.	Annual review of portfolio budgets to be considered at joint meeting with the F&P M Cabinet Committee in January of each year.	

(6) ICT Strategy –	Progress against ICT Strategy considered on an annual basis.	COMPLETED – October 2017
(7) Progress on Call Handling	March 2018	Now part of the Customer Care Section and separate from ICT Progress report on call/response handling. Also to receive a report on options following introduction of new telephony system. THIS WILL NOW GO TO THE MAIN O&S COMMITTEE AS PART OF THE CUSTOMER SERVICES REPORT
(8) Fees and Charges 2018/19	Proposed fees and charges for 2018/19 – for October 2017 meeting.	Proposed fees and charges considered on an annual basis each October. COMPLETED
(9) Provisional Capital Outturn 2016/17	Provisional outturn for 2016/17 for July 2017 meeting.	Provisional Capital Outturn considered on an annual basis at first meeting in each municipal year. COMPLETED
(10) Provisional Revenue Outturn 2016/17	Provisional outturn for 2016/17 for July 2017 meeting.	Provisional Revenue Outturn considered on an annual basis at first meeting in each municipal year. COMPLETED
(11) Sickness Absence Outturn	July 2017	To review the Sickness Outturn report for 2016 - 17 - COMPLETED

(12) Sickness Absence	Half-yearly progress reports for 2017/18 to be considered at December and July meetings.	Detailed progress against achievement of sickness absence targets reviewed on a six-monthly basis. <i>Last report received at Dec. 2017 meeting.</i>
(13) Medium Term Financial Strategy & Financial issues paper	October 2017	To receive the Financial Issues Paper and Medium Term Financial Strategy including 4 year General Fund forecast - COMPLETED
(14) Quarterly Financial Monitoring	Oct 2017; Dec.2017; & February March 2018	To receive quarterly financial monitoring reports
(15) Review of Risk management arrangements	March 2017 July 2017	Item from the O&S Co-ordinating Group. To review the trends in claims experience. COMPLETED
(16) Shared Services Working	TBA	To review any shared services working being carried out by EFDC. HR currently working with Colchester and Braintree Councils on a shared HR payroll system. <i>Last update at the December 2017 meeting.</i>
(17) Invest to Save	December 2017	To receive a report updating the Committee on the Council's Invest to Save scheme. Short update given to December's meeting.
(18) General update on the General Fund CSB, DDF and ITS	December 2017	To receive an updating report on the CSB, DDF and ITS scheme. COMPLETED

(19) Scrutiny of the Transformation Project	Had an Initial meeting on 10 April 2017	Initial meeting to review PICK form and set terms of reference for looking at the Transformation Project. A T&F Panel was subsequently set up to review what the Select Committee would need to review. That Panel has now concluded and will report to the Overview and Scrutiny Committee. COMPLETED T&F Panel now reported to O&S Cttee.
(20) Resources Business Plan 2017	July 2017	That Portfolio Holders present their business plans at the first meeting of the year - COMPLETED
(21) Universal Credit	October 2017	Updating report on the Government's Universal Credit Scheme. COMPLETED
(22) Directorate & Service Business Planning 2018-19	April 2018	
(23) Transformation Projects relevant to this Committee	February 2018 March 2018	Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.
(24) Transformation projects closure and benefits reports	February 2018 March 2018	That any Directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.

Report to Resources Select Committee



Date of meeting: 01 March 2018

SCRUTINY

Portfolio: Leader of the Council



Subject: Transformation Programme – Project Closures

Officer contact for further information: David Bailey, Head of Transformation (01992 564105)

Democratic Services Officer: A Hendry, Democratic Services (01992 564246)

Recommendations/Decisions Required:

That the attached Project Closure report(s) from the Transformation Programme be noted.

Reason for decision:

The Overview and Scrutiny Committee requested that Project Closure report(s) from the Transformation Programme are submitted to the relevant select committee for their information, or in the case of those being managed by the Chief Executive to the Overview and Scrutiny Committee.

Options considered and rejected:

None.

Report

Introduction:

1. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level. It provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change.

2. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. Operational objectives can concern Business As Usual (BAU) or business transformation.

3. Business transformation is delivered through change projects and programmes. A project is a temporary activity to create something unique – a thing, a service or a product – that:

- Leads to change;
- Has a defined start and end;
- Has limited resources;
- Has specific objectives; and
- Enables benefits to be realised.

5. Here is a simple example which illustrates the difference between Business As Usual and business transformation.

If you build a car in your garage – it's a project. Whereas if you are a car manufacturer, building hundreds of cars a day, it's a production line and simply business as usual, i.e. it isn't unique. However, parts of a larger process can be considered projects, e.g. designing the car. So by their very nature, the delivery of any change involves project management.

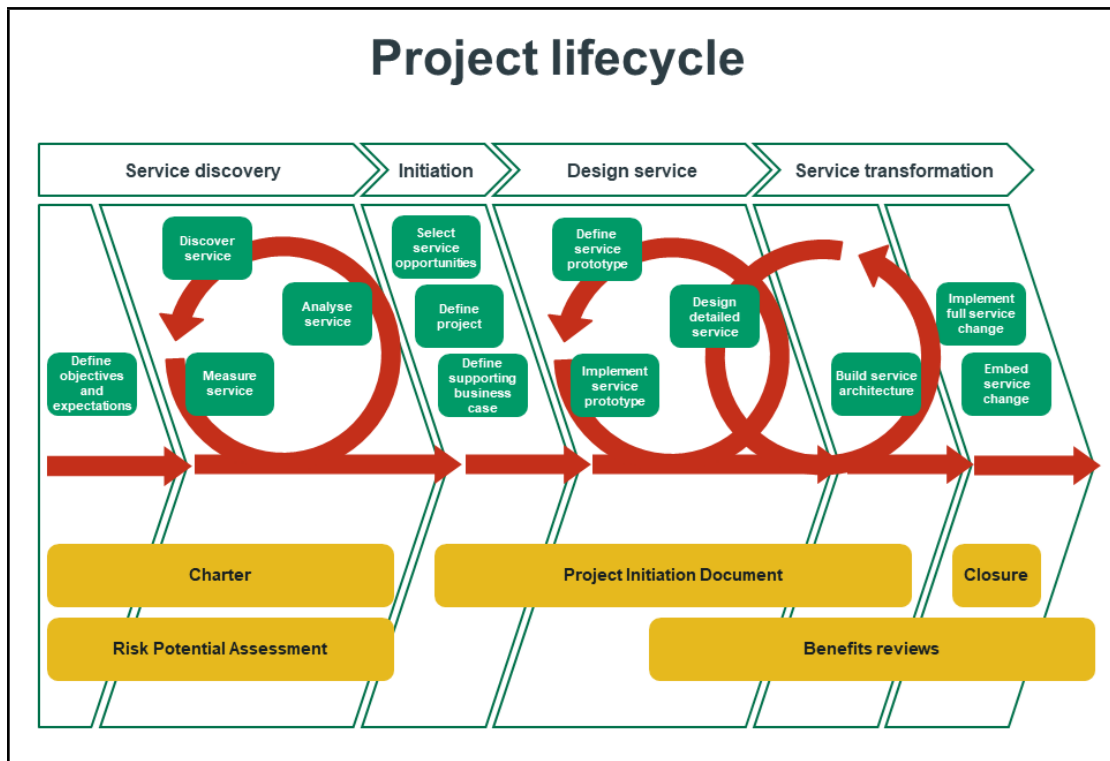
6. The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

- Customer Experience;
- Business Culture;
- Resources, Accommodation and Technology; and
- Major Projects.

7. A corporate methodology for managing projects was established in June 2016. All projects are registered with the Programme Management Office (PMO), overseen by the Head of Transformation. Projects are managed differently, depending on an assessment of their scale or complexity. This assessment is completed using the Risk Potential Assessment tool (RPA).

<i>RPA</i>	<i>Qualities</i>	<i>Project management</i>	<i>Processes</i>	<i>PMO support</i>
High	Transformative project – requires authority wide co-ordination	Overseen by the Transformation Programme Board	Charter, initiation document and evaluation are required and approved by TPB. Other documents may be required	PMO actively engaged in supporting the project
Medium	Project management best practice	Managed within a single directorate	Charter, PID and evaluation are required and logged with PMO	Support provided by PMO
Low	Minimal need for project management	Managed within a single service area	Charter, PID and evaluation are encouraged	Support available from PMO on request

8. High and Medium complexity projects follow a project life cycle (see diagram below).



Project Closures:

9. When a High or Medium complexity project comes to an end, the project is evaluated by the Project Sponsor and Project Manager, with input from the Project Team. This process is facilitated by the link officer assigned to the project from the Transformation Programme Management Office.

10. The request to close the project then progresses through the Programme Management Office (PMO), where once agreed formally recommend closure to the Transformation Programme Board.

11. The Committee are asked to consider the attached project closure report(s) in the Appendix.

Resource Implications:

None.

Legal and Governance Implications:

There are no governance implications from this report.

Safer, Cleaner and Greener Implications:

There are no Safer, Cleaner or Greener implications.

Consultation Undertaken:

No formal consultation was undertaken in the preparation of this report.

Background Papers:

Regular Transformation Programme Highlight Reports to the Cabinet.

Risk Management:

There are no Risk Management implications.

Equality:

There are no Equality Impact implications.

Equality analysis report

Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Transformation Programme - Project Closures
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Report is for consideration
Relationship with other policies / projects:	Transformation Programme
Name of senior manager for the policy / project:	Glen Chipp, Chief Executive
Name of policy / project manager:	David Bailey, Head of Transformation

Step 2. Decide if the policy, service change or withdrawal is equality relevant

Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.	If yes, state which protected groups:
If no, state your reasons for this decision. Go to step 7.	If no, state reasons for your decision:
<i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i>	No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	25.01.2018
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	David Bailey, Head of Transformation
Date of authorisation:	25.01.2018
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	25.01.2018

Appendix - Project Closures Resources Directorate

Key:

Risk Potential Assessment (RPA), i.e. Medium or High complexity.

Select Committee for scrutiny, i.e. O&S – Overview & Scrutiny, CSC – Communities, GSC – Governance, NSC – Neighbourhoods, RSC – Resources.

Generated on: 29 January 2018

<i>Workstream</i>	<i>Project</i>	<i>RPA</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
Workstream 1 Customer Experience	P130 Corporate Online Bookings System	High	RSC	James Carstairs, CSA & P Manager (CCA01)	Steve Bacon, ICT Program Manager

PMO Project Closure Report

Generated on: 21 Dec 17

1. Project title	Corporate Online Bookings System	5. Reference	P130
2. Managed By	Steve Bacon, ICT Program Manager	6. Creation Date	30-Mar-2017
3. Sponsored By	James Carstairs, CSA & P Manager (CCA01)	7. Last Modified Date	07-Nov-2017
4. Corporate Plan link	3.a.2016 <i>To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact</i>		
8.		Baseline	Actual
Start Dates		26-May-2016	01-May-2016
End Dates		30-Apr-2017	03-Aug-2017
Budget		£40,000	£40,000
9. Timeline			
28-Feb-2016	Raise order for Booking Live and Capita Integration		
30-Jun-2016	Gladstone Meeting/Demo		
30-Jun-2016	Additional Supplier investigation		
30-Aug-2016	Site Visit		
31-Aug-2016	Additional Supplier Meeting/Demo		
30-Sep-2016	Funding bid based on average costs across suppliers		
31-Oct-2016	PID created		
31-Oct-2016	Initial selection		
31-Oct-2016	October Capital Bid		
31-Oct-2016	Funding Agreed		
15-Nov-2016	We have now been approached by an incumbent supplier about a booking solution they are now offering. We hope to have this demonstrated during early Nov		
31-Dec-2016	Prototype System		
31-Dec-2016	Contractual negotiation		
31-Dec-2016	Discussion of Cash Receipting implications		
31-Dec-2016	Decision on procurement		
01-Jan-2017	Kick off meeting based on business need and customer feedback (discovery)		
31-Jan-2017	Decision on procurement		
31-May-2017	Prototype reviewed including customer groups		
30-Jun-2017	Implementation & business process reviews		
30-Jun-2017	Go Live		
10. Executive Summary		11. Recommendations	
What was the project? Replacement bookings system for Communities use initially, but later corporate rollout What did you do? Procurement and interfacing assistance, actual installation is on the cloud. Communities staff configured system.		Formally close the project	

Why was it established?

To address the need for an enhanced bookings experience

12. Benefits

Improved Customer Experience. Increase levels of online take up. Increased levels of online payment. Increased Simplification of administration. Potential increased income.

13. Projects and/or programmes of work that are affected by this project

Simplified online bookings experience for customers.

14. What went well?

System (other than payments) went in fairly smoothly, staff members took ownership of key work, and the system was designed to simplify the customer experience.

15. Areas to be improved?

This project was business led, as indications from the supplier were that the required ICT interfaces were pre-existing and no new work would be required. The reality of the implementation was that the interface to the Cashier system was not in existence (at least not to the version in use), which delayed full go live. As a result of this ICT will take a greater involvement in future external system implementations where there is a requirement for interfacing or interactions with our system.

16. Findings

All future system projects which rely on third party suppliers communicating with other third party suppliers must have this flagged as a project risk.
All future system implementations which rely on integration/interfacing to deliver key functionality must have this flagged as a project risk.

17. Data

Bookings Live, budget was £40,000 Capital. Project delivered under budget, but a proportion of upfront costs were ultimately revenue so were covered from that budget so some hardware budgets were moved around to compensate.

18. Project Members

EFDC01 - All internal staff ; James Carstairs, CSA & P Manager; Steve Bacon, ICT Program Manager

Report to Resources Select Committee



SCRUTINY



Date of meeting: 01 March 2018

Portfolio: Leader of the Council

Subject: Transformation Programme – Project Dossier – Resources Directorate

Officer contact for further information: David Bailey, Head of Transformation (01992 564105)

Democratic Services Officer: A Hendry, Democratic Services (01992 564246)

Recommendations/Decisions Required:

That the Committee reviews the updated Project Dossier for the Transformation Programme – Resources Directorate.

Reason for decision:

The Overview and Scrutiny Committee requested the progress of projects and programmes within the Transformation Programme – known as the Project Dossier – be reported to regular meetings of the Committee for review.

Options considered and rejected:

None.

Report:

Introduction:

1. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level. It provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change.

2. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. Operational objectives can concern Business As Usual (BAU) or business transformation.

3. Business transformation is delivered through change projects and programmes. A project is a temporary activity to create something unique – a thing, a service or a product – that:

- Leads to change;
- Has a defined start and end;
- Has limited resources;
- Has specific objectives; and
- Enables benefits to be realised.

5. Here is a simple example which illustrates the difference between Business As Usual and business transformation.

If you build a car in your garage – it's a project. Whereas if you are a car manufacturer, building hundreds of cars a day, it's a production line and simply business as usual, i.e. it isn't unique. However, parts of a larger process can be considered projects, e.g. designing the car. So by their very nature, the delivery of any change involves project management.

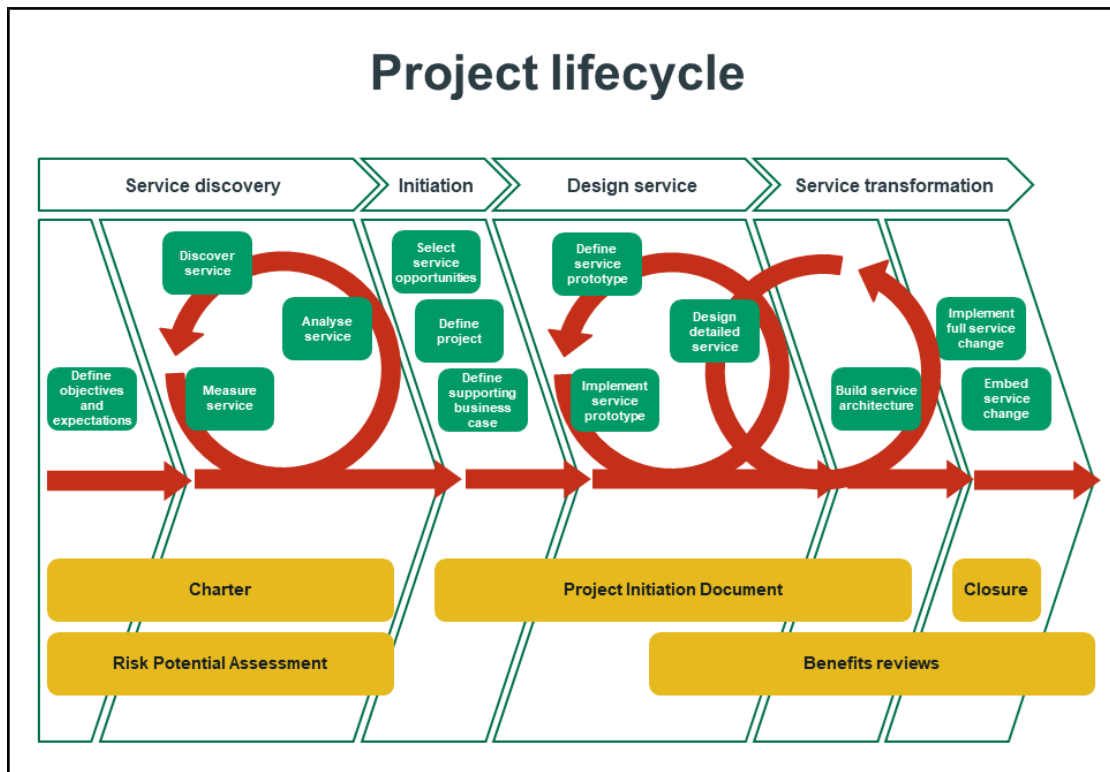
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- Customer Experience;
- Business Culture;
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8. High and Medium complexity projects follow a project life cycle (see diagram below).



Project Dossier:

9. The Committee are asked to consider and review the list of active High and Medium complexity projects, known formally as the Project Dossier. This is given in the Appendix. The information, structured by Workstream, includes:

- Workstream;
- Project reference number and title;
- Current project lifecycle stage, i.e.
 - Discovery (chartered),
 - Initiation (Project Initiation Document, PID / Programme Definition Document, PDD),
 - Prototype (design service),
 - Implementation (transformation),
 - Closure;
- Risk Potential Assessment (RPA), i.e.
 - Medium or
 - High complexity;
- Start and due dates;
- RAG = Current project status as Red, Amber, Green (RAG);
- Select Committee for scrutiny, i.e.
 - O&S – Overview & Scrutiny,
 - CSC – Communities,
 - GSC – Governance,
 - NSC – Neighbourhoods,
 - RSC – Resources,
- Level of completion (as percentage); and
- Project Sponsor and Project Manager.

Resource Implications:

None.

Legal and Governance Implications:

There are no governance implications from this report.

Safer, Cleaner and Greener Implications:

There are no Safer, Cleaner or Greener implications.

Consultation Undertaken:

No formal consultation was undertaken in the preparation of this report.

Background Papers:

Regular Transformation Programme Highlight Reports to the Cabinet.

Risk Management:

There are no Risk Management implications.

Equality:

There are no Equality Impact implications.

Equality analysis report

Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Transformation Programme - Project Dossier – Resources Directorate
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Report is for consideration
Relationship with other policies / projects:	Transformation Programme
Name of senior manager for the policy / project:	Glen Chipp, Chief Executive
Name of policy / project manager:	David Bailey, Head of Transformation

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<i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i>	No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	25.01.2018
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	David Bailey, Head of Transformation
Date of authorisation:	25.01.2018
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	25.01.2018

Appendix - Project Dossier Resources Directorate

Key:

Current project lifecycle stage, i.e. Discovery (chartered), Initiation (Project Initiation Document, PID / Programme Definition Document, PDD), Prototype (design service), Implementation (transformation), Closure.

Risk Potential Assessment (RPA), i.e. Medium or High complexity.

RAG = Current project status as Red, Amber, Green (RAG).





Select Committee for scrutiny, i.e. O&S – Overview & Scrutiny, CSC – Communities, GSC – Governance, NSC – Neighbourhoods, RSC – Resources.

Generated on: 29 January 2018

Workstream 1 Customer Experience

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P030 Corporate Online Bookings System	Closure	High	01-May-2016	30-Jun-2017		100%	RSC	CSA & P Manager (CCA01)	ICT Program Manager

Workstream 2 Business Culture

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P050 Reprographics Service Review	Hold	High	15-Jun-2016	01-Jul-2018		29%	RSC	Director of Resources (RDR01)	Assistant Director - Human Resources (RHR01)
P106 People Strategy Programme	Prototype	High	22-Apr-2016	31-Mar-2020		46%	RSC	Chief Executive (XEX01)	Assistant Director - Human Resources (RHR01)
P170 Establish a Common Operating Model	Prototype	High	03-Jul-2017	31-Mar-2019		37%	RSC	Chief Executive (XEX01)	Assistant Director - Human Resources (RHR01)
P171 Corporate Business Support Team Review	Discovery	High	30-Aug-2017	30-Mar-2018		12%	RSC	Assistant Director - Human Resources (RHR01)	Business Support Manager

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P172 Corporate ICT Team Review	Discovery	High	01-Aug-2017	30-Apr-2018		37%	RSC	Director of Resources (RDR01)	Assistant Director - ICT & FM

Workstream 3 Resources, Accommodation and Technology

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P014 HR Payroll IT System	Implement	High	04-Mar-2016	30-Mar-2018		82%	RSC	Assistant Director - Human Resources (RHR01)	Human Resources Manager (RHR03)
P043 Mail, Correspondence and Document Management	Prototype	High	01-Jun-2016	31-Mar-2018		22%	RSC	Assistant Director - Benefits (RBE01)	Business Manager (RAD01)
P044 Electronic Invoicing	Implement	High	01-May-2016	31-Dec-2017		100%	RSC	Assistant Director - Accountancy (RAC01)	Procurement Manager (RFP02)
P109 ICT Strategy Implementation	Closure	High	01-Apr-2013	30-Nov-2017		100%	RSC	Assistant Director - ICT & FM	ICT Program Manager
P160 Service Accommodation Programme	Prototype	High	22-Feb-2016	31-Mar-2023		53%	RSC	Chief Executive (XEX01)	Head of Transformation
P102 Service Accommodation Review	Implement	High	22-Feb-2016	01-Jun-2018		87%	RSC	Director of Resources (RDR01)	Head of Transformation
P161 Civic Office Refurbishment	Hold	High		31-Mar-2023		0%	RSC	Director of Resources (RDR01)	Head of Transformation

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Report to: Resources Select Committee

Date of meeting: 1 March 2018

Portfolio: Leader (Councillor C. Whitbread)

Subject: Corporate Plan Key Action Plan 2017/18 – Quarter 3 progress

Officer contact for further information: Monika Chwiedz (01992 562076)

Democratic Services Officer: Adrian Hendry (01992 564246)

Recommendations/Decisions Required:

- (1) That the Committee review the third quarter (Q3) progress of the Corporate Plan Key Action Plan for 2017/18 in relation to its areas of responsibility; and
- (2) That the Committee identifies any actions arising from the Corporate Plan Key Action Plan for 2017/18 Q3 within its areas of responsibility, which require in-depth scrutiny or further report on current progress.

Executive Summary:

The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the five-year period from 2015/16 to 2019/20. The priorities or Corporate Aims are supported by Key Objectives, which provide a clear statement of the Council's overall intentions for these five years.

The Key Objectives are delivered by an annual action plan, with each year building upon the progress against the achievement of the Key Objectives for previous years. The annual action plans contain a range of actions designed to achieve specific outcomes and are working documents are therefore subject to change and development to ensure the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

The Corporate Plan Key Action Plan for 2017/18 was adopted by Council at its meeting on 27 September 2016. Progress in relation to all actions and deliverables is reviewed by the Cabinet, the Overview and Scrutiny Committee, and the appropriate Select Committee, on a quarterly basis.

Reasons for Proposed Decision:

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance.

Some actions have cross directorate responsibility. Where this is the case the most appropriate Select Committee is requested to consider the action. This report presents progress against the Key Action Plan for 2017/18 for actions most appropriately considered by the Resources Select Committee.

Other Options for Action:

Actions with cross directorate responsibility could be considered by an alternative Select Committees, or not considered by the Select Committees.

Report:

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the Plan. It focuses on a number of key areas that the Council needs to focus on during that time and helps to prioritise resources to provide quality services and value for money. These key areas are known as the Corporate Aims and are supported by a set of Key Objectives which represent the Council's high-level initiatives and over-arching goals to achieve the Corporate Aims. The Key Objectives are in turn, delivered via an annual Key Action Plan.
2. The Key Action Plan 2017/18 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2017/18. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.
3. The annual action plans are working documents are subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement. The Leader of Council, in consultation with the Chief Executive, is authorised to agree any further changes to Key Action Plans, following their approval by the Council.
4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. Q3 progress against the individual actions of the 2017/18 Key Action Plan, is as below: In reporting progress, the following 'status' indicators have been applied to the to individual actions:

Achieved (Green) - specific deliverables or actions have been completed or achieved in accordance with in-year targets;

On-Target (Green) - specific deliverables or actions will be completed or achieved in accordance with in-year targets;

Under Control (Amber) - specific deliverables or actions have not been completed or achieved in accordance with in-year targets, but completion/achievement will be secured by a revised target date (specified) or by year-end;

Behind Schedule (Red) - specific deliverables or actions have not been completed or achieved in accordance with in-year targets and completion/achievement may not be secured by year-end; and

Pending (Grey) - specific deliverables or actions cannot currently be fully completed or achieved, as they rely on the prior completion of other actions or are dependent on external factors outside the Council's control.

5. There are 50 actions **in total** for which progress updates for Q3 are as follows:

- Achieved or On-Target: 40 (80%)
- Under Control: 5 (10%)

- Behind Schedule: 4 (8%)
 - Pending: 1 (2%)
- Total 50 (100%)

9 actions fall within the areas of responsibility of the Resources Select Committee. At the end of Q3:

- 7 (78%) of these actions have been 'Achieved' or are 'On-Target'
 - 2 (22%) of these actions are 'Under Control'
 - 0 (0%) of these actions are 'Pending'
 - 0 (0%) of these actions are 'Behind Schedule'
6. The Committee is requested to review the Q3 progress against Key Action Plan for 2017/18 as set out in Appendix 1 of this report, and identify any actions that require more in-depth scrutiny or further progress reports.
 7. This report will also considered by the Cabinet on 8 March 2018 and by the Overview and Scrutiny Committee on 27 February 2018

Resource Implications: None for this report.

Legal and Governance Implications: None for this report. Performance monitoring contributes to the delivery of value for money.

Safer, Cleaner, Greener Implications: None for this report.

Consultation Undertaken: The performance information set out in this report has been submitted by each responsible service director.

Background Papers: Relevant documentation is held by responsible service directors.

Impact Assessments:

Risk Management: None for this report.



Equality: None for this report.

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Aim 1. To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low


Objective 1.b. To continue to review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:

- The Epping Forest Shopping Park, Loughton
- Council Housebuilding Programme
- St John's Redevelopment Scheme, Epping
- North Weald Airfield

Action	Lead Directorate	Target Date	.	Status	Progress notes
12. Produce a plan to implement agreed recommendations from the Service Accommodation Review, to optimise the use of the Council premises	Resources/ Transformation Programme Board	31-Mar-2018		Under Control	Q3 - Cabinet report delayed due to involvement of Historic England (HE) and subsequent grade 2 listing. Discussions will be needed with HE to establish what changes to the buildings are still possible.
					Q2 - Work progressing well and on target to report to December Cabinet.
					Q1 - On target. Following a competitive procurement exercise PricewaterhouseCoopers have been commissioned to provide support for Phase 2 of the Accommodation Review. The review is scheduled to report to Cabinet in time for consideration for the 2018/19 budget.
13. Deliver the 2017/18 works from the Facilities Management Programme	Resources	31-Mar-2018		On Target	Q3 – October Cabinet approved revised programme which is on target.
					Report scheduled for October Cabinet to explain changes to the programme whilst the accommodation review completes.
					Q1 - Behind target. Several schemes have been put on hold pending the outcome of the Accommodation Review. A revised schedule of works will be presented to Cabinet in the autumn.


Objective 1.c. To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes

Action	Lead Directorate	Target Date	.	Status	Progress notes
5. Provide payroll service jointly with Braintree and Colchester Councils and sign up at least one more partner authority or one other	Resources	31-Mar-2018		On Target	Q3 – Good progress continues to be made on the implementation. There is a Governance Board meeting with the other authorities in January which will discuss shared service opportunities.
					Q2 - On target. Work continues on the implementation of other modules, such as car

authority to buy in our service, to deliver savings					mileage. No success yet on gaining additional partner authority, although there has been some initial interest from more than one party.
					Q1 - The joint working on the payroll service and further development of additional modules continues to go well. Initial discussions have been held with one potential partner but this seems unlikely to proceed at the moment.
6. Implement the recommendations of the Reprographics Service Review, to make savings and improvements to print services	Resources	31-Mar-2018		Under Control	Q3 – Potential partner authorities have been slow to respond but progress on internal process improvements has been good.
					Q2 - On target. Internal processes have been amended. Looking at joint procurement of paper and discussions continue on the possibility of a shared service.
					Q1 - The review continues to make good progress and shared service opportunities are being discussed with two other authorities.


Aim 2. To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery


Objective 2.b. To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents

Action	Lead Directorate	Target Date	.	Status	Progress notes
2. Provide sustainable employment opportunities for the district's young people through development of the Council's apprenticeship scheme	Resources	31-Mar-2018		On Target	Q3 – The apprentices are making good progress in their work placements.
					Q2 - On target. A full cohort of apprentices have been recruited and their training has commenced.
					Q1 - Recruitment processes are underway for the new cohort of apprentices.



Aim 3. To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose

Objective 3.a. To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact

Action	Lead Directorate	Target Date	.	Status	Progress notes
2. Produce a plan to implement the Workforce Development Strategy, to establish a new common operating model	Resources	31-Mar-2018		On Target	Q3 – December Cabinet approved funding for the re-structure and a timeline has been established to deal with the changes necessary at Leadership Team level.
					Q2 - On target. Cabinet have approved the Programme Definition Document and work has commenced with the LGA.

					Q1 - A Programme Definition Document has been written and meetings are scheduled in July to share this with Portfolio Holders and the Leadership Team.
4. Deliver customer self-service account facilities for residents and businesses so they can receive their bills electronically	Resources	30-Sep-2017		Achieved	Q3 – As per Q2, system is in place and functioning. Q2 - System in place and functioning. Q1 - The system has been set up and tested and will now be publicised to encourage take up.

Objective 3.b. To utilize modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access

Action	Lead Directorate	Target Date	.	Status	Progress notes
2. Implement the ICT Strategy to support the Transformation Programme, including mobile and flexible working	Resources	31-Mar-2018		On Target	Q3 – November Cabinet approved the new strategy covering 2018 to 2023, which includes year 0 projects for completion prior to 31 March 2018. It is anticipated that all year 0 projects will be delivered on time. Q2 - On target. Good progress continues on the existing strategy and the new strategy will be presented to Members during Q3. Q1 - Good progress has been made on both the implementation of the current strategy and the development of the new strategy.
3. Implement use of mobile phone text messages to remind customers when their payment is due	Resources	30-Sep-2017		Achieved	Q3 – System now live and has been effective in triggering payments which have reduced the number of reminder letters. Q2 - Go-live date changed to 30/10. Other Capita work impacted on testing. Tech services creating area for GIM documents for on-line requests for service. Q1 - Testing is progressing well and the target date should be achieved.

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Report to: Resources Select Committee

Date of meeting: 1 March 2018

Portfolio: Finance (Councillor G. Mohindra)

Subject: Key Performance Indicators 2017/18 - Quarter 3 Performance

Officer contact for further information: Monika Chwiedz (01992 562076)

Democratic Services Officer: Adrian Hendry (01992 564246)

Recommendations/Decisions Required:

That the Select Committee reviews Q3 performance in relation to the key performance indicators within its areas of responsibility.

Executive Summary:

The Local Government Act 1999 requires that the Council make arrangements to secure continuous improvement in the way in which its functions and services are exercised, having regard to a combination of economy, efficiency and effectiveness.

As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's services and key objectives, are adopted each year by the Finance and Performance Management Cabinet Committee. Performance against the KPIs is monitored on a quarterly basis by Management Board and overview and scrutiny to drive improvement in performance and ensure corrective action is taken where necessary.

Reasons for Proposed Decision:

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

Other Options for Action:

No other options are appropriate in this respect. Failure to monitor and review KPI performance and to consider corrective action where necessary could have negative implications for judgements made about the Council's progress, and might mean that opportunities for improvement are lost.

Report:

1. A range of thirty-two (32) Key Performance Indicators (KPIs) for 2017/18 was adopted by the Finance and Performance Management Cabinet Committee in March 2017. The KPIs are important to the improvement of the Council's services and the achievement of its key objectives, and comprise a combination of some former statutory indicators

and locally determined performance measures. The aim of the KPIs is to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district, that are the focus of the key objectives.

2. Progress in respect of each of the KPIs is reviewed by the relevant Portfolio Holder, Management Board, and overview and scrutiny at the conclusion of each quarter. This report provides an overview of all KPIs and includes in detail those indicators which fall within the areas of responsibility of the Resources Select Committee
3. A headline end of Q3 performance summary in respect of the KPIs falling within the Resources Select Committee's areas of responsibility for 2017/18, together with a detailed performance report for each of these indicators, is attached at Appendix 1 to this report.

Key Performance Indicators 2017/18 - Quarter 3 Performance

4. The overall position for **all** thirty-two (32) KPIs at the end of the Quarter 3, was as follows:
 - (a) 25 (78%) indicators achieved third quarter target;
 - (b) 7 (22%) indicators did not achieve third quarter target, although 4 (13%) of KPIs performed within the agreed tolerance for the indicator; and,
 - (c) 25 (78%) indicators are currently anticipated to achieve the cumulative year-end target, 3 (9%) indicators are anticipated not to achieve year-end target and a further 4 (13%) are uncertain whether they will achieve the cumulative year-end target.
5. **Resources Select Committee indicators** – six (6) of the Key Performance Indicators fall within the Resources Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at Q3 for these six (6) indicators, was as follows:
 - (a) 3 (50%) indicators achieved target;
 - (b) 1 (17%) indicators did not achieve target,
 - (c) 2 (33%) indicators performed within the agreed tolerance for the indicator;
 - (d) 3 (50%) of indicators are currently anticipated to achieve year-end target and a further 2 (33%) is uncertain whether it will be achieve year-end target.
6. The 'amber' performance status used in the KPI report identifies indicators that have missed the agreed target for the quarter, but where performance is within an agreed tolerance or range. The KPI tolerances were agreed by Management Board when targets for the KPIs were set in March 2017.
7. The Select Committee is requested to review Q3 performance for the KPIs within its areas of responsibility. The full set of KPIs was also considered by Management Board on 24 January 2018 and will be considered by the Finance and Performance Management Cabinet Committee on 22 March 2018.

Resource Implications: none for this report

Legal and Governance Implications: none for this report; however performance

management of key activities is important to the achievement of value for money.

Safer, Cleaner, Greener Implications: none for this report

Consultation Undertaken: Relevant Select Committees and the Finance and Performance Management Cabinet Committee.

Background Papers: KPI submissions are held by the Performance Improvement Unit.

Impact Assessments:



















Risk Management: none for this report

Equality: none for this report.

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Key Performance Indicators 2017/18 – Quarter 3 Performance Report

Appendix 1

Resources Quarterly Indicators		Q1 2017/18			Q2 2017/18			Q3 2017/18			Q4 2017/18			Is year-end target likely to be achieved?
		Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status	
RES001	How many working days did we lose due to sickness absence?	1.62	1.71		3.22	4.07		5.43	6.27		7.25			No
RES002	What percentage of the invoices we received were paid within 30 days?	97%	96%		97%	96%		97%	97%		97%			Uncertain
RES003	What percentage of the district's annual Council Tax was collected?	27.55%	27.64%		52.54%	52.52%		77.84%	77.74%		97.8%			Yes
RES004	What percentage of the district's annual business rates was collected?	28.84%	29.25%		53.28%	53.97%		78.06%	78.19%		97.8%			Yes
RES005	On average, how many days did it take us to process new benefit claims?	21	22.31		21	21.82		21	21.1		21			Uncertain
RES006	On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?	9	7.55		9	7.44		9	7.35		6			Yes

Key Performance Indicators 2017/18 Quarter 3 Performance

Report Author: Monika Chwiedz (Performance Improvement Officer)

Reflecting on our performance:

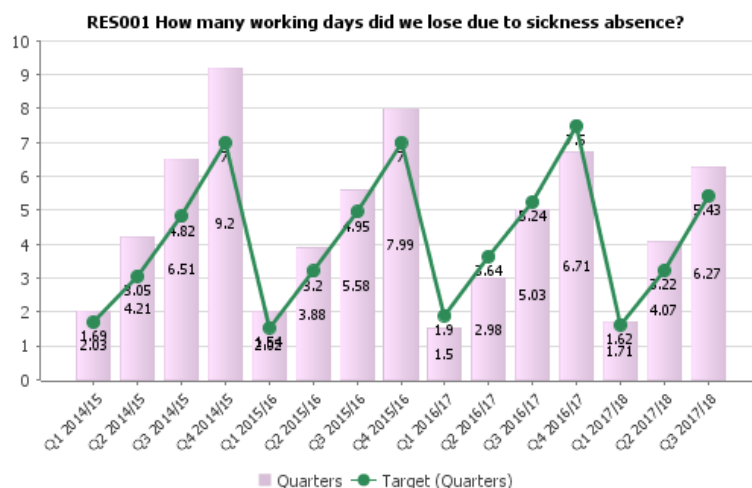
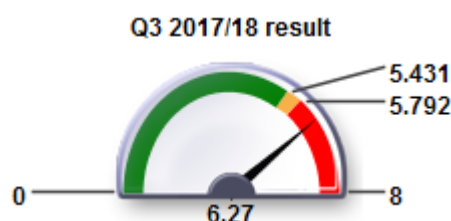
There are 32 KPIs for this year

24(75%) achieved target and 3 (9%) missed target and 5 (16%) performed within their amber tolerance.

Six (6) of the Key Performance Indicators fall within the Resources Directorate

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

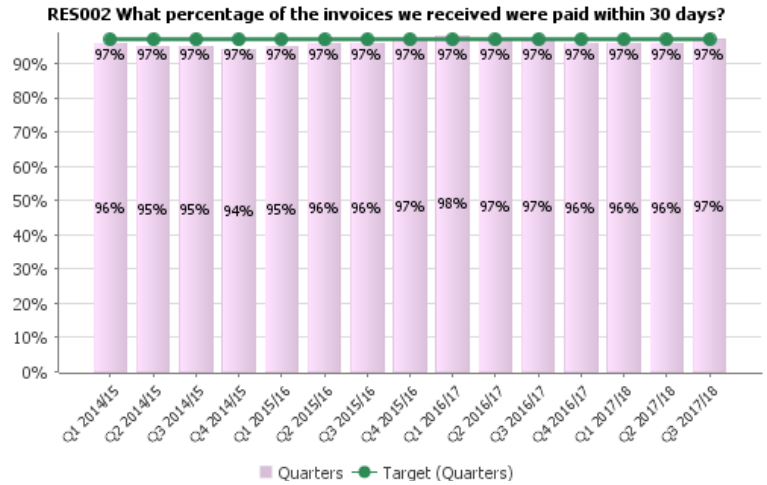
This indicator monitors the level of staff sickness absence across the authority, and supports the implementation of the Council's Managing Absence Policy. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.



Comment on current performance: 2.20 days per capita lost in Q3 the FY RT is 6.27. This is a recalculation of the FY to date necessitated by staff being tupied to Chief Exec from other Directorates and to include staff who have left and lost their directorate in iTrent. The chances of meeting target are now vanishingly small but in mitigation the targets were set not allowing for the changes in the method of calculation required. It is also worthy noting that sickness figs seem elevated and that the NHS is reporting elevated winter infections.

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

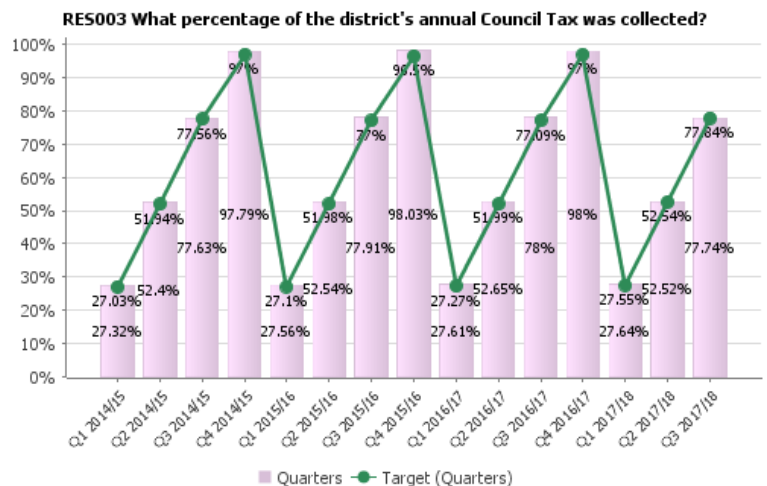
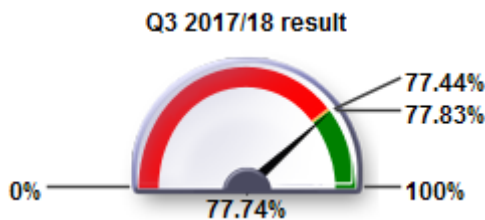
This indicator encourages the prompt payment of undisputed invoices for commercial goods and services.



Comments on current performance– Performance is now on target and data is showing a small, but steady improvement with each quarter.

RES003 What percentage of the district's annual Council Tax was collected?

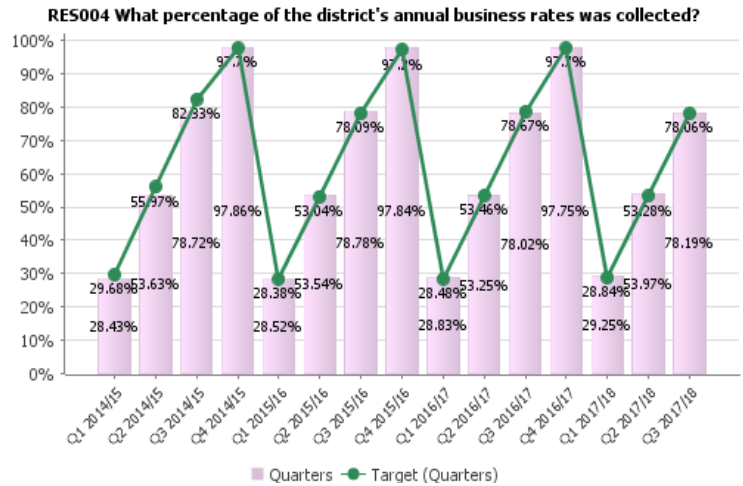
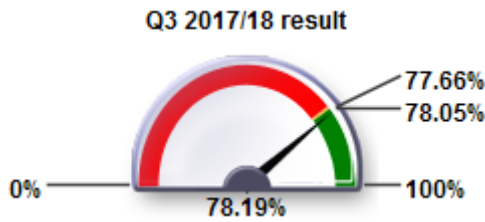
This indicator monitors the rate of collection of Council Tax. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.



Comment on current performance: The Q3 performance is slightly under target and last year's performance. This is principally due to an increase in debit as a number of new dwellings have come into valuation and this income will be collected over the remainder of the year.

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

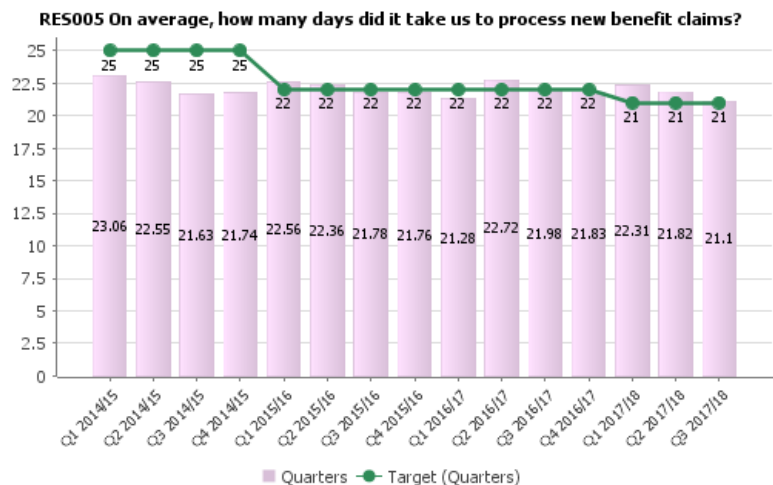
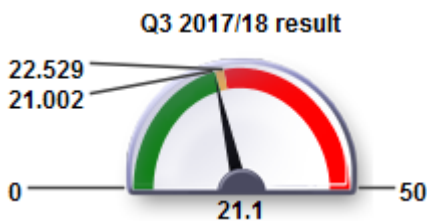
This indicator monitors the rate of collection of National Non-Domestic rates. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.



Comment on current performance: The performance is slightly above target and last year's performance

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

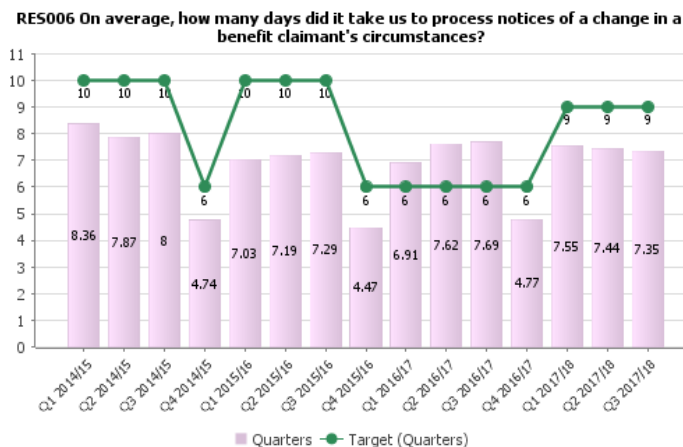
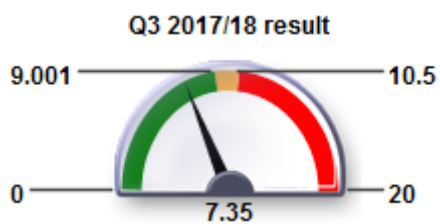
This indicator monitors the administration of Housing and Council Tax Benefit. Targets and performance are measured in days.



Comment on current performance: Performance is improving. Quarter 3 processing was 19.66 days

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

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



Comment on current performance: Performance is on target. Quarter 3 performance was 7.11 days.

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Report to Resources Select Committee

Date of meeting: 1 March 2018

Subject: Corporate Plan 2018-2023 – Progress Reporting and Performance Indicator Set

Officer contact for further information: David Bailey, Head of Transformation

Committee Secretary: Adrian Hendry, Senior Democratic Services Officer

Recommendations/Decisions Required:

- (1) That the Committee reviews and provides comment on the proposed benefits and performance indicator set for 2018-2023; and
- (2) That the Committee reviews and provides comment on the Council's proposed format for reporting the performance of the indicator set and the progress of the Corporate Plan 2018-2023.

Executive Summary:

The Corporate Plan 2018-2023 is the authority's key strategic planning document. The Plan sets out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

A Corporate Specification for each year (previously called the Key Action Plan) details how the Corporate Plan is being delivered through operational objectives, with these in turn linked to annual Service business plans.

The success of the new Corporate Plan will be assessed through the achievement of a set of benefits, focussed on what the Council achieves for customers (detailed from section 2 of the report). These benefits in turn are evidenced through a set of performance measures. The new format for reporting the Council's performance is also proposed.

Contents

1. Background and context of the Corporate Plan 2018-2023, including
 - a. Corporate Aims and Objectives
 - b. Corporate Specification 2018-19
 - c. Benefits Realisation
2. Design of the New Corporate Plan – Measuring Success
3. Format of Performance Reports
4. New Indicator and Benefits Set: Profiles
5. Next Steps
6. Appendix 1 – Our Corporate Plan 2018-2023 'on a page' summary
7. Appendix 2 – DRAFT Progress Report, including
 - a. Benefits Maps for 2018-19
8. Appendix 3 – Proposed Performance Indicator Profiles

Report:

1. Background and context of the Corporate Plan 2018-2023

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction of the organisation for the lifetime of the plan, and as such informs all other plans produced by the Council. The Corporate Plan does not cover everything that the organisation does in detail, but it does provide a framework to demonstrate how the work of the Council at a strategic level fits together. It also provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change. The Corporate Plan does not contain specific information on the wide range of services that the Council provides, or how it delivers statutory duties or enforces legislation.

2. The Corporate Plan is the cornerstone of the Council's performance management framework (called its Benefits Management Strategy) and business planning processes. It provides a framework for the development of detailed annual directorate and service business plans which provide details of service provision and how the work of these groups directly contributes to the achievement of the Council's aims and objectives. Each individual member of staff should be able to see how their work contributes to the Corporate Plan through links to their appraisal. The Corporate Plan also provides the policy foundation for the Council's Medium Term Financial Strategy (MTFS) and is essential for the prioritisation of resources to provide public services and value for money.

3. The Plan sets out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

4. The new Corporate Plan aspires to be written in language and presented in a style that can be readily understood by our customers. Further it strives to 'put the customer at the heart of everything we do'. For the purposes of this Plan, 'customers' means people that:

- Live (residents);
- Work or do business;
- Learn (students);
- Visit (tourist economy) and
- Play (leisure activities) in the district.

5. The Corporate Plan including an overview of the district, our vision, purpose, values, and a set of corporate aims and objectives. The content presented in this report is by necessity more technical than when presented in the Corporate Plan. The most significant innovation in the new Corporate Plan is its focus on our customers and the measurement of success as the impact that the delivery of the plan has on them.

6. The corporate ambitions, aims and objectives are central elements of the new Corporate Plan and as such the new Plan has been developed around them in response to our external drivers and our vision, purpose and values. The new plan is a forward looking and organised document.

7. Our vision: A great place where people enjoy living, working, learning and leisure.

8. Our purpose: Working together to serve our community.

9. Our values: Trust, One Team, Performance, Innovation and Customer.

10. Management Board, Leadership Team and Cabinet Members were involved in developing the draft Corporate Plan 2018-2023. The content of the Plan – including drivers, objectives and benefits – were the subject of consultation with customers, businesses, partners and staff. The views of Councillors were also sought through the Communities, Governance, Neighbourhoods and Resources Select Committees as well as the Overview

and Scrutiny Committee. The views of the Cabinet were gained through a report to the Finance and Performance Management Cabinet Committee. Feedback from local councils was taken through a report to the Local Councils' Liaison Committee (LCLC).

11. These consultations showed that the structure and strategic approach of the new Corporate Plan were welcomed by all stakeholders, alongside an endorsement of the consultation itself. Beyond this, a large amount of detailed commentary on specific drivers, aims, objectives and performance measures was received.

12. The Corporate Plan 2018-2023 was adopted by Council in December 2017. It was agreed that the four Select Committees – Communities, Governance, Neighbourhoods and Resources – be consulted on the draft benefits maps. Final definitions for the new key benefits and performance indicator set will then be agreed by the Finance and Performance Management Cabinet Committee, in consultation with the Head of Transformation. This consultation would help ensure that the benefits maps have both the style and the content which the Select Committees would find most useful in undertaking their scrutiny of Council performance.

13. To minimise expenditure associated with its production, the new Corporate Plan will only be available as an electronic download via the Council's website or for customers to view as a hard copy at the Council's Civic Offices.

Corporate Aims and Objectives

14. External drivers have been identified by Cabinet Members and the Council's Management Board and Leadership Team, for the organisation over the next five years. They have been further refined through consultation and linked with a set of three interdependent corporate ambitions:

- Stronger Communities;
- Stronger Place; and
- Stronger Council.

15. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective, developed with the input of Cabinet Members and Officers. This work was undertaken via a series of workshops in March, April and May 2017. Further consultation on the draft Corporate Plan was undertaken over the summer months and feedback invited from:

- Customers;
- Businesses;
- Partners;
- Staff and managers;
- Local Councils via the Local Councils' Liaison Committee (LCLC);
- District Councillors, through Select Committees for Communities, Governance, Neighbourhoods and Resources, as well as the Overview and Scrutiny Committee; and
- Finance and Performance Management Cabinet Committee.

16. The headline summary of the Corporate Plan 2018-2023 – containing corporate ambitions, aims and objectives – is given on a single page in Appendix 1.

Corporate Specification 2018-2019

17. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. The Council has a number of Key Action Plans, so to avoid confusion the yearly action plan for the Corporate Plan will in future be

referred to as the Corporate Specification. This name denotes that it specifies the operational objectives for a given year, which in turn are responded to through annual Service business plans.

18. Corporate Specifications will continue to be set annually. Every year during the lifetime of the Corporate Plan, the Corporate Specification will be agreed by the Cabinet, with the scrutiny of the Select Committees and approved by Council. New operational objectives will reflect the progress already achieved against the Corporate Plan.

19. Appendix 2 to this report includes the draft Corporate Specification for 2018-19 within the left-most column, under 'Specification 2018-19'. The Corporate Plan aims, objectives and drivers are included in the two right-hand columns, under the heading 'Corporate Plan 2018-2023'.

Benefits Realisation

20. The consultation on the structure and content of the Corporate Plan 2018-2023 was undertaken using benefits maps, see Appendix 2. An explanation of these maps is provided in this section of the report. Constructing the benefits maps is a complex and detailed task and significant feedback was received through consultations on the draft maps. Officers are currently working to revise and complete these maps with the intention to consult on the final version through reports to the Overview and Scrutiny Committee and Select Committees. The final benefits maps would then be agreed by the Finance and Performance Management Cabinet Committee in consultation with the Head of Transformation.

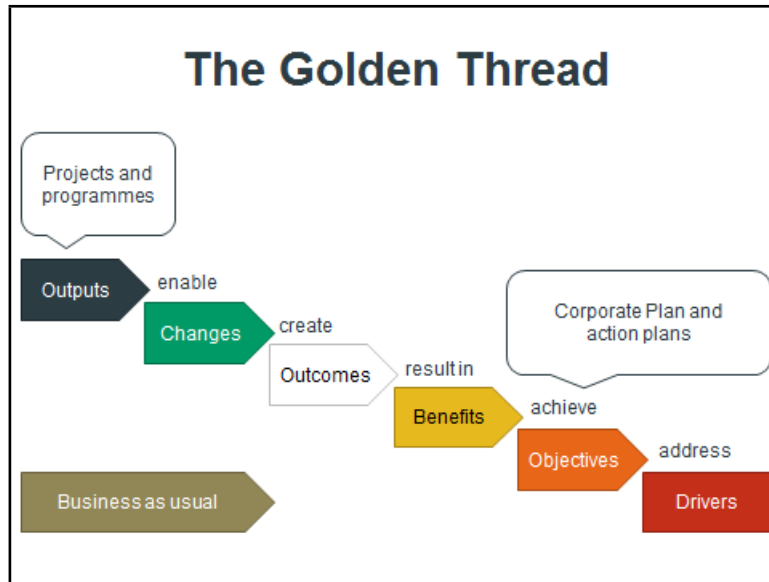
21. All benefits from individual corporate objectives, connect back to four key benefits, which are:

- B1 Improved customer value – recognising what customers' value about our services and placing them as the heart of everything we do;
- B2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- B3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- B4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low

22. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives. All benefits must be defined in SMART terms – Specific, Measurable, Achievable, Relevant and Time-bound. It is possible that the Corporate Plan will have some negative impacts for some stakeholders as well as improvements. Where a negative effect of a change can be foreseen, then this is known as a dis-benefit.

23. The achievement of the new Corporate Plan will be monitored and assessed through the realisation of the set of interconnected benefits or benefits map, focussed on what the Council achieves for customers. The evidence that these benefits have been realised comes through the combination of a set of performance measures, replacing the current set of Key Performance Indicators (KPIs).

24. It is proposed that from 2018-2019 onwards, the delivery of the Corporate Specification will be monitored and reported alongside the information previously contained by the Transformation Programme Full Highlight Report and the key benefits and performance indicator set. It is envisaged that this will be presented as benefits maps, showing the interconnections between the delivery of projects, through benefits to the objectives and drivers from the Corporate Plan. A diagram showing the relationship between these elements is given below.



Above: 'The Golden Thread' linking project outputs through benefits to achieve objectives.

25. Appendix 2 contains the draft performance measures and benefits, in the middle three columns, headed 'Benefits realisation' (highlighted in purple). These benefits maps show the linkages between the three interrelated parts:

- The Corporate Plan drivers, aims and objectives for 2018-2023 (right-hand side);
- The benefits realisation framework of measures and benefits (centre); and
- The Corporate Specification for 2018-19 (left-hand side).

26. Please note that when the benefits maps are created, best practice is to start from the right-hand side and work towards the left, i.e. start with the needs of our customers or the end in mind, and work back to the solutions on the left-hand side. When the organisation delivers services, it starts on the left-hand side and works over to the right, i.e. the delivery goes from left to right.

2. Design of the New Corporate Plan – Measuring Success

27. The background section to this report describes the production of the new Corporate Plan 2018-2023. As explained above, the new Corporate Plan strives to ‘put the customer at the heart of everything we do’, focussing on redefining our measurement of success as the impact that the delivery of the plan has on them.

28. In the previous Corporate Plan, success was largely defined as the delivery of services, products or things. For example in the Key Action Plan:

- Deliver Phase 1 of the Council Housebuilding Programme, to provide 23 new affordable rented homes (Objective 1.b.1).
- Produce a plan to improve the management of information, to protect public data and comply with legislation (3.b.4).

These are known as output measures as they measure the output of project work – i.e. deliver a new computer system – or a ‘thing’. Other examples from the Key Action Plan have outcome measures attached:

- Complete a new off-street parking contract to manage the Council’s car parks with an alternative provider to increase efficiency and reduce costs (1.c.4)

In terms of measuring success, the previous Key Action Plan report measures success as the completion of the contract – i.e. the output. However, this example also shows a benefits measure, to ‘increase efficiency and reduce costs’. These can normally be identified as they use action verbs like ‘increase’, ‘reduce’ or ‘improve’. In this example the benefit is to the Council, in reduced cost and increased efficiency, but the benefits for our customers is implicit rather than explicit, i.e. the reduction in costs for local tax payers.

29. In these examples, and across the majority of the previous Corporate Plan, the realisation of benefits as a definition of success is not measured through the Key Performance Indicator set. Examples of KPIs include:

- What percentage of our commercial premises was let to tenants? (NEI011)
- What percentage of the district’s annual business rates was collected? (RES003)
- What percentage of calls to the council’s Careline Service are answered within 60 seconds? (COM010)

Clearly, these are measures of service performance, but they do not link with actions from the Key Action Plan and again are most often output measures and not outcome measures. Measuring outputs rather than outcomes (or benefits) is the traditional way of measuring success, and these measures are often easier to define and collect.

30. Strategically however, the weakness with these measures is in the response to the challenge – ‘so what?’ What difference does it make that the percentage of our commercial premises is let? What difference does it make the percentage of calls to Careline are answered within 60 seconds? The new Corporate Plan seeks to address this requirement directly by constructing a set of actions, performance measures and benefits which link together to demonstrate the success of the Plan overall, and explicitly place the emphasis on the improvements for customers. Overall, this is done through benefits maps, and example of which is given in Appendix 2. These benefits maps (also known as strategy maps) form the core of our performance management framework for the new Corporate Plan.

31. This marks a fundamental shift for the Council in the way it thinks about performance and what ‘success’ looks like for its customers. The Council’s previous performance management approach has been in place for many years, and the move to this new way of thinking will no doubt at times be challenging. However, this focus on success is an essential aspect of the Council being ‘Ready for the future’.

3. Format of Performance Reports

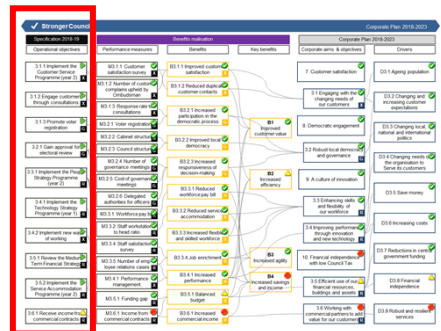
32. Currently, there are three different performance reports which are regularly presented across Cabinet, Finance and Performance Management Cabinet Committee and Scrutiny Committees, see table below. The reports are also considered by Management Board and Transformation Programme Board.

Report and content	Finance and Performance Management Cabinet Committee	Cabinet	Overview and Scrutiny Committee	Scrutiny Committees
Corporate Plan Key Action Plan – progress on the annual key actions, through which the Corporate Plan is delivered		✓	✓	✓
Transformation Programme Highlight Report – progress of projects and programmes by exception		✓		
Key Performance Indicators (KPIs) – progress against the indicators, grouped by directorate	✓			✓

33. Effectively, these three reports cover different aspects of the Benefits maps, which were developed as part of producing the new Corporate Plan 2018-2023.

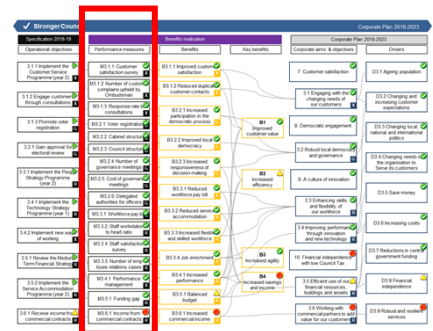
34. Working from the left hand side of the benefits maps (see example), the first column contains the Annual Specification – formally the Key Action Plan – as a set of objectives covering both Businesses As Usual (BAU) and business transformation.

The business transformation elements are also covered by exception in the Transformation Programme Highlight Report.



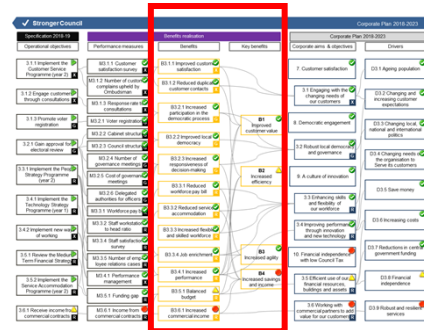
These reports describe the progress made in delivering services (BAU) and improving services (business transformation).

35. The next column of the benefits maps covers the measurement of performance through a set of performance indicators – formally known as Key Performance Indicators or KPIs. The current sets of KPIs largely measure the performance of Business As Usual (BAU) activities and not improvements brought about by business transformation.



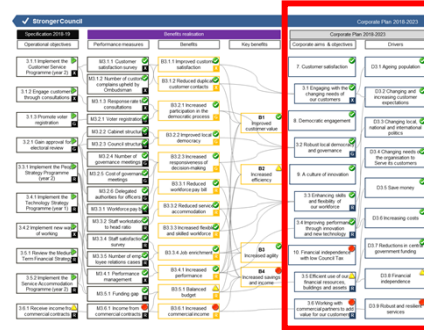
Many of these indicators have their origins in the National Key Indicator Set and Comprehensive Spending Review framework, implemented by the UK Government in 2007. This was a means to reflect national priority outcomes in the work of local authorities, replacing previous frameworks like Best Value Performance Indicators and Performance Assessment Framework indicators.

36. The Council's current performance measurement framework does not measure the impact on our customers – referred to as the realisation of benefits. These sit at the centre of the benefits map.



On the benefit maps for the new Corporate Plan, a new set of performance indicators have been designed. These allow the Council to measure directly or indirectly the realisation of benefits for our customers.

37. The right hand side of the benefits maps shows the corporate aims and objectives and the environmental factors which drive them. In the delivery of the previous Corporate Plan the Council did not assess its performance against the delivery of Corporate Objectives. The establishment of benefits maps in the new Corporate Plan should establish a mechanism with which to ask and answer the strategic question – ‘how well the Council is doing in the delivery of its five-year Corporate Plan?’



38. Clearly it is possible to report separately on each aspect of performance within the benefits maps. However, it is proposed to report the performance holistically, replacing the existing performance reports with a single integrated report – giving a single view of the performance of the Council against the Corporate Plan. This single view shows the interconnections between the various elements of the benefit maps, and should enable officers and Members to focus on cause and effect relationships.

39. It is proposed to present information using the benefits maps – colour coded using the Red, Amber, Green status indicators – often abbreviated to RAG – to highlight exceptions that may require attention. This will give Members and officers a quick visual tool to focus on areas where performance may be below target, and where remedial actions or further scrutiny may be required. By following the links left-to-right on the benefit maps – between projects, indicators, benefits and objectives – the maps also show the likely cause (to the left) or impact (to the right) of any underperformance.

40. Additionally, detailed information will only be reported for items on the maps which have Amber or Red statuses, i.e. are exceptions. This will reduce the amount of information presented in the regular reports and should enable readers to attend to the most important issues.

41. An example of how sections from the proposed report could look is given in Appendix 2, including both an example of a benefit map and the more detailed exceptions section. The Committee are asked to review this proposal and provide comment.

4. New Performance Indicator and Benefits Set: Profiles

42. Appendix 3 contains the proposed performance indicator profiles, whose scrutiny is assigned to this Select Committee. The Committee are asked to review each profile and provide comment. The targets for performance indicators will be agreed by the Finance and Performance Management Cabinet Committee.

43. A benefit may have one or more indicator. Where more than one indicator exists, the proportion in which the indicators are combined to demonstrate the benefit is shown as a percentage, with the sum of these weightings totalling 100%. Similarly, an individual indicator may contribute to the realisation of one or more benefits.

44. Some existing KPIs may continue to be reported as indicators in the new benefits maps. Other existing KPIs may continue to be collected as Management Information (MI), to assist in the management of services. However, many performance indicators in the set are newly defined for use by the Council and for some there will need to be a baseline data gathering exercise undertaken in 2018-19 before targets can be set for the remainder of the Corporate Plan period.

45. With such a fundamental change to the way the Council measures its success, it is inevitable that a small number of performance indicator definitions or targets, will upon collection need to be reviewed and modified. Any amendments to performance indicators will be agreed by the Finance and Performance Management Cabinet Committee in consultation with the Head of Transformation.

5. Next Steps

46. The Committee is requested to consider and provide comment on the draft documents in Appendices 2 and 3.

47. The performance indicator and benefits set and format of the reports, will be subject to further consultation with the Overview and Scrutiny Committee and Select Committees. The final performance indicator and benefits set, including targets, will be approved by the Finance and Performance Management Cabinet Committee in consultation with the Head of Transformation.

48. The Corporate Plan, including the annual Corporate Specification are working documents and are therefore subject to change and development to ensure that the actions remain relevant and appropriate. Consequently, the Leader of the Council, in consultation with the Chief Executive, is authorised to agree any further changes to the Corporate Plan and Corporate Specification.

Resource Implications:

The design and production costs of the new Corporate Plan progress reports will be met from within the existing budget of the Transformation Programme Management Office. Resource requirements for any specific objective set out in this report will need to be identified by the relevant service director and reflected in the Council's budget processes.

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report, which ensure that the Council sets appropriate corporate priorities, and monitors progress and reports against the achievement of benefits for customers.

Safer, Cleaner and Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner and Greener initiative, or any crime and disorder issues within the district.

Consultation Undertaken:

Management Board, Leadership Team and Cabinet Members were involved in developing the draft Corporate Plan 2018-2023. The content of this draft – including drivers, objectives and benefits – were the subject of consultation with customers, businesses, partners and staff. The views of Councillors were also sought through the Communities, Governance, Neighbourhoods and Resources Select Committees as well as the Overview and Scrutiny Committee. The views of the Cabinet were gained through a report to the Finance and Performance Management Cabinet Committee. The views of local councils were gained through a report to the Local Councils' Liaison Committee (LCLC).

Background Papers:

- Corporate Plan 2015-2020 Report to Cabinet (C0-071-2014/15) on 9 March 2015 and Report to Council on 21 April 2015.
- Transformation Programme – Scope and Methodology Report to Cabinet (C-073-2015/16) on 03 March 2016.
- Benefits Management Strategy Report to Transformation Programme Board on 20 July 2016.
- Corporate Plan 2018-2023 Report to the Governance Select Committee on 4 July 2017.
- Corporate Plan 2018-2023 Report to the Resources Select Committee on 13 July 2017.
- Corporate Plan 2018-2023 Report to the Overview and Scrutiny Committee on 18 July 2017.
- Corporate Plan 2018-2023 Report to the Finance and Performance Management Cabinet Committee (FPM-007-2017/18) on 20 July 2017.
- Corporate Plan 2018-2023 Report to the Communities Select Committee on 5 September 2017.
- Draft Corporate Plan 2018-2023 Report to the Local Councils' Liaison Committee on 11 September 2017.
- Corporate Plan 2018-2023 Report to the Neighbourhoods Select Committee on 19 September 2017.
- Corporate Plan 2018-2023 Report to Cabinet (C-032-2017/18) on 7 December 2017.
- Corporate Plan 2018-2023 Report to Council (Item 12) on 21 December 2017.

Risk Management:

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific objectives or benefits will be identified the Corporate Risk Management Group.

Equality and Diversity:

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality impact assessment is provided as an Appendix to the report.

Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
 - Factsheet 1: Equality Profile of the Epping Forest District
 - Factsheet 2: Sources of information about equality protected characteristics
 - Factsheet 3: Glossary of equality related terms
 - Factsheet 4: Common misunderstandings about the Equality Duty
 - Factsheet 5: Frequently asked questions
 - Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details

Your function, service area and team: Transformation, Office of the Chief Executive

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: Not applicable

Title of policy or decision: Corporate Plan 2018-2023 – Progress Reporting and Indicator Set

Officer completing the EqIA: David Bailey, Head of Transformation Tel: 01992 564105
Email: dbailey@eppingforestdc.gov.uk

Date of completing the assessment: Tuesday 6 February 2018

Section 2: Policy to be analysed

2.1	<p>Is this a new policy (or decision) or a change to an existing policy, practice or project?</p> <p>Change to performance reporting for the Corporate Plan, including the new set of (key performance) indicators.</p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>The Corporate Plan is the Council's premium strategic document, laying out the Council's purpose, aims and objectives for the medium and short-term. The benefits and indicator set detail how the progress of this plan will be measured and reported.</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <p>Enhanced picture of corporate performance against the benefits and indicator set.</p>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none">• service users• employees• the wider community or groups of people, particularly where there are areas of known inequalities? <p>The Corporate Plan progress reporting is not in itself a vehicle for decision making. Its approach is to articulate the Council's performance in a coherent document. Where individual objectives or performance from the Plan require key decisions, these are the subject of individual reports, each accompanied by its own Equality Impact Assessment.</p> <p>Will the policy or decision influence how organisations operate?</p> <p>Yes, at the strategic level.</p>

2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>Decisions on resources to deliver the Corporate Plan are taken through the annual budget approval process, through Portfolio Holder decision or Cabinet decision.</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?</p> <p>The Corporate Plan is the Council's premium strategic policy. All other Council policies and decisions support the delivery of the Corporate Plan.</p>

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>What does the information tell you about those groups identified?</p> <p>An overview of key issues impacting the population of Epping Forest district, health and well-being, and demand on services is given in the attached profile of people living in Epping Forest.</p>
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>No.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:</p> <p>Where decisions are required to change Council policy these will be subject to a key decision report, which will be accompanied by its own Equality Impact Assessment. Any consultation with communities that are likely to be affected by the decision may be undertaken at that time.</p>

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	<p><u>Older people</u> An ageing population is increasing demand on local services.</p> <p>Health interventions need to reach high risk groups to reduce the number of preventable health conditions and service demand.</p> <p>Slightly higher rate of hospital admissions due to hip fractures than England.</p> <p>Increasing number of people with dementia. Unpaid carers require support to achieve their role.</p> <p>Ageing population will impact on the availability of health services, housing and care homes.</p> <p><u>Children and young people</u> Average level of Chlamydia testing and percentages testing positive.</p> <p>Low rates of children in care.</p> <p>Average level of eligibility for free early education entitlement (two year olds) but lowest take up rate in Essex.</p>	L
Disability	No data available	-
Gender	Epping Forest district population: 64,219 – 51.5% female 60,440 – 48.5% male	L
Gender reassignment	No data available	-
Marriage/civil partnership	Living arrangements: Of 100,762 persons- 60,592 living as a couple 49,472 married or in a registered same-sex civic partnership	L

Pregnancy/maternity	Low rate of teenage pregnancy (which is linked to a range of poor outcomes in later life).	L
Race	Population of the district: 89.2% White 3.3% Asian 1.8% Black 5.7% Others, including Mixed	L
Religion/belief	Population of the district: 61.8% Christian 3.2% Jewish 0.3% Buddhist 1.9% Muslim 0.3% Other religion 22.5% No religion 1.4% Hindu 1% Sikh 7.6% Do not wish to disclose	L
Sexual orientation	The Government Equality Office estimates there are 1.5 million LGBT (Lesbian, Gay, Bisexual and Transgender) people in the UK.	L
Poverty	Few deprived areas with poor health and unemployment. Pockets of child poverty.	L
Crime and safety	Average rate of crime and residents feeling safe. Low population density.	L
Recycling	Higher than average waste recycling levels.	L
Healthy lifestyles	Although lower than average, reducing smoking, drinking and obesity, plus increasing physical activity, are all areas for improvement. Hospital admissions due to alcohol related conditions are better than England average. Fall in number of adults in substance misuse treatment.	L
Physical and mental health	Increase rate of diabetes although it is below average. Rate of those killed / seriously injured on	L

	<p>the roads is significantly above average.</p> <p>Good well-being amongst pupils and adults and a lower than average percentage with mental health problems.</p>	
Housing	<p>High proportion of owner occupiers, with low proportion of social housing.</p> <p>Highest rise in house prices in Essex.</p> <p>Relatively high proportions on housing waiting list but lower than average in temporary accommodation.</p> <p>Third lowest rate of homeless households in Essex.</p>	L
Education	<p>The proportions who are ready for school and who achieve a good level of development at age 5 are close to the Essex average but there is a gap for those eligible for free school meals.</p> <p>Close to average proportion achieve five or more GCSEs at grades A*-C.</p> <p>Lower than average proportion attend a good or outstanding school.</p> <p>More pupils than average aspire to go to university.</p>	L
Employment	<p>Lower proportion of adults with no qualifications.</p> <p>Slightly lower than average adult unemployment and average proportion of young people Not in Education Employment of Training (NEET).</p> <p>Higher than average number of economically inactive adults.</p> <p>Lower than average ratio of jobs per population but increasing number of jobs.</p> <p>Most businesses have 9 or fewer employees.</p>	L
Transport	<p>Fourth longest average travel time by public transport or walking to reach key services in Essex.</p>	L

	<p>Below average percentage of residents who are satisfied with roads, local bus services and local transport information.</p> <p>Access to a car is essential for people out of work and not able to use public transport or walk to an employment centre. 16% may miss out on work opportunities unless they have access to a car.</p>	
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Section 5: Conclusion			
		Tick Yes/No as appropriate	
5.1	Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	The adoption of the Corporate Plan progress reporting and indicator set of and in itself does not make any decisions, save for the indication of strategic direction. Any decisions on policy changes indicated by the reports would be subject to a key decision report as appropriate and contain an individual Equality Impact Assessment.
		Yes <input type="checkbox"/>	If 'YES', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts		
What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.
This report is for the coordination of strategic direction and progress reporting. There are no policy decisions contained in this report.	Any key decision regarding a policy change would require its own report and be accompanied by a detailed Equality Impact Assessment as appropriate.	As and when any key decision is brought forward.

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: David Bailey

Date: 6 February 2018

Signature of person completing the EqIA: David Bailey

Date: 6 February 2018

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

Our Corporate Plan 2018-2023

“Ready for the future”

Our Vision

A great place where people enjoy living, working, learning and leisure.

Our Purpose

Working together to serve our community.



Stronger communities

People live longer, healthier and independent lives

Adults and children are supported in times of need

People and communities achieve their full potential

1.1 Supporting healthy lifestyles

1.3 Safeguarding and supporting people in vulnerable situations

1.4 Enabling communities to support themselves

1.2 Promoting independence for older people and people with disabilities

1.5 Promoting culture and leisure

1.6 Keeping the district safe



Stronger place

Delivering effective core services that people want

A district with planned development

An environment where new and existing businesses thrive

2.1 Keeping the district clean and green

2.3 Planning development priorities

2.5 Supporting business enterprise and attracting investment

2.2 Improving the district housing offer

2.4 Ensuring infrastructure supports growth

2.6 People develop skills to maximise their employment potential

2.7 Promoting retail, tourism and the visitor economy



Stronger council

Customer satisfaction

Democratic engagement

A culture of innovation

Financial independence with low Council Tax

3.1 Engaging with the changing needs of our customers

3.2 Robust local democracy and governance

3.3 Enhancing skills and flexibility of our workforce

3.5 Efficient use of our financial resources, buildings and assets

3.4 Improving performance through innovation and new technology

3.6 Working with commercial partners to add value for our customers

Our Values:

Customer

Trust

One Team

Innovation

Performance

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Report to Resources Select Committee



SCRUTINY



Date of meeting: Example

**Subject: Corporate Plan 2018-2023 –
Performance Report**

Officer contact for further information: David Bailey, Head of Transformation

Committee Secretary: Adrian Hendry, Senior Democratic Services Officer

Recommendations/Decisions Required:

- (1) That the Committee reviews performance in relation to the Corporate Plan 2018-2023 benefits and performance indicator set within its area of responsibility;
- (2) That the Committee identifies any benefits, performance indicators, actions or projects, which require in-depth scrutiny or further report on performance.

Executive Summary:

The Corporate Plan 2018-2023 is the authority's key strategic planning document. The Plan lays out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

A Corporate Specification for each year (previously called the Key Action Plan) details how the Corporate Plan is being delivered through operational objectives, with these in turn linked to annual Service business plans.

The success of the Corporate is assessed through the achievement of a set of benefits, each measured through one or more performance indicator, focussed on what the Council achieves for customers. Management Board, Cabinet and the Scrutiny Committees have overview and scrutiny roles to drive improvement in performance and ensure corrective action is taken where necessary.

Reasons for Proposed Decision:

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

Other Options for Action:

No other options are appropriate in this respect. Failure to monitor and review KPI performance and to consider corrective action where necessary could have negative implications for judgements made about the Council's progress, and might mean that opportunities for improvement are lost.

Report:

Background and context from the Corporate Plan 2018-2023

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction of the organisation for the lifetime of the plan, and as such informs all other plans produced by the Council. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level and provides a set of corporate priorities, describing how the organisation will deliver positive change.

2. The Corporate Plan is the cornerstone of the Council's performance management framework (called its Benefits Management Strategy) and business planning processes. It provides a framework for the development of detailed annual service business plans which provide details of service provision and how the work of these groups directly contributes to the achievement of the Council's aims and objectives. The Corporate Plan also provides the policy foundation for the Council's Medium Term Financial Strategy (MTFS) and is essential for the prioritisation of resources to provide public services and value for money.

3. The Plan lays out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions:

- Stronger Communities;
- Stronger Place; and
- Stronger Council.

4. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective.

5. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. In turn, these operational objectives are responded to through annual Service business plans.

6. The previous regular performance reports covering the annual Corporate Plan Key Action Plan, Key Performance Indicators and Transformation Highlight Report have now been superseded by this single integrated performance report.

Benefits Realisation

7. All benefits from individual corporate objectives, connect back to four key benefits, which are:

- B1 Improved customer value – recognising what customers' value about our services and placing them as the heart of everything we do;
- B2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- B3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- B4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low

8. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives.

9. Please note that when the benefits maps are created, best practice is to start from the right-hand side and work towards the left, i.e. start with the needs of our customers or the end in mind, and work back to the solutions on the left-hand side. When the organisation

Appendix 2

delivers services, it starts on the left-hand side and works over to the right, i.e. the delivery goes from left to right.

How to Read the Performance Report

10. Working from the left hand side of the benefits maps (see example), the first column contains the Annual Specification – formally the Key Action Plan – as a set of objectives covering both Businesses As Usual (BAU) and business transformation.

The business transformation elements were previously covered by exception in the Transformation Programme Highlight Report.

These reports describe the progress made in delivering services (BAU) and improving services (business transformation).





11. The benefits for stakeholders sit at the centre of the benefits maps. One or more performance measures makes up each (intermediate) benefit – formally known as Key Performance Indicators or KPIs. Individual performance measures may contribute to one or more benefit. Where this is the case, weightings that show how the performance of these indicators ‘roll-up’ is given. Similarly, an individual indicator may contribute to the realisation of one or more benefits.

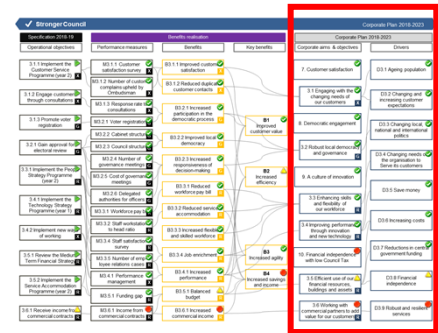
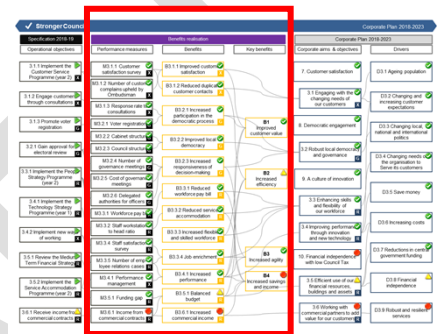
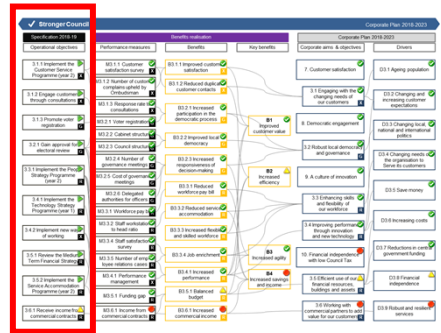
In turn, each (intermediate) benefit contributes to one or more of four key benefits.

12. The right hand side of the benefits maps shows the corporate aims and objectives and the environmental factors which drive them. The progress of Actions and Benefits are combined to indicate the ‘rolled-up’ status of the Corporate Objectives and their respective Drivers.


13. Individual elements are colour coded using the Red, Amber, Green status indicators – often abbreviated to RAG – to highlight exceptions that may require attention. This enables Members and officers to efficiently focus on areas where performance may be below target, and where remedial actions or further scrutiny may be required. By following the links left-to-right on the benefits maps – between projects / actions, indicators, benefits and objectives – the maps also show the likely cause (to the left) or impact (to the right) of any underperformance.

14. The key to the icons used on the Benefits Maps is as follows:

	Green	Indicates an element that is on target or has been completed
	Green	Indicates an action that is in progress or is assigned
	Amber	Indicates: Performance Indicator (or Risk) that is neither red nor green; or An Action that is unassigned, i.e. it doesn't have an owner
	Red	Indicates: A Performance Indicator below target, or An overdue Action based on the deadline date, or A Risk with a high rating



Appendix 2

	Blue	Indicates that there is data missing and Pentana Performance is unable to make a calculation for that Performance Indicator, therefore it will not show one of the other traffic light icons
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15. The scrutiny committee that owns each element for scrutiny purposes is indicated by a single letter in the bottom right hand corner of the element, as follows:

X	Overview and Scrutiny Committee
C	Communities Select Committee
G	Governance Select Committee
N	Neighbourhoods Select Committee
R	Resources Select Committee

Benefits Maps

16. The Committee is requested to review the performance against the benefits maps within its area of responsibility. The full benefits and performance indicator set are also considered by Management Board and Finance and Performance Management Cabinet Committee.

Resource Implications:

None for this report.

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report.

Safer, Cleaner and Greener Implications:

None for this report.

Consultation Undertaken:

Relevant Select Committees and the Finance and Performance Management Cabinet Committee.

Background Papers:

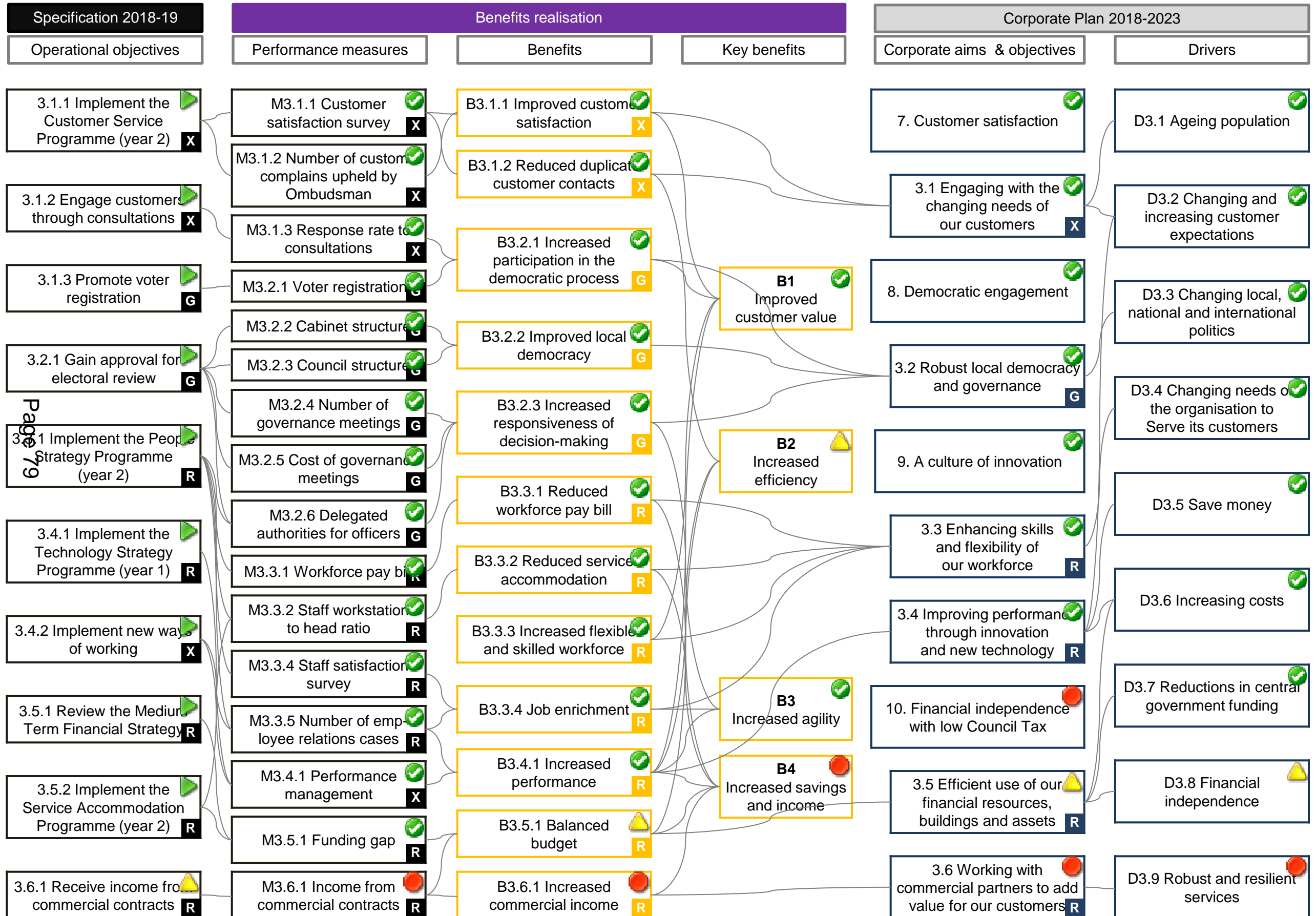
The submission of performance indicators, service business plans and the Corporate Plan are held by the Transformation Team.

Risk Management:

There are no risk management issues arising from the recommendations of this report.

Equality and Diversity:

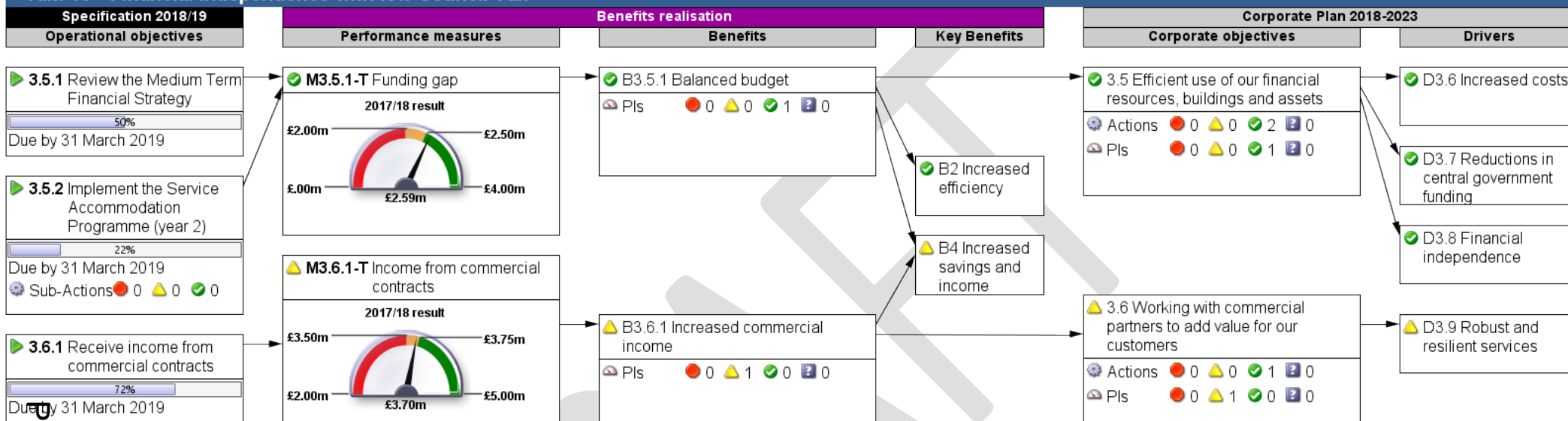
The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality impact assessment is provided as an Appendix to the report.



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Stronger Council

🚩 Aim 10 - Financial independence with low Council Tax



Operational objectives

Specification 2018/19

RAG	Code and title	Progress	Due date	Expected outcome	Last comment	Scrutiny	Owner
▶	3.5.1 Review the Medium Term Financial Strategy	50%	31-Mar-2019	✔ On target	Q1: On track to realise benefits	RSC	Director of Resources
▶	3.5.2 Implement the Service Accommodation Programme (year 2)	22%	31-Mar-2019	✔ On target	Q1: On track	RSC	Chief Executive
▶	3.6.1 Receive income from commercial contracts	72%	31-Mar-2019	⚠ Under control	Q1: Implementation is going well but performance measure is a lagging indicator	RSC	Director of Neighbourhoods

Projects

Specification 2018/19

Code and title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P160 Service Accommodation Programme	Implement	High	22-Feb-2016	31-Mar-2023	⚠	53%	RSC	Chief Executive (XEX01)	Head of Transformation
P002 Service Accommodation Review	Implement	High	22-Feb-2016	01-Jun-2018	▶	87%	RSC	Director of Resources (RDR01)	Head of Transformation

P161 Civic Office Refurbishment	Hold	High		31-Mar-2023		0%	RSC	Director of Resources (RDR01)	Head of Transformation
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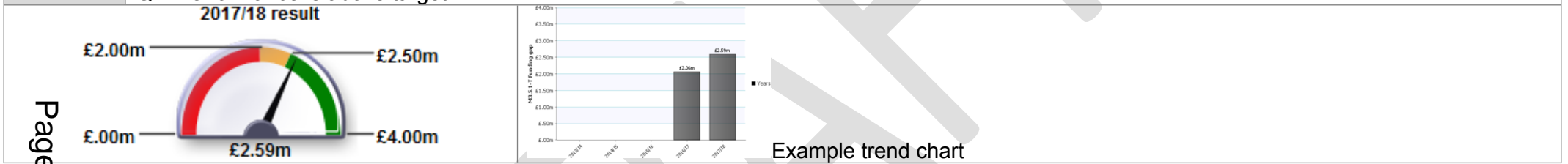
Notes: Stage = project life-cycle stage. RPA = Risk Potential Assessment

Performance measures and benefits **Benefits realisation**

RAG	Code and title	Progress	Due date	Expected outcome	Weighting	Scrutiny	Owner
	B3.5.1 Balanced budget	20%	31-Mar-2023	On target	NA	RSC	Director of Resources
	M3.5.1-T Funding gap	100%	31-Mar-2019	On target	100%	RSC	Assistant Director – Accountancy

Definition The indicator is intended to measure the decrease of Central Government funding, to reduce our reliance and the gap in funding. This rolls up to Efficient use of our financial resources, buildings and assets.

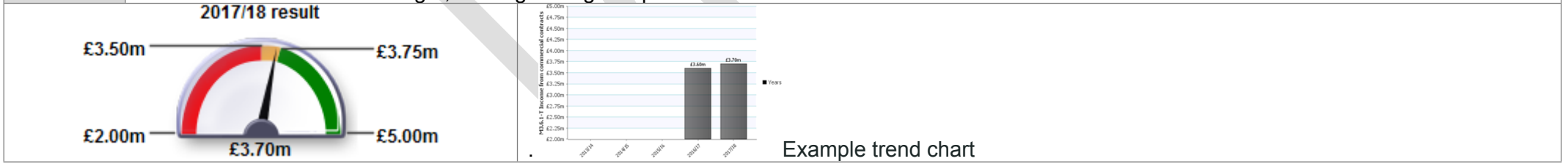
Comments Q1: Performance is above target.



RAG	Code and title	Progress	Due date	Expected outcome	Weighting	Scrutiny	Owner
	B3.6.1 Increased commercial income	15.7%	31-Mar-2023	Under control	NA	RSC	Director of Neighbourhoods
	M3.6.1-T Income from commercial contracts	78.9%	31-Mar-2019	Under control	100%	RSC	Assistant Director - Accountancy

Definition This indicator is intended to measure the incremental increases in income from commercial contracts that the Council holds. This rolls up to the Working with commercial partners to add value for our customers

Comments Q1: Performance is below target, although a slight improvement has been made.



Resources Select Committee

Performance Indicator Profiles

The following pages contain the definitions for the following performance indicators which fall under the remit of the Resources Select Committee.

<i>Code</i>	<i>Indicator</i>
M1.3.3	Compliance checks on Housing Benefit and Council Tax Support Benefit
M2.5.2	Business rates
M2.6.2	Apprenticeships within the organisation
M3.3.1	Workforce pay bill
M3.3.2	Staff workstation to head ratio
M3.3.3	Flexible workforce
M3.3.4	Staff satisfaction survey
M3.3.5	Employee relations cases
M3.3.6	Skilled workforce
M3.4.1	Performance management
M3.5.1	Funding gap
M3.6.1	Income from commercial contracts

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Performance Indicator Definition

Reference	M3.3.4		
Title	Staff satisfaction survey		
Collection Interval	Annually	Data Source	Employee satisfaction survey
		Indicator source	Corporate Plan 2018-2023
Definition	<p>Rationale: The indicator is intended to measure the satisfaction levels of staff. Satisfaction is linked to employee engagement – the more satisfied staff are, the more engaged and productive they will be in the workplace. This leads to the benefit of job enrichment (B3.3.4) for staff.</p> <p>Definition: <u>Staff satisfaction survey</u> – a questionnaire used to analyse the levels of happiness and contentment based on aspects of working life.</p> <p><u>Employee engagement</u> - the levels of an employee's participation with, commitment to, and fulfilment with work. In opposition to this is employee disengagement where staff feel no affinity to their workplace, have low morale and reduced productivity.</p> <p>Notes: The previous staff satisfaction survey does not contain aggregated scores to give an overall staff satisfaction measure. This means that no baseline currently exists for this measure. A new survey is to be procured over 2018/19 to allow for a baseline to be established and also include the potential to provide aggregated scores for previous surveys.</p> <p>The measure will therefore be reported on from 2019/20 onwards.</p>		

Formula	$Y - X = Z$ $(Z/Y) \times 100$ <p>Where: X = satisfaction % levels from the previous year Y = satisfaction % levels in the current year Z = increase</p>		
Good performance	High	Return Format	Percentage
Cumulative	No	Decimal Places	Two
Worked example	<p>Where:</p> <p>Satisfaction levels from the previous year = 80</p> <p>Satisfaction levels in the current year = 90</p> <p>$80 - 90 = 10$ (ignore the -)</p> <p>% increase of satisfaction levels = $\frac{10}{80} \times 100 = 12.5\%$</p>		

Performance Indicator Definition

Reference	M3.3.5		
Title	Employee Relations cases		
Collection Interval	Annual	Data Source	iTrent
		Indicator source	Corporate Plan 2018/19
Definition	<p>Rationale: This indicator is a measure of the number of Employee Relations cases across three distinct areas;</p> <ol style="list-style-type: none"> 1. Sickness absence 2. Conduct 3. Disciplinary <p>Due to the recent changes to the staff members within the People Team acting as Business Partners for the organisation, it is anticipated that Employee Relations cases will reduce before they instigated formal hearings. This will be informed by ongoing work to implement new ways of working related to Business Partnering and supporting the Implementation of the People Strategy (year 2). This links in to benefits B3.4.1 Increased performance and B3.3.4 Job enrichment.</p> <p>Definition: <u>Business Partners</u> - A HR business partner (HRBP) position is responsible for aligning business objectives with employees and management in designated business units. The position serves as a consultant to management on human resource-related issues. The successful HRBP acts as an employee champion and change agent https://www.shrm.org/resourcesandtools/tools.../humanresourcesbusinesspartner.aspx</p> <p><u>Employee Relations</u> - Employee relations has replaced industrial relations as the term for defining the relationship between employers and employees. Today, employee relations is seen as focusing on both individual and collective relationships in the workplace, with an increasing emphasis on helping line managers establish trust-based relationships with employees. A positive climate of employee relations - with high levels of employee involvement, commitment and engagement - can improve business outcomes as well as contribute to employees' well-being https://www.cipd.co.uk/knowledge/fundamentals/relations/employee_s/factsheet</p>		

	Notes: There currently is no baseline for this measure. It is anticipated that baseline data will be gathered over 2018/19 with a target to be set for 2019/20 onwards.		
Formula	(X-Y) = Year 1 baseline data (Y-Z) = Year 2 data X = 2016/17 cases Y = 2017/18 cases Z = 2018/19 cases		
Good performance	Low	Return Format	Number TBC
Cumulative	No	Decimal Places	TBC
Worked example	Where: 2016/17 = 30 cases 2017/18 = 25 cases 2018/19 = 20 cases 30 – 25 = 5 (baseline data) 25 – 20 = 5 (year 2 data)		

Performance Indicator Definition

Reference	M3.3.6		
Title	Increased skilled workforce		
Collection Interval	Annual?	Data Source	iTrent P106 People Strategy programme (P177 Mandatory Leadership & Management, and; P178 Developing the Capacity & Skills of the Workforce) data
		Indicator source	Corporate Plan 2018-2023
Definition	<p>Rationale: The indicator is intended to measure the relevant skills of staff. This is separated out in to Leadership and Management skills for all levels of management within the organisation, and; Skills for Change and Future Skills programme (all skills development programmes to include mandatory training).</p> <p>This leads to the benefit of Increased flexible and skilled workforce (B3.3.3) for staff.</p> <p>Definition: <u>Skills</u> - Workplace skills are the basic skills a person must have to succeed in the workplace. They are the essential knowledge, skills and approaches that allow workers to understand their work role requirements, problem solve, work collaboratively with co-workers and meet customer needs.</p> <p>Notes: There is currently no baseline data regarding Leadership & Management, Skills for Change and Future Skills for staff within the organisation and how many members of staff currently possess the relevant skills.</p> <p>A skills survey is to be carried out and logged on the iTrent system in 2018/19 to establish baseline data. Cohort numbers are then to be projected to determine how many staff will be accessing training for skills development in each year (starting 2019/20) to establish a target % improvement for skills development.</p>		

Formula	$Y - X = Z$ $(Z/Y) \times 100$ <p>Where: X = staff with appropriate skills training % levels from the previous year Y = staff with appropriate skills training % levels in the current year Z = increase</p>		
Good performance	High	Return Format	Percentage
Cumulative	Yes/No	Decimal Places	Two?
Worked example	<p>Where:</p> <p>Staff skills levels from previous year = 20</p> <p>Staff skills level from current year = 15</p> <p>% increase of skills levels = $\frac{15}{20} \times 100 = 75\%$</p>		

Performance Indicator Definition

Reference	M3.4.1		
Title	Performance Management		
Collection Interval	Quarterly	Data Source	Pentana performance (ICT2018-23 Technology Strategy 2018-2023)
		Indicator source	Corporate Plan 2018-2023 Technology Strategy 2018-2023
Definition	<p>Rationale: This indicator is a measure of the successful implementation of projects from the Technology Strategy Programme (year 1). The <u>Technology Strategy Programme</u> has defined the financial and non-financial benefits for each year of the Corporate and Technology Strategies; they have also been agreed by Transformation Programme Board and Cabinet. They are;</p> <p><u>Financial benefits (2018-19)</u></p> <ul style="list-style-type: none"> • Saving in software licence costs • Change to Office 365 from Office 2017 + Software assurance • Saving from not building a replacement dedicated server room • Savings from lease of Electric Vans for ICT instead of giving Essential allowance to Service Desk and Networks team • Savings from bulk buying of terminals and laptops as part of planned replacement program on 4-year cycle • Savings from moving to Wireless infrastructure • Savings from moving away from Handsets to softphone licences and smartphones • Corporate savings from Internal efficiencies in EFDC and lower costs of self-service transactions • Bulk and Overnight Printing, enveloping and collation • Terminate external data and voice connections that are not in use • Purchase of generic softphone headsets • Purchase of generic keyboard/mice <p><u>Non-financial benefits (2018-19)</u></p> <ul style="list-style-type: none"> • Standardisation on single model of laptop for user requirements • Extended service desk hours and enhanced out of hours arrangements • Enable Mobile Working • Enable Accommodation Changes • Improved control of ICT Budgets and Contracts • Improved ICT Skill levels of EFDC Staff leading to greater use 		

	<p>of technology and efficiency</p> <ul style="list-style-type: none"> • Full use made of existing server host assets • Improved skill set of ICT Staff <p>This measure will lead to the benefit B3.4.1 Increased performance, leading to the Key benefits; B3 (Increased agility) and B4 (Increased savings and income).</p> <p>Definition: <u>Financial benefits</u> – A positive measurable impact of change that yields improved profit or savings.</p> <p><u>Non-financial benefits</u> - A positive measurable impact of change that does not directly provide monetary improvement.</p> <p>Notes: The target for this measure is to be 100% by the end of 2018/19. The current baseline is 0%</p>		
Formula	$(A + B + C + D) = E / F$ <p>Where: A – D = percentage completion of each individual project for year 1 of the Technology Strategy E = Total of all project percentages added together F = The number of projects there are for year 1 of the Technology Strategy</p>		
Good performance	High	Return Format	Number
Cumulative	No	Decimal Places	None
Worked example	<p>Where:</p> <p>Project A = 20% complete Project B = 30% complete Project C = 50% complete Project D = 60% complete</p> <p>Overall year 1 percentage completion = $20 + 30 + 50 + 60 = \frac{160}{4} = 40\%$</p>		

Performance Indicator Definition

Reference	M3.5.1																						
Title	Funding gap																						
Collection Interval	Annual	Data Source	Central Government Annual Financial Settlement data																				
		Indicator source	Corporate Plan 2018-2023																				
Definition	<p>Rationale: The indicator is intended to measure the decrease of Central Government funding, to reduce our reliance and the gap in funding. This rolls up to Efficient use of our financial resources, buildings and assets.</p> <p>This measure links to measure M.3.6.1 Income from commercial contracts. As the reduction of Central Government funding decreases, there will be a need to increase income through alternative streams. This will support meeting the Balanced budget benefit (B3.5.1).</p> <p>Definition: The measure will be numerical based on £. It is intended that the figure will decrease over the course of the Corporate Plan.</p> <p><u>Central Government funding</u> – This is made up of two main funding streams; New Homes Bonus (NHB) and Revenue Support Grant (RSG). It is anticipated that NHB will continue to be funded by Central Government for at least the duration of the Corporate Plan, but the Council will not be reliant on it.</p> <p>Notes:</p> <table border="1" data-bbox="424 1603 1417 1832"> <thead> <tr> <th colspan="6">Funding gap projection</th> </tr> <tr> <th>Year</th> <th>2017/18</th> <th>2018/19</th> <th>2019/20</th> <th>2020/21</th> <th>2021/22</th> </tr> </thead> <tbody> <tr> <td>Funding gap</td> <td>£2.591 million</td> <td>£1.035 million</td> <td>£0.647 million</td> <td>£0.116 million (NHB only)</td> <td>£0.150 million (NHB only)</td> </tr> </tbody> </table> <p>*2022/23 figures are not available for forecasting until revising the Medium Term Financial Strategy in January 2019.</p>					Funding gap projection						Year	2017/18	2018/19	2019/20	2020/21	2021/22	Funding gap	£2.591 million	£1.035 million	£0.647 million	£0.116 million (NHB only)	£0.150 million (NHB only)
Funding gap projection																							
Year	2017/18	2018/19	2019/20	2020/21	2021/22																		
Funding gap	£2.591 million	£1.035 million	£0.647 million	£0.116 million (NHB only)	£0.150 million (NHB only)																		

Formula	$A + B = C$ Where: A = New Homes Bonus B = Revenue Support Grant C = Total Central Government funding		
Good performance	Low	Return Format	Currency (in £s)
Cumulative	No	Decimal Places	?
Worked example	Where: New Homes Bonus = £400,000 Revenue Support Grant = £600,000 Total Central Government funding = 400,000 + 600,000 = £1,000,000		

Performance Indicator Definition

Reference	M3.6.1		
Title	Income from commercial contracts		
Collection Interval	Annual	Data Source	Accountancy
		Indicator source	Corporate Plan 2018-2023
Definition	<p>Rationale: This indicator is intended to measure the incremental increases in income from commercial contracts that the Council holds. This rolls up to the Working with commercial partners to add value for our customers.</p> <p>This measure links to measure M.3.5.1 Funding gap. As the reduction of Central Government funding decreases, there will be a need to increase income through alternative streams. This will support meeting the Balanced budget benefit (B3.5.1). This also means that this measure links to the Corporate aim & objective 3.5 Efficient use of our financial resources, buildings and assets.</p> <p>Definition: The commercial contracts the Council holds relates to external partner organisations that work collaboratively with the Council to provide services to customers. This includes;</p> <ul style="list-style-type: none"> • Epping Forest shopping park • Commercial properties • Rent at North Weald Airfield • Industrial estates • Leisure contract with Places For People <p>The measure will be currency based in £s. It is anticipated that the figure will rise each year.</p>		

Formula	<p>Where:</p> $A + B + C + D + E = F$ <p>A = Epping Forest shopping park B = Commercial properties C = Rent at North Weald Airfield D = Industrial estates E = Leisure contract F = Increase in income from commercial contracts</p>		
Good performance	High	Return Format	Currency (in £s)
Cumulative	No	Decimal Places	2
Worked example	<p>Where:</p> <p>Epping Forest shopping park = £1.5 million</p> <p>Commercial properties = £1 million</p> <p>Rent at North Weald Airfield = £0.5 million</p> <p>Industrial estates = £0.75 million</p> <p>Leisure contract = £1 million</p> <p>Total income from commercial contracts = $1.5 + 1 + 0.5 + 0.75 + 1 =$ £4.75 million</p>		

Performance Indicator Definition

Reference	M.1.3.3		
Title	Compliance checks on Housing Benefit and Council Tax Support Benefit		
Collection Interval	Quarterly	Data Source	Capita Academy IT system
		Indicator source	Corporate Plan 2018-2023
Definition	<p>Rationale: One of the Council's roles is to ensure that its residents are paying the correct amount of tax or claiming the right amount of Housing Benefit or Council Tax support benefit.</p> <p>Undertaking compliance checks of Housing Benefit or Council Tax caseload allows the Council to, support residents in vulnerable situations by ensuring appropriate entitlement to these benefits whilst protecting public funds, which is aligned to the Council's objective to safeguard and support people in vulnerable situations and to ensure applicant compliance.</p> <p>Every false benefit claim (regardless whether it's by means of fraud or any other factor) reduces the amount of money available for the Council to spend on the local community. As the result compliance checks will be undertaken on between 20% and 30% of the Housing Benefit (HB) and Council Tax caseload.</p> <p>Definition: performance measures the percentage of total compliance checks over the four quarterly periods</p>		
Formula	$(X / Y) \times 100 = Z$ <p>Where: X = number of Housing Benefit and Council Tax Support claimants Y = number of compliance checks completed Z = total percentage of benefit caseload compliance checks</p>		
Good performance	High	Return Format	Percentage
Cumulative	Yes	Decimal Places	Zero

Worked example	<p>Where:</p> <p>Number of Housing Benefit and Council Tax Support claimants = 7750</p> <p>Number of compliance checks completed = 1938</p> <p>$\frac{1938}{7750} \times 100 = 25\%$</p>
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Performance Indicator Definition

Reference	M2.5.2		
Title	Maximisation of Business Rates Tax Base		
Collection Interval	Annual	Data Source	
		Indicator source	
Definition	<p>Rationale: The aim is to develop the business rates base within the district by encouraging businesses to be created, expanded or enter the district and which results in new rating assessments and thereby increasing the overall rateable value for the district.</p> <p>This will be achieved by creating a business – friendly environment within the district that will encourage businesses to expand and remain in the District and to encourage external investment to increase the business rates base.</p> <p>Notes: Baseline rateable value at the start of each financial year. Successful appeals within the financial year are excluded as they are beyond the control of the Council.</p>		
Formula			
Good performance	High	Return Format	Percentage
Cumulative	Yes	Decimal Places	
Worked example			

Performance Indicator Definition

Reference	M2.6.2		
Title	Number of apprenticeships within the organisation		
Collection Interval	Annually at the end of quarter 2 (September)	Data Source	Apprenticeship Activity Return
Definition	<p>Rationale: This indicator is aligned to the Council's objective to help young people in the district to maximise their employment potential. The council need to demonstrate that it has actively considered apprenticeships, either for new recruits or as part of career development for existing staff.</p> <p>Definition:</p> <p><u>Apprentice:</u> a worked based learning with a development plan allowing individuals to gain practical hands on experience and technical knowledge in conjunction with personal skills required for future career.</p> <p>With the introduction of the Apprenticeship Levy in April 2017 an apprentice is someone who is on an apprenticeship framework; This can be a new member of staff e.g. an organisation's cohort of business admin apprentices or the levy can be used to put a current member of staff onto an apprenticeship training programme (their actual contract/salary does not change) there are now no age restrictions for apprenticeships. An apprentice is also required to spend a minimum 20% of their time off the job training.</p> <p>The levels in Apprenticeships are: (apprenticeships have different durations dependant on their level).</p> <p>Level 2 – Equivalent to GCSEs Level 3 – Equivalent to A Levels Level 4 – Equivalent to first year of degree/ HE Certificate or diploma Level 5 – Equivalent to a Foundation Degree Level 6 - Equivalent to a Bachelors Degree Level 7 – Equivalent to a Masters Degree</p> <p>Almost all public bodies with 250 or more staff in England will be in-scope of the target to employ an average of at least 2.3% of their staff as new apprentice starts over the period of 1 April 2017 to 31 March 2021. The number of staff working for a public body is determined by its headcount on 31 March in each of 2017, 2018, 2019 and 2020. The targets will be measured as an average from 2017/18 to 2020/21. Apprentices are only considered as 'new</p>		

	<p>apprentices' who will count towards the target, in the year in which they begin their apprenticeship.</p> <p>In calculating the headcount the following should not be included:</p> <ul style="list-style-type: none"> • those who are employed through employment agencies; • those who are working on a zero-hour contract; • bank staff; • employees in sub-contracted organisations who are not paid directly from the payroll; or • those on career breaks <p>A reporting period for this indicator: April –March A deadline for data return: end of each quarter 2</p> <p>Guidance is taken from: 'Meeting the Public Sector Apprenticeship Target Statutory guidance for bodies in scope of the Public Sector Apprenticeship Target'. April 2017.</p>		
Formula	<p>A simple count of apprenticeships in the Council meeting the definition.</p> <p>$Y \times 2.3\% = Z$</p> <p>Where: Y = employee headcount on 31/03 each year Z = number of apprenticeships</p>		
Good performance	Level maintained at target set/High	Return Format	A whole number
Cumulative	Yes	Decimal Places	Zero
Worked example	<p>Employee headcount on 31/03/2017 = 610</p> <p>$610 \times 2.3\% = 14.03 = 14$</p>		

Performance Indicator Definition

Reference	M3.3.1																						
Title	Workforce operational costs																						
Collection Interval	Annual	Data Source	Accountancy (what system is used to gather this data?) The People Strategy programme data (discovery and updated figures)																				
		Indicator source	Corporate Plan 2018-2023																				
Definition	<p>Rationale: This indicator is intended to measure the percentage of the workforce pay bill. The Council has a benefit for the Corporate Plan 2018-2023 to reduce the size of the whole workforce operational costs. This rolls up to Enhancing the flexibility of staff (How?). It is anticipated that there will be a reduction of at least 10% of the pay bill.</p> <p>Definition: The workforce pay bill covers the cost of all staff to the council. Through organisational restructure it is anticipated that the workforce will become leaner (leave this in? Add more context e.g. reduced job types etc?). This is due to commence with the management restructure for Leadership Team.</p> <p>Notes:</p> <ul style="list-style-type: none"> • Current workforce pay bill figures are £23.3 million as of 2017/18 • Figures for 2016/17 were £22.8 million • An estimated reduction in the workforce pay bill will be factored over 3 years; <table border="1" data-bbox="424 1686 1417 2027"> <thead> <tr> <th colspan="4">Estimated Savings Projection</th> </tr> <tr> <th>Year</th> <th>2018/19</th> <th>2019/20</th> <th>2020/21</th> </tr> </thead> <tbody> <tr> <td>Saving (per year)</td> <td>£0.650 million</td> <td>£1.587 million</td> <td>£0.300 million</td> </tr> <tr> <td>% decrease per year</td> <td>2.79%</td> <td>7.01%</td> <td>1.42%</td> </tr> <tr> <td>Total Saving (over 3 years)</td> <td colspan="3">£2.537 million 11.22% or 10.89%</td> </tr> </tbody> </table>			Estimated Savings Projection				Year	2018/19	2019/20	2020/21	Saving (per year)	£0.650 million	£1.587 million	£0.300 million	% decrease per year	2.79%	7.01%	1.42%	Total Saving (over 3 years)	£2.537 million 11.22% or 10.89%		
Estimated Savings Projection																							
Year	2018/19	2019/20	2020/21																				
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% decrease per year	2.79%	7.01%	1.42%																				
Total Saving (over 3 years)	£2.537 million 11.22% or 10.89%																						

Formula	$Y - X = Z$ $(Z/Y) \times 100$ Where: X = workforce pay bill in the current year Y = workforce pay bill in the previous year Z = decrease		
Good performance	Low	Return Format	Percentage
Cumulative	Yes	Decimal Places	Two
Worked example	Where: Workforce pay bill in the previous year = £20,000,000 Workforce pay bill in the current year = £19,500,000 $20,000,000 - 19,500,000 = 500,000$ $\% \text{ decrease of workforce pay bill} = \frac{500,000}{20,000,000} \times 100 = 2.5\%$		

Key Performance Indicator Definition

Reference	M3.3.2		
Title	Staff workstation to head ratio		
Collection Interval	Annually – Q4	Data Source	EFDC's discovery data for the Service Accommodation project (P002) for number of workstations (desks) & average members of staff working within the civic building EFDC staff head count figures from the People Team iTrent system
		Indicator source	Corporate Plan 2018-2023
Definition	<p>Rationale: The indicator is intended to measure the ratio of staff workstations (desks) within service accommodation to the staff head count. The Council has a benefit for the Corporate Plan 2018-2023 to reduce service accommodation, which will result/be linked to a reduction in the need for staff workstations. This rolls up to Enhancing the flexibility of staff (no longer restricted to one working area).</p> <p>Definition: The measure of the number of workstations to staff within our Council service accommodation. This includes the following buildings; All desks and all people. Measure only for Oakwood Hill depot (capture data across all 5 years)</p> <ul style="list-style-type: none"> • Civic offices • Oakwood Hill depot • Hemnall Street offices • Limes Farm Centre • ... <p>Notes: Current baseline figures for staff workstations to staff head count is 10.5:10.</p>		

Formula	<p>E.g. X:Y</p> <p>Where: X = number of workstations within the civic offices Y = number of staff (on average) working within the civic building</p> <p>To simplify the ratio numbers you divide the number on each side by their greatest common factor (GCF).</p>		
Good performance	Low	Return Format	Ratio
Cumulative	No	Decimal Places	One
Worked example	<p>The target for this measure is 7:10 (or lower) workstations to head count.</p> <p>A ratio of 525:316</p> <p>Factors of 525 = 1,3,5,7,15,21,25,35,75,105,175,525</p> <p>Factors of 316 = 1, 2, 4, 79, 158, 316.</p>		

Performance Indicator Definition

Reference	M3.3.3		
Title	Increased flexible workforce		
Collection Interval	Annually	Data Source	People Team internal records
		Indicator source	Corporate Plan 2018-2023
Definition	<p>Rationale: This indicator is a measure of the Job Descriptions in circulation by the organisation. The aspiration is to reduce the amount of job descriptions to enable job roles to become more flexible, to avoid duplication and inconsistencies. This would lead to the benefit Increased flexible workforce (B3.3.3). This measure will be iterative each year and will focus on ICT and Admin based roles in 2018/19 as both areas are due for restructure. Following years will identify the next set of roles to target through the People Strategy Programme.</p> <p>Notes:</p> <p>Baseline figures are as follows; ICT = 17 Admin = X</p> <p>The target reduction is 65% of job roles. NB: This is currently based on ICT only (17 job roles including AD level to 6 job roles including AD level)</p> <p>ICT and Business Admin are targeted in year 1 of the Corporate Plan (2018/19) as both have designated projects within the People Strategy Programme for this period. It is therefore relevant for them to be the first areas to streamline their job descriptions to improve flexible roles.</p>		

Formula	Eg $(X/Y) \times 100$ X = Y =		
Good performance	Low	Return Format	Percentage
Cumulative	No	Decimal Places	None
Worked example	<p>Where:</p> <p>The number of leisure attendants in a leisure centre in year 1 = 17</p> <p>The number of leisure centre attendants in year 2 = 6</p> <p>$17 - 6 (= 11)$</p> <p>Percentage reduction = $\frac{11}{17} = 0.65 (x100) = 65\%$</p>		



A profile of people living in Epping Forest

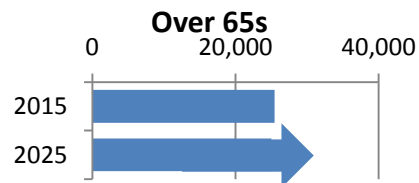
April 2016
Organisational Intelligence

Epping Forest district is a mixture of rural and urban areas and stretches northward from its boundary with Greater London right into the heart of rural Essex. Covering an area of 131 square miles, the key population centres are the commuter towns of Loughton, Chigwell and Buckhurst Hill, as well as the market towns of Epping, Waltham Abbey and Ongar. Some areas of the district have relatively good transport links with both the M11 and M25 motorways running through the area. Mainline railway networks run south to London and the Central Line tube has five stops in the district from Buckhurst Hill to Epping. However, in the rural nature areas there are accessibility issues for some without private transport, especially in outlying villages.

An overview of Epping Forest including key issues impacting the population, health & wellbeing, and demand on services

People and place

- An **ageing population** is increasing demand on services.



- Few **deprived areas** with poor health and unemployment.
- Low population density.
- Average rate of **crime** and residents feeling safe.
- Higher than average waste **recycling** levels.



Lifestyles

- Although lower than average, reducing **smoking, drinking and obesity**, plus increasing physical activity, are all areas for improvement.
- Interventions need to reach high risk groups to reduce the number of preventable health conditions and service demand.
- Hospital admissions due to **alcohol** related conditions are better than England average.
- Fall in number of adults in **substance misuse** treatment.

Physical and mental health

- Increasing rate of **diabetes** although it is below average.
- Slightly higher rate of hospital admissions due to **hip fractures** than England.
- Rate of those **killed/seriously injured on the roads** is significantly above average.
- Good **wellbeing** amongst pupils and adults and a lower than average percentage with **mental health** problems.
- Increasing number of people with **dementia**. Unpaid carers require support to achieve their role.



Housing

- High proportion of owner occupiers, with low proportion of **social housing**.
- Highest rise in **house prices**.
- Relatively high proportions on the **housing waiting list** but lower than average in **temporary accommodation**.
- Third lowest rate of **homeless** households.
- Ageing population will impact on the availability of health services, housing and care homes.



Children and Young people

- Low rate of **teenage pregnancy** (which is linked to a range of poor outcomes in later life).
- Average level of **Chlamydia** testing and percentages testing positive.
- Pockets of **child poverty**.
- Low rates of **children in care**.
- Average level of eligibility for free early education entitlement (two year olds) but lowest **take up** rate.

Education

- The proportions who are **ready for school** and who achieve a **good level of development** at age 5 are close to the county average but there is a **gap** for those eligible for free school meals.
- Close to average proportion achieve five or more **GCSEs** at grades A*-C.
- Lower than average proportion attend a **good or outstanding school**.
- More pupils than average aspire to go to **university**.



Employment

- Lower proportion of adults with **no qualifications**.
- Slightly lower than average **adult unemployment** and average proportion of **young people** Not in Education Employment or Training.
- Higher than average number of **economically inactive** adults.
- Lower than average ratio of **jobs** per population but increasing number of jobs.
- Most businesses have 9 or fewer employees.



Transport

- Fourth longest average **travel time** by public transport or walking to reach key services in Essex.
- Below average percentage of residents who are satisfied with **roads**, local **bus service** and local transport information.
- Access to a car is essential for people out of work and not able to use public transport or walk to an employment centre. 16% may miss out on **work opportunities** unless they have access to a car.

Greater demand on health and social care due to an ageing population and schools and services supporting 5-15 year olds

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



Sustainable environment

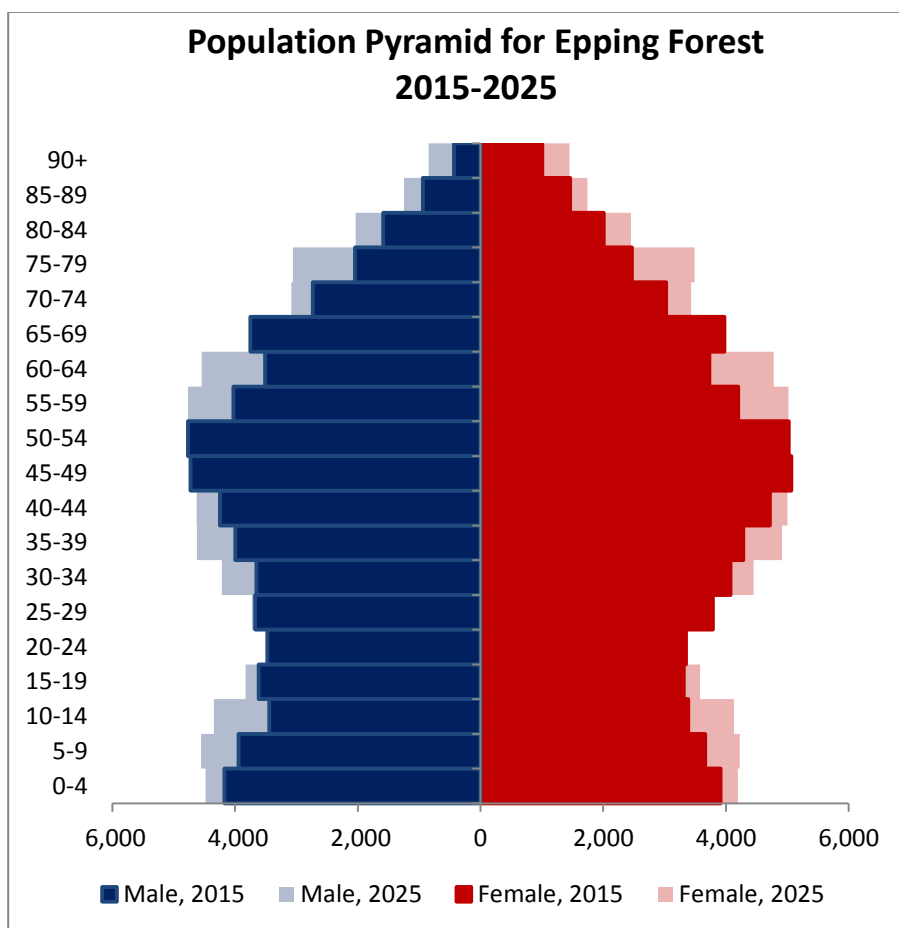


Independence



Epping Forest is the sixth largest district in Essex in terms of total population numbers. It has a relatively low proportion of over 65s although a 20% increase is expected between 2015 and 2025. This ageing population will put greater demand on health, social care services and housing needs.

The working population is essential for economic growth, requiring adequate housing, access to jobs and businesses, but the Epping Forest proportion is forecast to decrease by three percentage points by 2025.



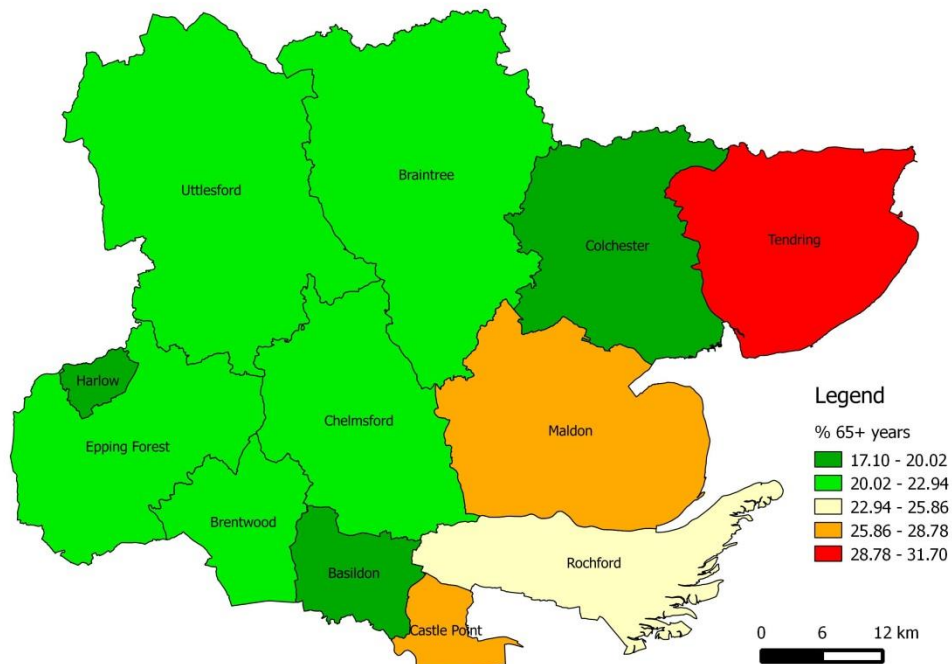
Between 2015 and 2025:

- The total population will increase from 129,200 to 142,600: an increase of 10% or 13,400 more people.
- Over 65s will increase from 25,400 to 30,500: an increase of 20% (5,000) and will represent 21% of the total population in the district.
- The working age proportion will fall from 58% to 55%.
- There will be 3,900 more under 19s.
- 9,500 new babies will be born over the period.

Source: ONS, 2012 sub-national populations

The map below shows the forecast percentage of older people in each district by 2024.

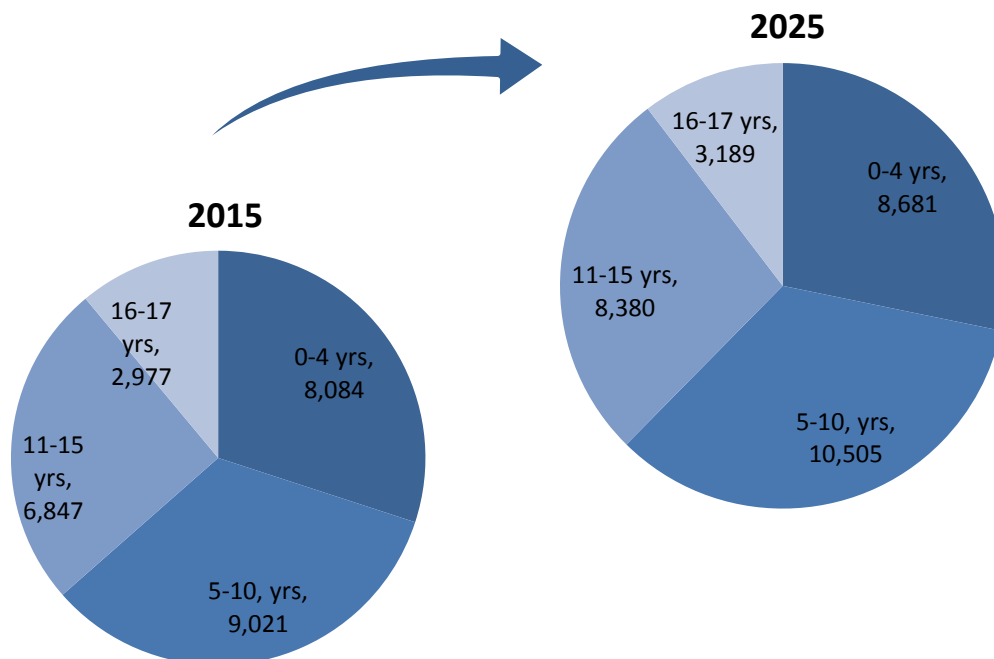
Percentage of older people (65+ years) by district (2024)



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Source: Office for National Statistics 2012-based sub-nation population projections

10th June 2015

Between 2015 and 2025, the 5-10 year old and 11-15 year old age group will be the biggest growing age groups for children: an increase of 1,484 and 1,533 respectively. School places and services will need to be available to support these changes.



Epping Forest is affluent, with few areas of deprivation

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



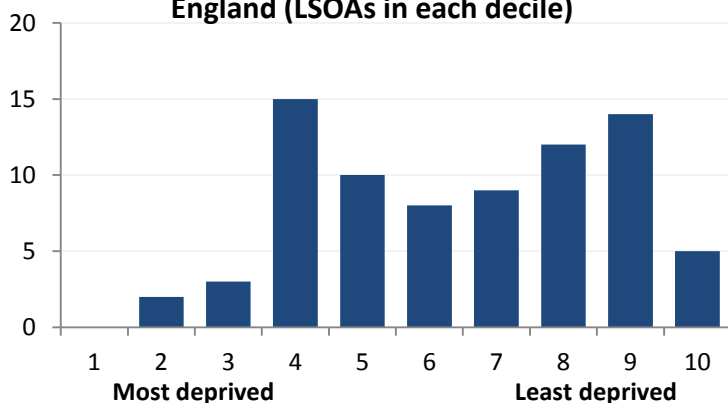
Sustainable environment



Independence



Deprivation in Epping Forest relative to England (LSOAs in each decile)



Source: DCLG, Indices of Multiple Deprivation (IMD) 2015

The Indices of Multiple Deprivation are made up of a number of different domains including: income; employment; health and disability; education, skills and training and housing and services which impact the overall deprivation.

There are 78 LSOAs in Epping Forest, with none of them being amongst the most deprived 10% in England. There are five that are in the top 10%, ie the most affluent.

The distribution would suggest that there are a significant number of affluent areas in Epping Forest but few that are deprived. Epping Forest is ranked 205 out of 326 local authorities in England on overall deprivation (where 1 is the highest level of deprivation).

MOSAIC is a tool for identifying the characteristics of households within an area. There are 66 different household types in MOSAIC and some or all of them can be present in an area. The top three most prevalent household types in Epping Forest, representing 18% of households are:

“D17 Thriving Independence” 6.8% of households	“B08 Premium Fortunes” 5.7% of households	“D14 Cafés and Catchments” 5.1% of households
<ul style="list-style-type: none"> • Singles and cohabitants without children, aged 36 and over • Own their home, with large outstanding mortgages, in family neighbourhoods • Comfortable household income of £40-49k or more • Middle managers with a successful professional career 	<ul style="list-style-type: none"> • Families with teenage children or students, aged 46 and over • Own their own extensive detached homes • Substantial income of £100k or more • Directors and senior managers 	<ul style="list-style-type: none"> • Professional couples with children (most likely to be 12-17), aged 36-55 • Own their own houses, most likely to be pleasant family homes • Household incomes of around £70-99k.

Shelley and Loughton Broadway wards are areas with high deprivation and health inequalities. The household profiles in these areas are totally different and therefore the approach needed to reduce inequalities is also likely to be different.

Shelley ward	Loughton Broadway ward
<ul style="list-style-type: none"> • 20.8% of households are G28 'Local Focus' who are rural families in affordable homes with incomes of £20-39k. • 10.5% are G27 'Outlying Seniors' who are pensioners on low incomes who are living in inexpensive housing (mostly owned by them) in out of the way areas. • 8.1% are M56 'Solid Economy'. These tend to be mainly families with children renting from a social landlord with relatively low incomes. • 5.7% are H34 'Contemporary Starts' who are cohabiting couples and singles in their late 20s/30s living in modern houses and with an income of £20-39k. • 4.5% are N58 'Aided Elderly'. These tend to be single and older, around half have low incomes and most own their own home. 	<ul style="list-style-type: none"> • 13.6% are M56 'Solid Economy' (see left). • 9.4% are H35 'Primary Ambitions' who tend to be couples aged 26-45 with young children, with good household incomes. • 9.2% are J45 'Bus-Route Renters' who tend to be aged 25-40, living alone and renting lower value flats. • 7.8% are N59 'Pocket Pensions' who are retired and mostly living alone, renting from social landlords and on low incomes. • 6.3% are K46 'Self Supporters' who live alone, are aged 46-65 and own 2/3 bedroom small homes with incomes of £20-29k. • 6.0% are K47 'Offspring Overspill' who are pre-retirement families with adult children and incomes of £30-39k. • 5.6% are L52 'Midlife Stopgap' who have an average age of 45, and are home sharers in employment without children.

Reducing smoking, drugs and obesity are areas for improvement

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



Sustainable environment



Independence

Smoking, drinking alcohol and obesity can cause preventable health conditions. Epping Forest has the sixth highest smoking prevalence in the county, and it is also higher than the national average of 18%. Prevalence is slightly higher in people in routine and manual jobs (24.0%).

Alcohol related admissions to hospital in Epping Forest were lower than the national rate of 645 per 100,000 population in 2013/14. There were 157 arrests for drug possession in Epping Forest in the year to September 2015, up 5% from a year earlier and accounting for 6.4% of all arrests across the county. 194 adults and 18 young people were receiving treatment for drug abuse, also 183 adults and less than five young people were receiving treatment for alcohol abuse in the district in 2014/15. This is a 6% fall since 2013/14 in the number of adults being treated.

- 20.2% of adults are smokers, higher than the national average.
- 734 people (583 per 100,000) were admitted to hospital with alcohol related conditions, significantly better than the national average.
- 377 adults (and around 20 young people) were in treatment for drug/alcohol misuse, down 6% from a year earlier.

Citizen Insight Source: Residents Survey 2015

8% of Epping Forest residents stated that they smoke, slightly below the Essex average (10%).



Obesity in adults in Epping Forest is slightly better than the national figure, and levels of physical activity are higher than average. The proportion of adults who are overweight or obese is the second lowest in Essex and also slightly below the national average of 64.6%. The district performs better than the national average for 10-11 year old children (33.3% in 2014/15) and has the third lowest district figure in Essex, below the county average of 30.7%.

Compared to the county average Epping Forest has a higher level of physical activity in terms of organised sport participation (39.5% compared to 35.4% for the whole of Essex) and a slightly higher participation as part of a club membership (30.1% against 22.9%). Residents could still do more to improve their levels of physical activity in order to benefit their health, to achieve a lower risk of cardiovascular disease, stroke and coronary heart disease and this may mean creating more opportunities for people to do so.

- 63.9% of adults and 29.2% of 10-11 year old children are overweight or obese. This is lower than the national figure for adults and children.
- 21.8% of adults are doing enough physical activity to benefit their health (i.e. exercising three or more times per week), the second highest in the county and above the national average of 17.6%.



Citizen Insight Source: Residents Survey 2015

- 35% said that in the last week they did 30 minutes of moderate physical activity on five days or more, below the county average of 39%.
- Epping Forest residents (43%) are most likely to cite lack of time as the main reason for not taking more exercise (the same as the Essex average). Other reasons cited are the expense or lack of motivation (in similar proportions to all residents across Essex), but they were more likely to cite lack of childcare as a barrier.

Increasing numbers of people with dementia, diabetes and admissions due to hip fractures will put demand on health services

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



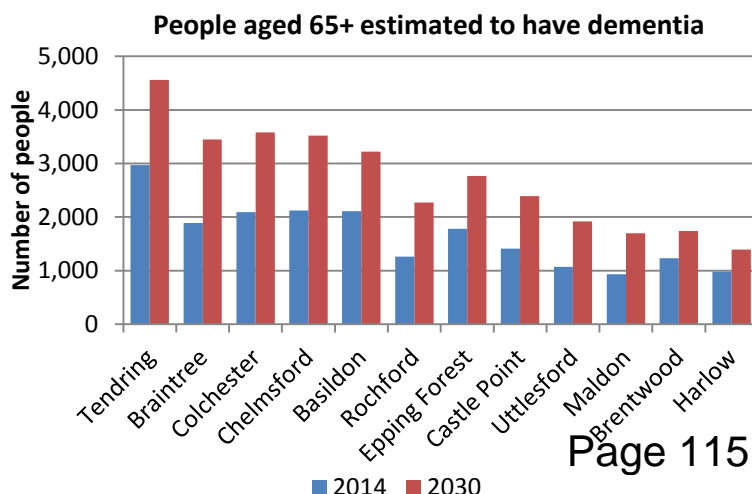
Sustainable environment



Independence



Increasing numbers of people with dementia will have an impact on health services including training of staff, support for unpaid carers, and the available housing stock as more places in supported and sheltered housing and care homes will be needed.



1,780 people aged over 65 are thought to have dementia and this number is expected to rise by 56% to 2,770 by 2030.

Epping Forest had the fourth highest rate of people who died prematurely from cardiovascular diseases (CVD) in the county, and the fifth highest rate of preventable deaths from CVD. These figures, however, are still better than the national average. There has been a general improvement of these rates which is consistent with the national picture, and likely due to improvements in treatment and lifestyle. Prevention and treatment are important to improve things further.

- 65.1 per 100,000 people (212) died prematurely from cardiovascular disease (2012-2014), the fourth highest rate in the county. 41.4 per 100,000 (134) were preventable deaths from CVD.

- 567 per 100,000 (166) residents aged 65+ were admitted to hospital with hip fractures in 2013/14, the fourth lowest figure in Essex.
- Epping has the fourth lowest rate of diabetes in Essex at 5.8% (5,169) of the GP registered population, although the rate has risen over the last four years.

The prevalence of hospital admissions due to hip fractures in the over 65s in 2013/14 was slightly higher than the England average of 571 per 100,000 population, and was the fourth lowest figure in the county. Hip fractures can cause a loss of independence and are likely to result in an increased need for social care and care home places.

There was an increase in the number of recorded cases of diabetes in 2013/14, compared with the previous period, and the rate has been increasing over the last four years (as has the national figure). This may be due to higher levels of diabetes or improved detection by GPs. The rate is slightly lower than the national average of 6.4%.



Citizen Insight Source: Residents Survey 2015

70% of Epping Forest residents rate their general health as good, the same as the county average.

86% of the adults in Epping Forest receiving social care support in 2014/15 had personal budgets while 22% had Direct Payments, lower than the proportions in the whole of Essex (91% and 30% respectively).

73% of adults who had accessed reablement services during the year had left as self-carers, i.e. being able to live independently. (Reablement is a short-term service to help people with their daily living activities in order to regain or increase their independence following an illness, injury, disability or when people need some support in re-building confidence).

- 771 adults in Epping Forest were receiving social care support in 2014/15.
- 86% of them had personal budgets, lower than the county average.

Pupils and adults rate their overall wellbeing levels well and adult mental health prevalence in West Essex CCG is lower than England figures

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



Sustainable environment



Independence



National research highlights that good emotional and mental health is fundamental to the quality of life and productivity of individuals, families, communities and nations. It is associated with improved learning; increased participation in community life; reduced risk-taking behaviour and improved health outcomes. Poor child emotional well-being and mental health can have a lasting effect into adulthood. Research has shown that early intervention, preventative strategies and resilience building are effective to improve emotional wellbeing and mental health and are most effective when they take a holistic, family centred approach.



Citizen Insight

According to the 2015 School, Health and Education Unit (SHEU) survey:

- Primary pupils in Epping Forest scored their overall wellbeing as 14.2 out of 20, close to the county average, while secondary pupils scored their overall wellbeing as 13.4 out of 20, slightly higher than the Essex figure.
- 19.2% of secondary school pupils in Epping say they have sometimes felt afraid to go to school because of bullying, close to the Essex average of 20.5%.

70% of residents rated their life satisfaction at 7 or more out of 10, close to the 72% in the whole of Essex and in the mid-range of all districts (Residents Survey 2015)

People with a serious mental illness have mortality rates 2-3 times higher than the total population that is largely due to undiagnosed or untreated physical illness as there had been a focus on the mental illness.

The proportion of people with a mental health problem in the West Essex CCG area is lower than the national figure. This indicator shows the prevalence of schizophrenia, bipolar affective disorder and other psychoses. This figure is much lower than the 4.2% of those completing a GP survey who report they have a long term mental health problem, which may be due to an under recording of diagnosis or the increased likelihood of people with mental or physical health problems completing GP surveys.

A large proportion of older people diagnosed with mental health problems are often related to dementia. During 2014/15 the Older Age Mental Health team conducted 40 assessments for people entering the service and 123 reviews on residents in Epping Forest. This represented 9% of all assessments and 7% of all reviews conducted in conducted in Essex, proportions that are in line with the population of the district.

In the NHS West Essex CCG area, which covers Epping, Harlow and Uttlesford:

- 0.69% have a mental health problem lower than the England figure (0.86%)
- 4.2% of people completing a GP survey report a long term mental health problem, lower than the England figure (5.1%)
-

Epping Forest has low rates of children in care and teenage pregnancy but pockets of children in poverty

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



Sustainable environment



Independence

The wellbeing of children and young people can be affected by many factors. Children and young people in care are among the most socially excluded children in England and there tend to be significant health and social inequalities for these children compared with all children. Epping Forest has the fifth lowest rate of children in care in the county (17.2 per 10,000 population). 20 children were placed in the district with half originating from out of the county, while three quarters of the children who originate from Epping Forest are placed out of the area.

The rate of children with a Child Protection Plan is 16.9 per 10,000, the same as the Essex average, while its rate of children receiving other social care support at 116.8 per 10,000 population is lower than the county average of 152.5. During 2015, Epping Forest had 69 families commenced on a Family solutions episode, representing 6% of all episodes in Essex. Family Solutions is an early intervention project.

The rate of hospital admissions caused by injury to children aged 0-14 (either unintentional or deliberate) was 83.1 per 10,000 in 2013/14, below the Essex average of 92.3 and the sixth lowest district in Essex.

- At the end of December 2015 there were 46 children in care originating from the Epping Forest district, the fifth lowest district rate.
- 45 children with an Epping postcode had a Child Protection Plan in place and its rate was the same as the county average.
- 312 children received other social care support.

- 183 children were admitted to hospital due to injury in 2013/14, fewer than the Essex average.

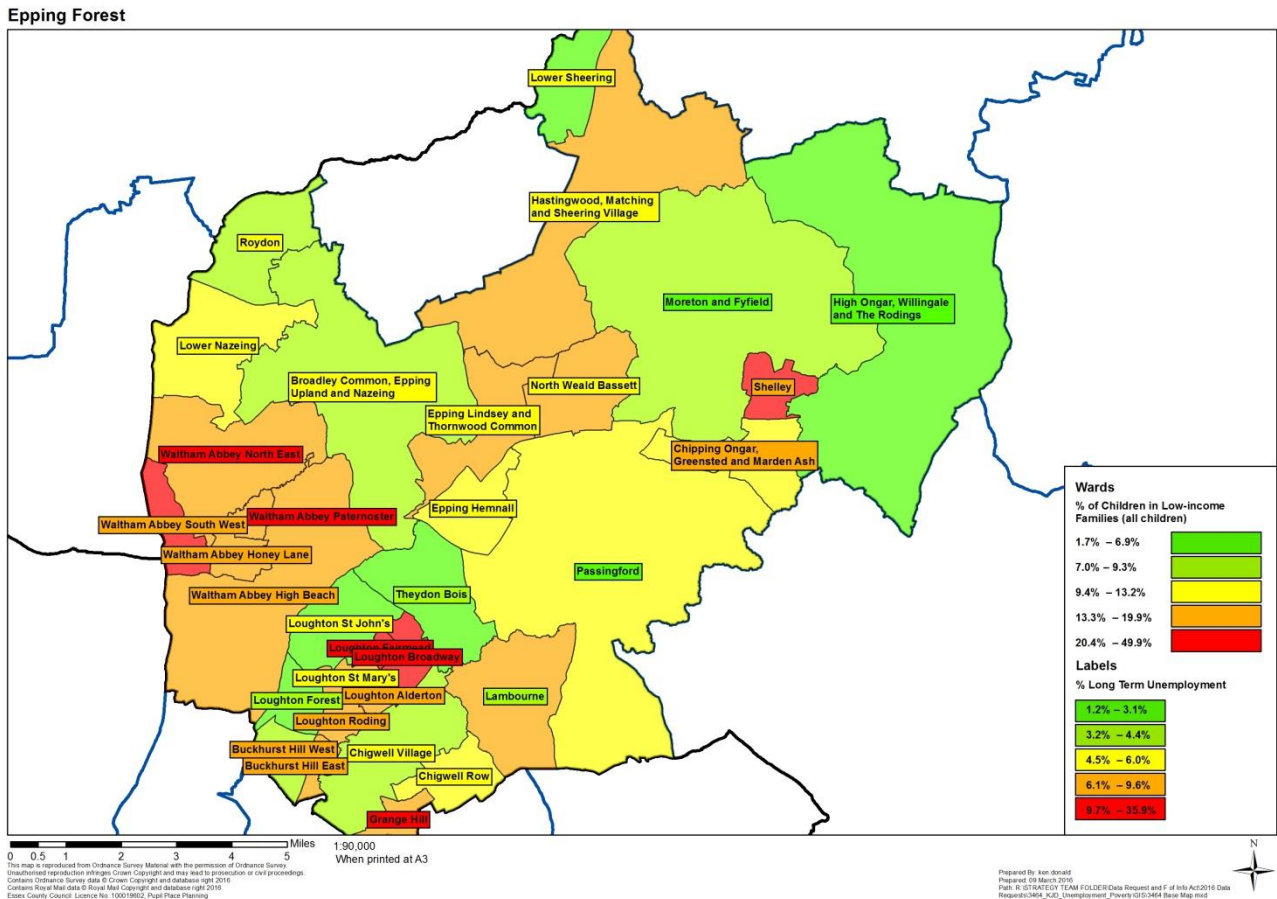
25.0% of two year olds were eligible for Free Early Education Entitlement and the take up rate was 54.5% in autumn term 2015, the lowest in Essex.

Inequalities that develop in childhood tend to also disadvantage people as they become adults, for example poor health and social exclusion of care leavers and poor health, and financial outcomes for children who experience poverty. Early support can help to mitigate these problems later in life. Free Early Education Entitlement (FEEE) is a priority nationally for early years and Epping Forest, while being in the mid-range of districts in the proportion of families who are eligible, had the lowest take-up rate in the county.

Low earnings and long-term worklessness are key factors impacting child poverty. Parental qualifications, family structure and size also have an impact on available income. Child poverty can lead to poor health outcomes including child-mortality and illness such as child mental health and low birth weight. Targeting initiatives at areas of high long-term unemployment may improve income and potentially reduce the risk of child poverty.

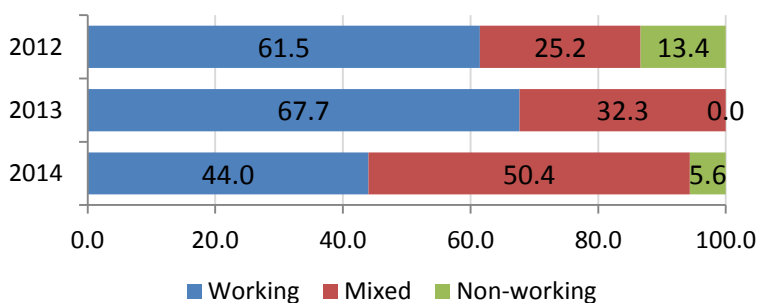
The map below shows the percentage of children in low income families compared to long-term unemployment (those claiming Job Seekers Allowance for more than 12 months). The bandings are based on the data across all wards in Essex and the map shows that Epping Forest has four areas of significant child poverty when compared to the rest of the county plus a number of other wards that show above average child poverty or long-term unemployment.

Percentage of children in low income families (2014) and long-term unemployment (2012/13) by ward



Epping Forest has four wards with a higher than average percentage of children living in low income families – Shelley (26.8%), Loughton Broadway (23.2%), Loughton Fairmead (22.0%) and Waltham Abbey South West (21.4%). Loughton Broadway and Loughton Fairmead wards also show higher than average levels of long-term unemployment (both 14.2%) while Waltham Abbey Paternoster also has higher than average long-term unemployment (11.8%).

% Children in households



- 13.5% of all children are in low-income families, in the mid-range of figures in Essex and below the national figure (18.6%).
- 8.5% of adults were long-term unemployed (2014/15), below the national average.
- A much smaller proportion of children were in non-working households (5.6%) in 2014 than in 2012, and this was lower than the Essex average of 12.5%.

8.5% of Epping Forest residents were long term unemployed in 2014/15, the third highest proportion in the county (the Essex average was 7.4%), but just below the national average of 9.0%. 84.4% of children in 2014 were in working/mixed households, compared to 86.6% in 2012, and Epping Forest has a higher than average proportion of children in mixed households.

Research evidence suggests that teenage mothers are less likely to finish their education, are more likely to bring up their child alone and in poverty and have a higher risk of poor mental health than older mothers.

- Epping Forest had a low rate of under 18s teenage conceptions in 2013, at 15.4 per 1,000, when compared to England and Essex.
- 8.3% of Chlamydia tests were positive in 2014, in the mid-range of districts in Essex.

At 15.4 per 1,000 teenage pregnancy figures for Epping Forest were lower than both the national and Essex averages (24.3 and 22.3 per 1,000) in 2013. This was the third lowest district figure in the county.

Chlamydia testing suggests that Epping Forest has a proportion of 15-24 year olds testing positive that is close to the county average of 7.6%. 21.1% of all 15-24 year olds were tested, close to the county figure of 21.5%.

Early years measures and GCSE results are similar to the county average while most pupils attend good or outstanding schools

This section links to the following Essex County Council Outcomes



Children get the best start
✓



Good health & wellbeing
✓



Learning
✓



Safer communities
✓



Economic growth
✓



Sustainable environment
✓



Independence
✓

The general level of educational attainment within a population is closely associated with the overall health of that population. The long-term demographic and health problems for a child born into a family with traditionally low standards of educational attainment may be severe, affecting health choice behaviour and service provision uptake into adulthood. Parental unemployment, single parent households, having parents with low educational qualifications, being a persistent absentee and eligibility for free school meals are factors linked to low educational attainment. All attainment data relates to pupils attending schools in Epping Forest.

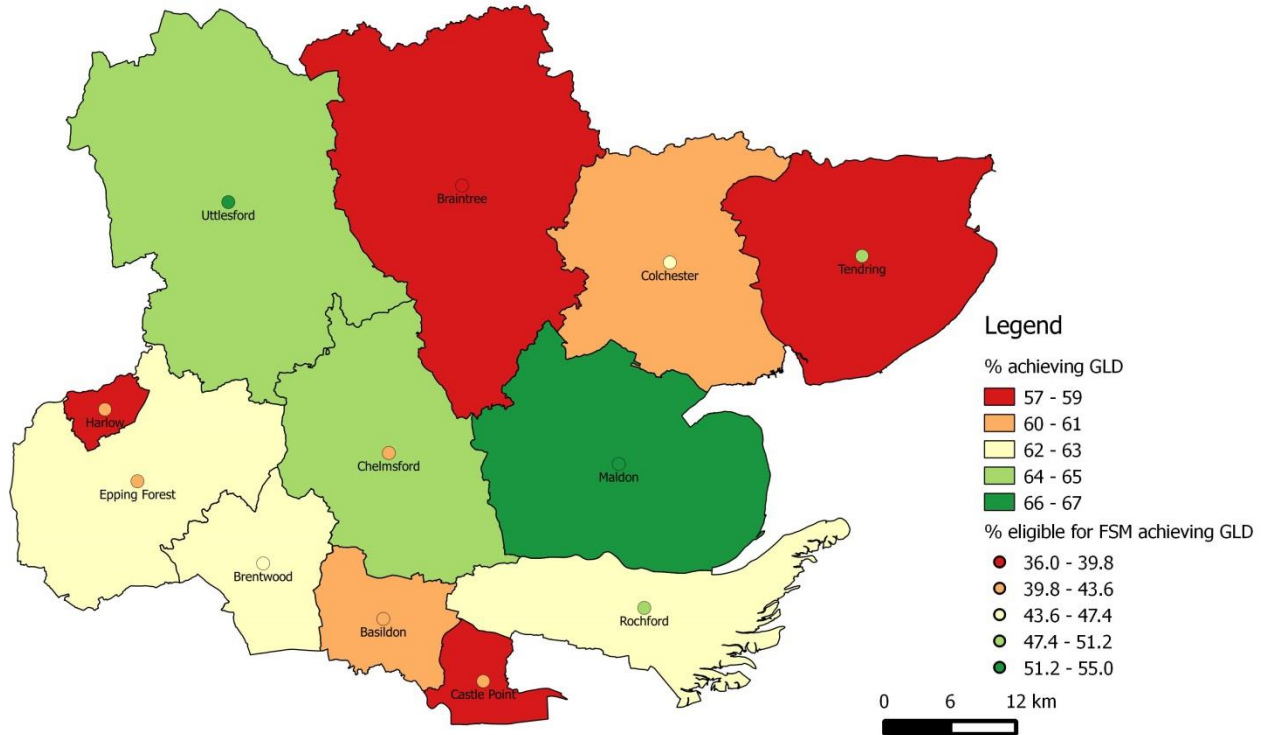
The percentages of children in Epping Forest who are deemed 'ready for school' and who achieve a good level of development in the first year of school was in the mid-range of districts and similar to the county averages.

10% of both primary and secondary pupils were eligible for free school meals in 2015, compared to 12% and 9% respectively in the whole county.

- 77% of pupils were 'ready for school' in 2014/15, close to the county average of 78% and higher than the 74% in 2013/14.
- 68% achieved a good level of development at the end of the Early Years Foundation Stage, higher than the 62% a year earlier and the same as the Essex average.

In 2014/15, just 43% of pupils who were eligible for free school meals (ie families with low income) achieved a good level of development, compared to 65% of those not eligible for meals (this was similar to the equivalent Essex figures of 43% and 66% respectively). Although the proportion of those receiving free school meals who achieve this is similar to the national and county averages, it is still an area for improvement.

Percentage of children in Essex schools achieving a good level of development (GLD) and those eligible for Free School Meals achieving GLD (2014)



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18th June 2015

The percentage of pupils at Epping Forest secondary schools who achieved five or more GCSEs at grades A*-C including English & Maths in 2015 fell from 68.4% a year earlier. This appears to be consistent with the national trend. The results are in the mid-range of districts in the county and are just above the Essex average of 57.6%.

While over 80% of all primary and secondary children studying in Epping Forest attend a good or outstanding school (similar to 2014) this is slightly lower than the 84.3% in the whole of Essex. Around a quarter of pupils taking GCSEs who live in the district attend schools outside of Essex, although their performance at GCSE is similar to their peers at Epping Forest schools.

- 58.2% of pupils attending secondary school in Epping Forest achieved five or more GCSEs at grades A*-C including English & Maths, close to the Essex average.
- 83.4% of all pupils attend a good or outstanding school, the third lowest in the county.

- 5.2% of half days in state funded secondary schools in the district were missed due to authorised and unauthorised absences in 2014/15.
- 4.8% of secondary pupils are deemed to be persistent absentees, close to the county average.

Young people who attend school regularly are more likely to get the most they can out of their time at school, more likely to achieve their potential, and less likely to take part in anti-social or criminal behaviour. Reducing absenteeism and exclusion levels are therefore important. Epping Forest has the same absenteeism prevalence (in state funded secondary schools) as Essex (5.1%) and has a proportion of persistent absentees that is close to the county average.



Citizen Insight Source: SHEU 2015

- 70% of primary and 68% of secondary pupils in Epping say they enjoy school most or all of the time, below the Essex average for primary (75%) but above for secondary (62%).
- Aspirations in Epping Forest are very high, with 71% of secondary pupils wanting to go to university (the highest district figure) compared to 54% overall in Essex.

Lower than average adult employment and unemployment and a high proportion of economically inactive adults

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



Sustainable environment



Independence

Health and employment are intimately linked, and long term unemployment can have a negative effect on health and wellbeing. Unemployment leads to loss of income, which affects standards of living. The long-term effects can include depression and anxiety, a loss of identity and reduced perceptions of self-worth. In addition, work can play an important role in social networks and the complex interactions between the individual and society, as work is an integral part of modern day social networking.

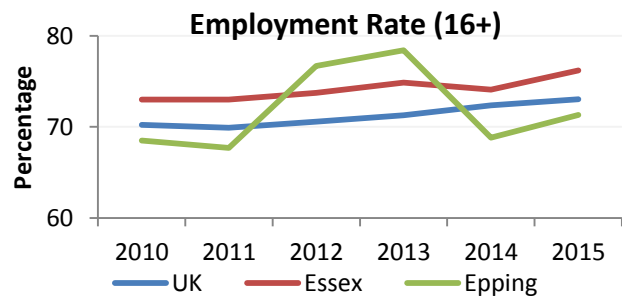
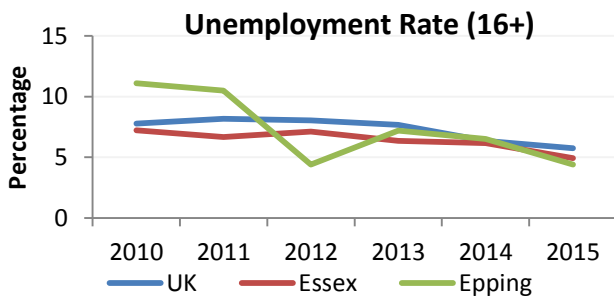
- 6.2% of 16-64 year olds have no qualifications (2014), below the Essex and England averages (8.7% and 8.6%).
- 5.6% of young people were not in education, employment or training from Nov 2014 - Jan 2015, similar to the Essex average of 5.7%.
- 4.4% of 16-64 year olds were unemployed in June 2015, slightly below the Essex average of 4.9%.
- 760 people were in apprenticeships in 2014/15.

Young people with no qualifications are more likely to not be in education, employment or training post 16 and more at risk of not being in paid work and of receiving lower rates of pay.

Significantly fewer working age adults in Epping Forest have no qualifications when compared to the national and Essex averages. Epping Forest also has a higher than average proportion of adults (52.6%) with qualifications at level NVQ 3 or above. 2,960 adults were engaged in some form of further education in Epping Forest in 2014/15.

While there are slightly fewer adults over 16 who are unemployed in Epping Forest than the county average, the proportion of young people aged 16-18 who are not in education, employment or training (NEET) is similar to the Essex and England figures.

260 young people under 19 were in apprenticeships in 2014/15 (plus another 500 aged 19+), a 7% rise over the previous year.



Although Epping Forest has lower than average unemployment, it also had the second lowest percentage of adults aged 16-64 who were in employment in June 2015, significantly below the county average of 76.2%. The district had the second highest proportion who were economically inactive, above the Essex figure of 19.7%. The latter group includes, for example, all those who are looking after a home, retired or studying.

- 71.3% of adults were employed in June 2015, the second lowest proportion in Essex.
- 25.3% were economically inactive, the second highest district proportion.

Citizen Insight Source: Residents Survey 2015

30% of Epping Forest residents consider themselves to be a participant in lifelong learning, below the county average of 34% and the second lowest district figure. The main barriers preventing them from participating in lifelong learning are lack of time and lack of interest.



Lower than average job density, mostly small businesses but higher than average job growth

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing ✓



Learning



Safer communities



Economic growth ✓



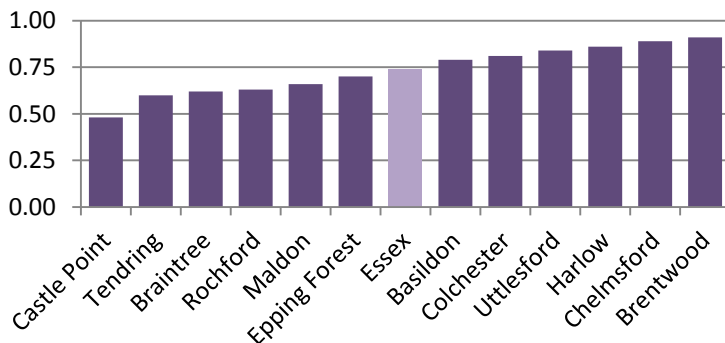
Sustainable environment



Independence

The number of jobs is expected to increase in the next five years by a higher rate compared to the whole of Essex. Job density in Epping Forest is lower than average, with the ratio of total jobs to working age population in 2013 being 0.70 compared to 0.74 in Essex and 0.80 in England. This suggests that a number of residents travel out of the district to work.

Jobs Density 2013



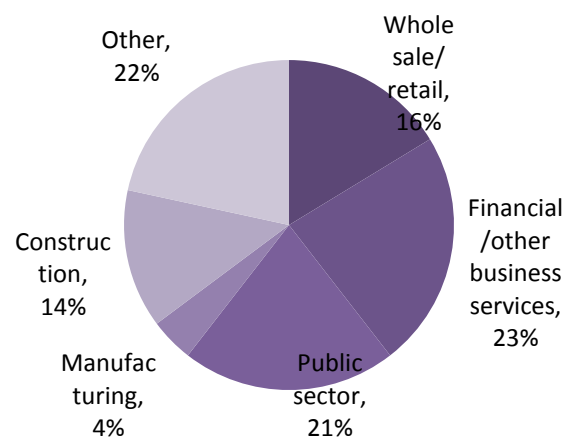
- The jobs to population ratio of 0.70 is lower than the Essex and England figures.
- 4.6% growth in the number of jobs is expected between 2015 and 2020, higher than the Essex average growth of 2.8%.
- Average weekly earnings are £541, lower than earnings for the whole of Essex but higher than England.
- Tourism is worth £12m to the local economy.

Average gross weekly earnings for full time workers living in Epping Forest in 2015 were lower than the Essex average of £575 but higher than the England figure of £533.

Around half of jobs are in financial/other business services or the public sector, while 16% are in wholesale/retail and 14% are in construction.

91.5% of businesses in Epping Forest have 9 employees or less (similar to the whole of Essex).

The tourism industry was worth £12m to the Epping Forest district (2014 data), accounting for 6% of tourism spending in Essex and a figure that has been steadily increasing over the last few years. Just under half of the income generated was due to holiday spending. The 74,000 trips made in the district accounted for 5% of the total trips in the county, indicating that the spend per trip is slightly lower than average.



Superfast broadband coverage in Epping Forest will rise from 82% to 97% by 2020.

The superfast broadband project is expected to make a real difference to Epping Forest residents and businesses, whose ability to trade and communicate online will be greatly enhanced. Better connectivity will also support digital inclusion in terms of lifelong learning and skills development as well as the use of public services provided through online channels.

Although superfast broadband coverage in Epping Forest was above the Essex average in 2013, the planned investment in the project should mean that 97% of Epping Forest premises (compared to 94% in the whole of Essex) will have access to superfast broadband by early 2020.

Residents feel safe and the rate of crime is in the mid-range of districts but rate of those killed/injured in traffic accidents is significantly above average

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



Sustainable environment



Independence

The majority of Epping Forest residents feel safe during the day and many also feel safe after dark.

Citizen Insight Source: Residents Survey 2015



- 85% of adults in Epping Forest say they feel safe during the day, the same as the Essex average.
- 48% say they feel safe after dark, close to the county average of 49%.
- 37% of adults are satisfied with safety on the roads, lower than the county average of 42%.

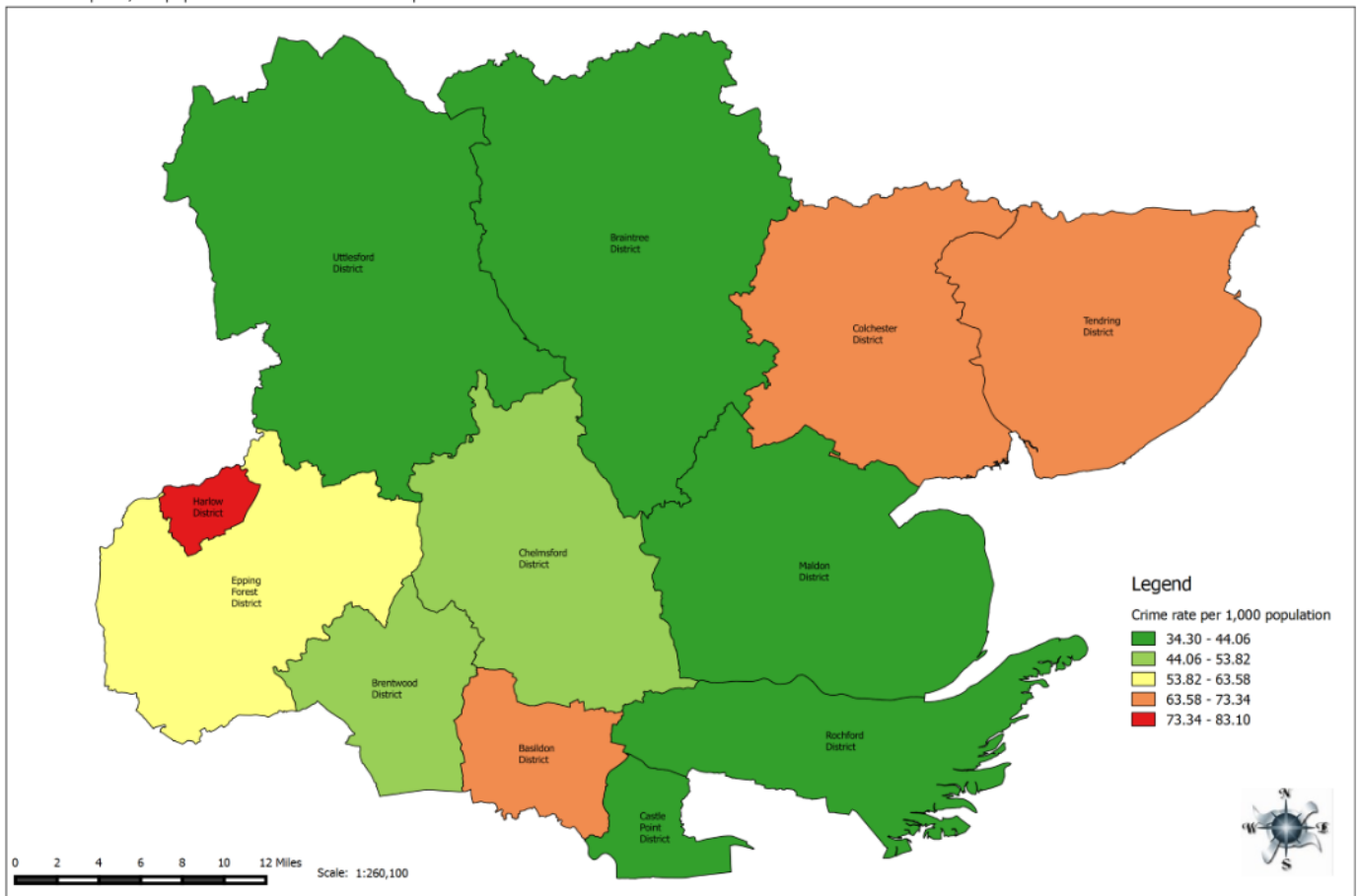
Motor vehicle traffic accidents are a major cause of preventable deaths, particularly in younger age groups. For children and for men aged 20-64 years, mortality rates for motor vehicle traffic accidents are higher in lower socio-economic groups. The vast majority of road traffic collisions are preventable and can be avoided through improved education, awareness, road infrastructure and vehicle safety. Epping Forest had a rate of people killed and seriously injured on the roads in 2012-2014 that was significantly above both the Essex and England rates of 42.2 and 39.3 respectively.

The rate of those killed/seriously injured on the roads (70.2 per 100,000 population) is above the Essex and national averages.

There are many risk factors that increase the likelihood of offending and other poor outcomes. These risk factors include: a person's attitude to crime, risk taking behaviour, substance misuse, mental and physical health, access to employment and training, financial issues and family relationships. These poor outcomes may not only impact the individual but their children and have long-lasting effect. The pathways into offending are very complex and there may be no link, an indirect link or direct link from risk factor to offending and some risk factors may make certain types of offending more likely. Evidence suggests that supporting people with the right support at the right

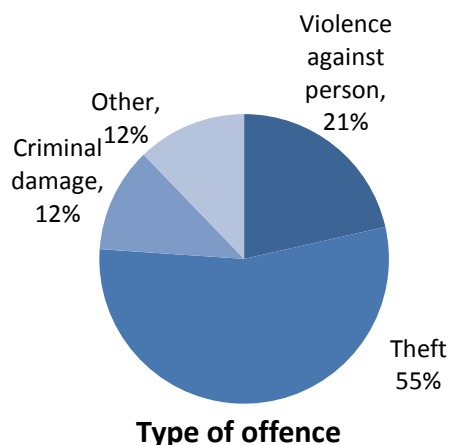
time and ensuring that there are not any gaps or inconsistencies between agencies may be most effective way in reducing crime.

Crime rate per 1,000 population in the 12 months to September 2015



This map is reproduced from Ordnance Survey Material with the permission of Ordnance Survey. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. Contains Ordnance Survey data © Crown Copyright and database right 2016. Contains Royal Mail data © Royal Mail Copyright and database right 2016. Essex County Council. Licence No: 100019602. Created Date: 28-01-2016. Created By: Andrew Heynes. File Path: R:\STRATEGY TEAM FOLDER\Data Request and F of Info Act\2016 Data Requests\3424_AH_GLD vs PEM map for district profiles. Data Source: Office for National Statistics. Crime in England and Wales.

Epping Forest had a crime rate in the 12 months to September 2015 that was up 4.6% on the previous year and in the mid-range of districts in the county. Theft offences accounted for 55% of all offences during this period (this comprises burglary 16%, vehicle theft 18% and other theft 20%).



- The rate of crime in Epping Forest is 54.9 per 1,000 population (representing 7,067 offences), in the mid-range of districts.
- The rate of domestic abuse offences at 13.3 is lower than the county average.
- The rate of anti-social behaviour incidents is 28.1 (3,624 offences).
- 17.5% of offenders re-offended in 2013, one of the lowest district figures.

There were 1,740 domestic abuse offences in 2014/15, a rate which was below the county average of 19.7. The rate of anti-social behaviour incidents in Epping Forest is in the mid-range of districts in the county and up 5.5% over the previous year. The percentage of all offenders who re-offended was one of the lowest in the county in 2013 (this is the latest data publically available).

Some areas show significantly worse health across a number of indicators, compared to England

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



Sustainable environment

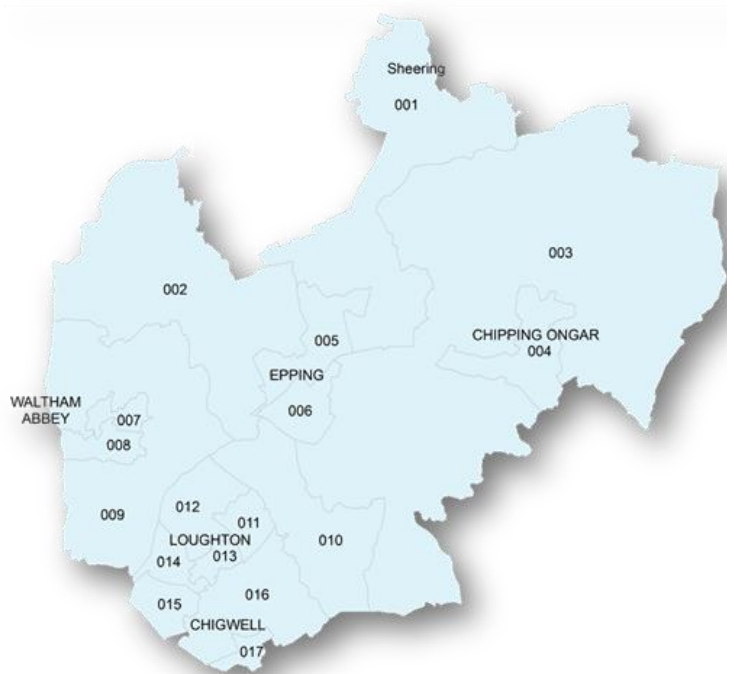


Independence

Health inequalities are differences in health outcomes between different population groups. To improve health and reduce inequalities, we need to consider all the factors that influence health, which are known as the wider determinants of health.

This 'tartan rug' table shows for each Middle Super Output Area (MSOA) in the local authority, the value for each key indicator and whether it is significantly different from the England average. The map shows the exact location of individual MSOAs.

Middle Super Output Area (MSOA) Epping Forest 007, which covers the North area of Waltham Abbey, has significantly worse outcomes for a number of the indicators listed in the table. MSOA 011, the area of Loughton Broadway, also performs significantly worse on several of the metrics. The chart also demonstrates that the Epping Forest district has a higher than average population of over 65s, which could influence service provision.



Please note that some of this data may differ from those presented earlier in the report due to varying data sources. (It may not be the most recent source as it is broken down by MOSA)

Key: ■ significantly worse than England (higher for population indicators)
■ significantly better than England (lower for population indicators)
■ not significantly different

	Percentage of population aged 65 years and over	Income Deprivation	Child Poverty	Older people deprivation	GCSE achievement (5 A* C incl. Eng & Maths)	Unemployment	Adult obesity	Adult Binge Drinking
England	16.9	14.7	21.8	18.1	58.8	3.8	24.4	20.1
Essex CC	19.2	15.5	16.5	14.9	59.8	3.0	24.2	19.4
Epping Forest CD	18.9	10.5	15.2	14.2	61.8	2.8	23.9	20.6
Epping Forest 001	19.0	7.9	11.8	12.1	64.4	2.1	25.0	22.9
Epping Forest 002	23.2	8.0	12.3	11.0	68.3	2.0	25.2	16.9
Epping Forest 003	20.6	7.5	9.7	11.1	64.1	1.4	24.6	16.8
Epping Forest 004	22.1	9.4	14.0	12.0	57.6	2.4	24.3	20.2
Epping Forest 005	21.0	10.3	14.1	15.5	69.4	2.1	22.9	22.1
Epping Forest 006	21.8	9.4	14.1	13.5	61.1	2.1	22.2	25.2
Epping Forest 007	20.0	15.7	18.4	24.8	44.2	4.3	27.2	21.0
Epping Forest 008	14.2	13.0	19.4	16.7	50.0	4.0	27.5	23.2
Epping Forest 009	22.7	11.0	11.8	17.0	62.8	3.2	26.7	17.9
Epping Forest 010	22.6	9.0	12.3	11.5	70.0	1.7	22.6	21.3
Epping Forest 011	14.9	18.1	26.9	27.3	63.1	4.7	28.0	24.1
Epping Forest 012	16.8	7.2	10.5	10.2	70.1	2.3	21.5	20.5
Epping Forest 013	16.0	12.9	18.0	17.8	50.0	3.9	24.9	21.5
Epping Forest 014	17.2	9.3	14.5	11.4	55.9	2.3	20.6	22.9
Epping Forest 015	18.6	8.4	11.4	13.1	65.4	2.4	18.2	19.6
Epping Forest 016	18.7	6.9	11.1	8.3	76.9	1.8	21.3	15.4
Epping Forest 017	16.3	13.5	23.1	10.6	64.3	3.6	24.5	17.7

Life expectancy for both men and women in the Epping Forest district is better than the national average. However, life expectancy differs significantly for each MSOA, and MSOA 007 has significantly worse life expectancy than the national average.

Life expectancy & Causes of death (per 100,000 population)

	Life Expectancy for males	Life Expectancy for females	Deaths all ages, all causes	Deaths under 75, all causes	Deaths under 75, all circulatory disease	Deaths under 75, all cancer	Deaths under 75, all coronary heart disease	Deaths all ages, stroke	Deaths all ages, all respiratory disease
England	78.9	82.8	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Essex CC	79.8	83.3	95.3	89.3	84.7	96.1	81.5	89.5	93.2
Epping Forest CD	79.9	83.4	95.2	89.8	89.8	96.6	90.8	94.5	89.5
Epping Forest 001	78.3	82.3	104.7	95.5	64.4	113.5	71.5	56.5	95.2
Epping Forest 002	81.6	85.9	79.5	86.4	84.6	102.6	85.9	91.5	57.8
Epping Forest 003	81.2	84.9	84.8	85.6	89.6	102.0	111.2	88.6	71.8
Epping Forest 004	82.1	86.1	76.5	77.9	85.4	77.6	94.6	43.6	83.1
Epping Forest 005	78.5	83.7	92.3	96.5	59.9	120.7	46.7	45.3	81.2
Epping Forest 006	79.8	84.8	91.7	91.9	119.4	79.8	156.7	64.6	86.7
Epping Forest 007	74.5	77.9	143.3	152.2	209.9	139.9	155.7	271.6	129.8
Epping Forest 008	79.7	82.1	103.2	94.3	102.6	104.5	113.1	73.0	88.7
Epping Forest 009	79.2	79.4	127.9	100.1	95.5	96.6	86.1	109.1	142.3
Epping Forest 010	79.3	82.9	103.2	84.6	83.2	90.2	98.2	95.8	92.1
Epping Forest 011	79.7	86.7	81.2	87.8	89.6	71.6	103.7	78.4	97.0
Epping Forest 012	82.4	84.6	85.0	63.2	60.9	71.7	58.3	115.2	82.1
Epping Forest 013	80.1	87.0	79.5	93.3	88.2	89.9	65.8	56.4	72.8
Epping Forest 014	83.2	86.2	74.0	70.5	54.4	89.5	71.9	80.8	51.8
Epping Forest 015	79.5	82.5	112.0	85.4	74.3	93.1	81.0	106.5	111.3
Epping Forest 016	83.8	86.3	68.0	70.2	58.2	87.8	44.6	67.0	73.2
Epping Forest 017	80.0	83.1	98.7	92.7	117.9	106.4	106.9	145.0	81.1

Good quality environment with high recycling rates, but lower than average satisfaction with roads and bus services

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



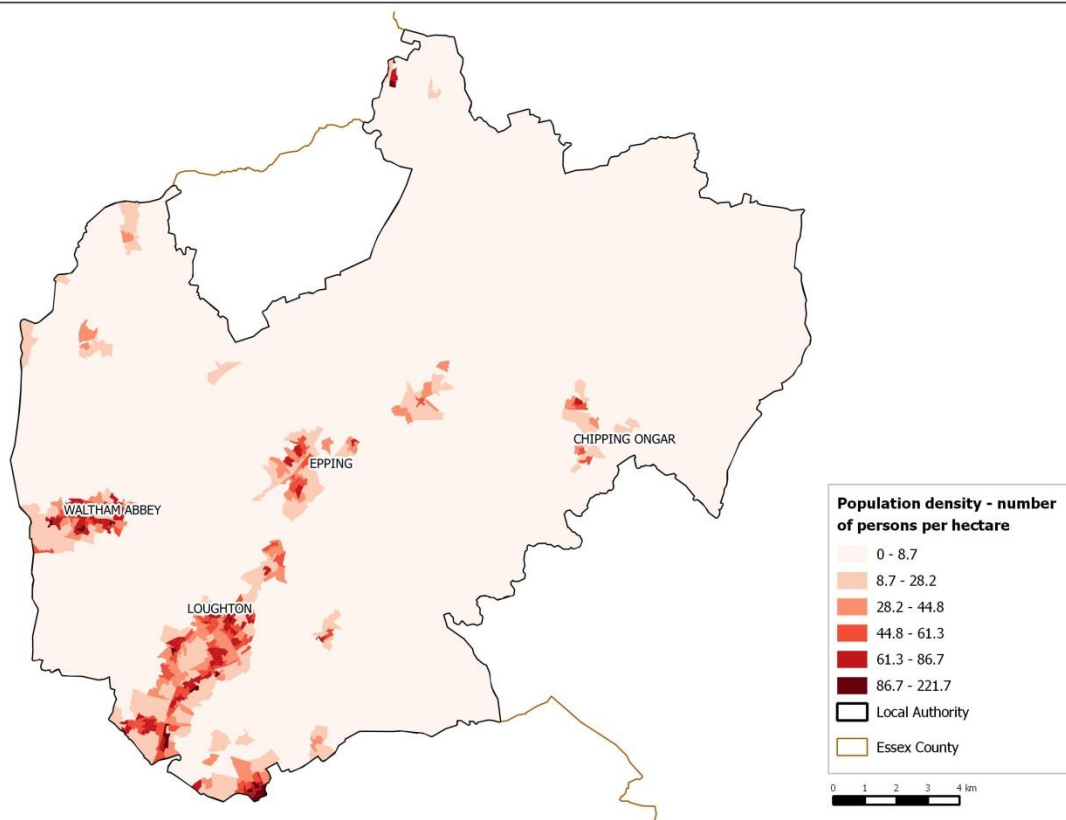
Sustainable environment



Independence

Epping Forest has a population density of 3.57 persons per hectare, the fourth lowest district in the county and below the 4.0 average of the whole of Essex. The population density map below shows the highest rates of population are in the Epping, Loughton and Waltham Abbey areas although there are large expanses of low population density. 87% of the Epping Forest district is classified as green space (Essex highest is 93% in Uttlesford, Essex lowest is 51% in Castle Point): green spaces are important for wellbeing, community cohesion and for wildlife.

Population Density in Epping Forest, 2011



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March 2016

Citizen Insight Source: Residents Survey 2015

- 83% of Epping Forest residents agree that they have a high quality environment, above the Essex average of 75%. 84% are satisfied with the local area as a place to live, close to the Essex average of 82%.
- 24% say they have given unpaid help to groups, clubs or organisations over the last 12 months (volunteering), similar to the county average of 23%.



Transport impacts on the health of a population via a number of factors including unintentional injuries, physical activity undertaken, air pollution and access to services. The last of these involves people traveling for basic necessities such as work, education, healthcare and purchasing food. Good transport links have an important role in enabling access to business and jobs which are important to allow for economic growth. Some 16% of people seeking jobs in Epping Forest (ie on job seekers allowance) may miss out on employment opportunities unless they have access to a car.

The affordability and accessibility of driving a car has increased over the past 30 years and this has heavily influenced planning decisions to be car focussed. However, there is still a significant proportion of the population without car access who are reliant on public transport, cycling and walking. The 15 minute average travel time by public transport or walking to reach key services is higher than the Essex average of 13 minutes. Improvements in the travel time to key services (i.e. employment centres, primary schools, secondary schools, further education, GPs, hospitals and food stores) by public transport/walking is a national trend.

- At 15 minutes, the average travel time by public transport or walking to reach key services is the fourth longest in the county.
- 84% of those on job seekers allowance are able to access employment centres by public transport or walking, similar to the Essex average (83%).
- Structural maintenance should be considered for 18% of the local road network, the second highest district figure in Essex.

In 2015, 4% of the main road network was in a condition where structural maintenance should be considered (the same as the countywide figure). However, 18% of the local road network was in this condition, the second highest district proportion in Essex and worse than the county average of 13%.

Citizen Insight Source: Residents Survey 2015

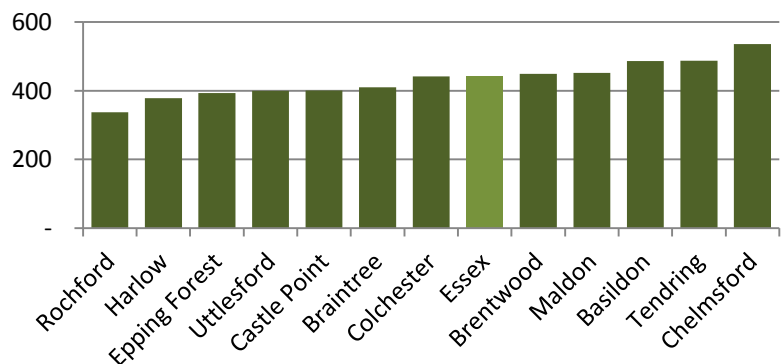


- Just 45% of residents are satisfied with their local bus service (the fourth lowest in the county and below the county average of 51%) while 42% are satisfied with their local transport information, above the county average of 39%.
- 12% are satisfied with the condition of roads, below the county average of 17%.

Epping Forest had the second highest level of household waste sent for reuse, recycling or composting in 2014/15. It therefore also had a lower amount of residual waste per household in 2014/15 than the county average.

- With 58.5% of household waste being recycled in 2014/15, Epping Forest has the second highest district figure, above the Essex average of 51.1%.
- It had 393 kg of residual waste per household, the third lowest in the county.

Residual Household Waste Per Household (kg) 2014/15



Highest increase in house prices, with relatively high proportion on housing waiting list and low levels of social housing

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



Sustainable environment



Independence



The relationship between housing and health is a recognised association but a complex one. A number of elements in and around the home can impact on health and wellbeing and will be influenced by other determinants such as education, employment and infrastructure. Specific housing related issues affecting health are indoor pollutants, cold and damp, housing design, overcrowding, accessibility, neighbourhood safety, social cohesion and housing availability.

Additionally as people get older and demand for people to stay within their own homes for longer increases the demand for specific housing needs will also increase.

Economic growth and housing are inextricably linked. Without a sustainable housing programme providing homes for people to live in and without a growing local economy, an area will be unable to provide the jobs and homes to attract new people and retain current residents and drive the economy forward.

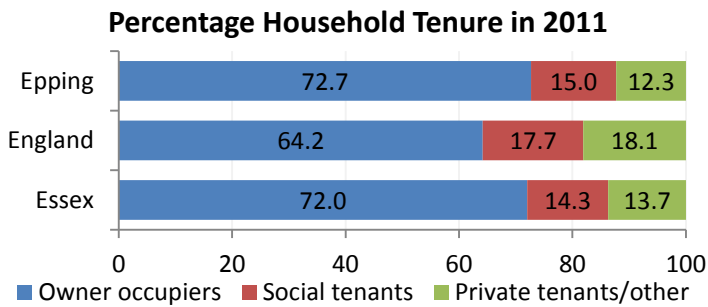
- The number of dwellings in Epping Forest rose by 1.3% to 55,130 between 2011 and 2014, lower than the rise in Essex and England (both 1.7%).
- House prices in Epping Forest have increased by 17.6% since 2011, the highest district rise.
- 8.3% of Epping Forest households were deemed fuel poor in 2013, the fourth highest district in Essex.

The increase in dwellings in Epping Forest since 2011 is one of the smallest rises in Essex.

House prices across Essex have been increasing year on year outstripping wages, making home ownership less and less affordable for a large proportion of the Essex community. However, the increase in Epping Forest has been the highest in Essex.

High energy prices coupled with low income mean 8.3% of households in Epping Forest are considered to be fuel poor, the fourth highest district in Essex. (A household is said to be fuel poor if it needs to spend more than 10% of its income on fuel to maintain an adequate standard of warmth.) From 2013-2014 there were 68 excess winter deaths in Epping Forest. This is around 17.5% additional deaths, above the national average (11.6%).

72.7% of households in Epping Forest are people that own their own homes (either with a mortgage or outright), significantly more than nationally (64.2%) but similar to the Essex figure (72.0%). There is a small proportion of social tenants (12.3%), who may be impacted by low stock levels, and private tenants (15.0%).



- 34.8% of residents in Epping Forest own their homes outright, similar to the Essex average of 34.7%.

- Higher than average number of households on the housing waiting list (1,500).
- 0.97 per 1,000 households were homeless or in priority need in Epping Forest in 2014/15, the third lowest rate in Essex.
- The rate of homeless households in temporary accommodation at 1.38 per 1,000 households was lower than the county average.

There were 1,500 households on the housing waiting list in 2014/15, which was the fifth highest number in Essex.

Homelessness is associated with severe poverty and is a social determinant of health. It is also associated with adverse health, education and social outcomes, particularly for children. In 2014/15, Epping Forest had the third lowest rate of households which were homeless or in priority need in Essex, a rate that was also lower than the national average of 2.4 per 1,000. The district had a rate of homeless households in temporary accommodation awaiting a settled home in March 2015 that was in the mid-range of districts in the county (the Essex average was 2.21).

Essex Insight is the Partnership information hub for Essex and a website about Essex and the people working and living in Essex.

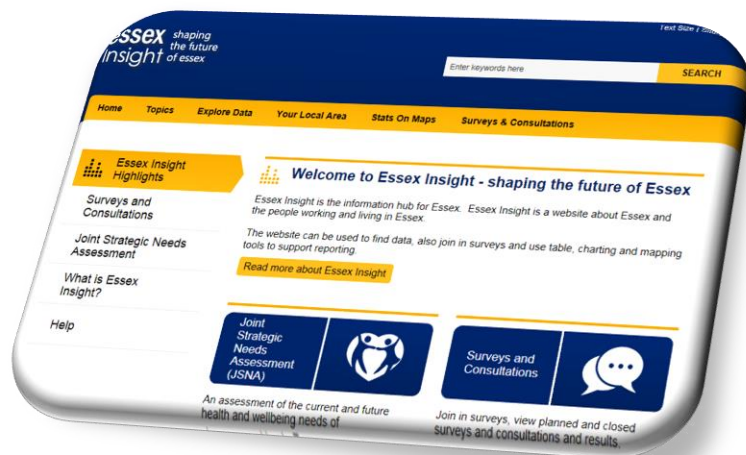
The website can be used to find data, also join in surveys and use table, charting and mapping tools to support reporting.

It is home to a suite of products that supports the Joint Strategic Needs Assessment (JSNA).

There are links in this report to the JSNA specialist topic reports found on Essex Insight e.g. Child Poverty and CAMHS Needs Assessments.

Bookmark it now as your one stop shop for data on Essex

www.essexinsight.org.uk



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Report to the Resources Select Committee

Date of meeting: 1 March 2018

Portfolio: Finance

Subject: Quarterly Financial Monitoring

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

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



Recommendations/Decisions Required:

That the Committee note the revenue and capital financial monitoring report for the third quarter of 2017/18;

Executive Summary

The report provides a comparison between the revised estimate for the period ended 31 December 2017 and the actual expenditure or income as applicable.

Reasons for proposed decision

To note the third quarter financial monitoring report for 2017/18.

Other options for action

No other options available.

Report:

1. The Committee has within its terms of reference to consider financial monitoring reports on key areas of income and expenditure. This is the third quarterly report for 2017/18 and covers the period from 1 April 2017 to 31 December 2017. The reports are presented based on which directorate is responsible for delivering the services to which the budgets relate and the budgets themselves are the original estimate.
2. Salaries monitoring data is presented as well as it represents a large proportion of the authorities expenditure and is an area where historically large under spends have been seen.

Revenue Budgets (Annex 1 – 6)

3. Comments are provided on the monitoring schedules but a few points are highlighted here as they are of particular significance. The salaries schedule (Annex 1) shows an underspend of £233,000 or 1.4%. At the end of the third quarter last year the underspend was 0.9%.
4. Resources is showing the largest underspend of £123,000, this relates mainly to Housing Benefits, Facilities Management and Revenues. Neighbourhoods shows an underspend of £52,000 but it has been assumed that money from the Local Plan DDF budget will be required to prevent the salaries budget from becoming overspent. Other directorates are

showing an underspend of around £20,000 each.

5. The investment interest is broadly in line with the revised position. Surplus cash balances are being held short term as it is possible that some borrowing will be required next financial year as a result interest earnings are noticeably lower than the prior year.
6. Development Control income at Month 9 is down on expectations. Fees and charges were £42,000 lower than the budget to date and pre-application charges and other income are £4,000 above expectations. Increases to Development Control fees can only be set by central government and indeed from 17th January a general increase of 20% was brought in. It is therefore expected that the lower budget of £977,000 will be met.
7. Building Control income was revised upwards from £450,000 to £530,000 and indications suggest that this might now be exceeded as income is £28,000 higher than the budgeted figure at the end of the third quarter. The ring-fenced account had assumed a deficit of £129,000 for this year due to the amount of scanning work required, however this was revised to a small surplus of £6,000 which also now looks likely to be exceeded.
8. Although Public Hire licence income and other licensing is above expectations, the Public Hire figures shown include some income relating to 2018/19 so actual income is close to expectations.
9. Income from MOT's carried out by Fleet Operations was left unchanged when the budget was revised and at the moment is showing a slightly better position than the budget. The account will still show a deficit in 2017/18 but it is possible that this will be lower than expected.
10. Car Parking income is on track with the revised estimate at month 9, some additional spaces are being provided at Oakwood Hill and Vere Road though there has been a delay in these becoming operational and the budget has been adjusted accordingly.
11. The shopping park is included as the first units are now due to pay rent. Income in 2017/18 will be around £200,000 lower than expected as some units were let later than expected and tenants had not been identified for all units when the budget was set. Having said that there is additional income from Industrial Estates and Commercial lets which should mitigate this to some extent. There is also some additional expenditure mainly related to empty property rates. Once all units are occupied and rent free periods passed rental income is still expected to be around £2.5 million per annum.
12. Local Land Charge income is £3,000 below expectations. The budget was increased from that in the original estimate as income had improved particularly in quarter 2. It does look as if the outturn will be close to expectations.
13. Expenditure and income relating to Bed and Breakfast placements has been on the increase. Most are eligible for Housing Benefit and although some will be re-imbursed by the Department for Work and Pensions it is only around 50%, leaving a similar amount to be funded from the General Fund. After a period where placements had levelled off caseload has again started to increase and expenditure is exceeding expectations. Staff in the Communities directorate are keeping such placements to an absolute minimum and use of the Zinc arts and other similar schemes should help keep expenditure down.
14. The waste and leisure management contract are both pretty much on track.
15. The Housing Repairs Fund shows an underspend of £65,000. There are underspends showing on both Planned Maintenance and Responsive work. There is also a variance on HRA Special Services which relate mainly to tree maintenance and utility costs. Some underspend here looks likely.

16. Income from Building Control, Land Charges, Car Parking and maybe MOT Income look likely to exceed the budget. Others are less certain. Development Control is more significantly lower but may be being affected by the impending publication of the Local Plan.

Business Rates

17. This is the sixth year of operation for the Business Rates Retention Scheme whereby a proportion of rates collected are retained by the Council. There are proposals that all Business Rates be retained within the local government sector though this actually happening is unlikely to be before the year 2020/21. In any event the proportions retained by each local government tier is likely to change and if additional resources are made available they will no doubt be accompanied by additional responsibilities.

18. There are two aspects to the monitoring, firstly changes in the rating list and secondly the collection of cash.

19. The resources available from Business Rates for funding purposes is set in the January preceding the financial year in question. Once these estimates are set the funding available for the year is fixed. Any variation arising from changes to the rating list or provision for appeals, whilst affecting funding do not do so until future years. For 2017/18 the funding retained by the authority after allowing for the Collection Fund deficit from 2016/17 is £3,499,000. This exceeded the government baseline of £3,110,000 by some £389,000. The actual position for 2017/18 will not be determined until May 2018.

20. Cash collection is important as the Council is required to make payments to the Government and other authorities based on their share of the rating list. These payments are fixed and have to be made even if no money is collected. Therefore, effective collection is important as this can generate a cash flow advantage to the Council. If collection rates are low the Council is left to finance these payments from working capital and so has to reduce investment balances. At the end of December the total collected was £25,775,272 and payments out were £25,788,005, meaning the Council had paid out £12,733 more cash than it had received. This has been affected by the appeals that have been settled in recent months but represents a fraction of 1% when compared to the amounts collected overall.

Capital Budgets (Annex 7 - 11)

21. Tables for capital expenditure monitoring purposes (annex 7 -11) are included for the nine months to 31 December. There is a commentary on each item highlighting the scheme progress.

22. The full year budget for comparison purposes is the Revised Budget which was agreed during December 2017.

Major Capital Schemes (Annex 12)

23. There are four projects included on the Major Capital Schemes schedule these relate to the House Building packages 1, 2 and 3 and The Epping Forest Shopping Park. Annex 12 gives more detail. The variance reported is a comparison between the anticipated outturn and approved budget.

Conclusion

24. With regard to revenue, Building Control income is going well though Development control income is down currently. Other income streams are either slightly below or above expectations but not significantly and expenditure is below budget which is often the case at this stage in the year.

25. The Committee is asked to note the position on both revenue and capital budgets as at Month 9.

Consultations Undertaken

This report will also be presented to the Finance and Performance Management Cabinet Committee later in March and any comments or observations from this Committee will be reported there.

Resource Implications

There is little evidence to suggest that the net budget will not be met. The variances that were expected have been included in the revised budget.

Legal and Governance Implications

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

Safer, Cleaner, Greener Implications

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

Background Papers

Various budget variance working papers held in Accountancy.

Impact Assessments

Risk Management

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

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

Date / Name	Summary of equality analysis
16/02/18 Director of Resources	The purpose of the report is to monitor income and expenditure. It does not propose any change to the use of resources and so has no equalities implications.

DECEMBER 2017 - SALARIES

<u>DIRECTORATE</u>	<u>2017/18</u>			<u>2016/17</u>		
	<u>EXPENDITURE</u>	<u>BUDGET</u>	<u>VARIATION</u>	<u>EXPENDITURE</u>	<u>BUDGET</u>	<u>VARIATION</u>
	<u>31/12/2017</u>	<u>PROVISION</u>	<u>FROM BUDGET</u>	<u>TO 31/12/16</u>	<u>PROVISION</u>	<u>FROM BUDGET</u>
	<u>£000</u>	<u>(REVISED)</u>	<u>(REVISED)</u>		<u>(REVISED)</u>	<u>(REVISED)</u>
		<u>£000</u>	<u>%</u>	<u>£000</u>	<u>£000</u>	<u>%</u>
CHIEF EXECUTIVE	429	449	-4.5	232	232	0.0
RESOURCES *	4,321	4,444	-2.8	4,132	4,191	-1.4
GOVERNANCE *	2,728	2,746	-0.7	2,741	2,765	-0.9
NEIGHBOURHOODS *	3,180	3,232	-1.6	3,241	3,305	-1.9
COMMUNITIES *	5,858	5,878	-0.3	5,611	5,612	0.0
TOTAL	16,516	16,749	-1.4	15,957	16,105	-0.9

* Agency costs are included in the salaries expenditure.

Neighbourhoods revised budget provision assumes £260,000 of Salary/Agency expenditure will be funded from the Local Plan DDF.

	17/18	Third Quarter			17/18		Comments
	Full Year	17/18	17/18	16/17	Variance		
	Budget	Budget	Actual	Actual	Budget v	Actual	
	£'000	£'000	£'000	£'000	£'000	%	
<u>Major expenditure items:</u>							
Museum	121	90	88	102	-2	-2	There are no major variances.
Bed & Breakfast Accommodation	271	203	282	252	79	39	After a period where bed and breakfast placements had levelled out caseload has again started to increase. As a result, expenditure in the third quarter is higher than expected but rental income has also risen during the same period, as seen below.
Disabled Facility Grants	694	390	392	463	2	1	The Council has a legal duty to provide Disabled Facility Grants to all residents who meet the eligibility criteria. These grants are used for disabled adaptation works such as stair lifts, disabled entry solutions and bathroom renovations and will be fully funded by the Better Care Fund. There are no major variances in quarter three.
Grants to Voluntary Groups	88	33	31	31	-2	-6	There are no major variances.
Voluntary Sector Support	174	150	150	170	0	0	There are no variances in the current year. In the prior year the second instalment to VAEF was paid in December but in 2017/18 the payment was made in January.
<u>Major income items:</u>							
Bed & Breakfast Accommodation	280	252	263	250	11	4	Rents are higher than expected due to the increased caseload.
	1,628	1,118	1,206	1,268			

	17/18 Full Year Budget £'000	Third Quarter			17/18 Variance Budget v Actual		Comments
		17/18 Budget £'000	17/18 Actual £'000	16/17 Actual £'000	£'000	%	
<u>Major income items</u>							
Development Control	977	741	703	882	-38	-5	2017/18 has seen reduced levels of fee income compared to the previous year. This is possibly because major developers are awaiting the publication of the Local Plan prior to submitting any planning applications within the district. It is worth noting that from mid-January 2018 the government has allowed Local authorities to increase fees by 20 percent which has been reflected in the current budgets.
Building Control Fee Earning	530	403	431	365	28	7	The income received has exceeded both the budget to date and the previous year's actual. The generation of income has been steadily improving over the recent years due to uncertainty in the housing market. The trend in the Building Control fee has continued into quarter three which leads to indicate that the full year budget may well be exceeded.
Local Land Charges	174	133	130	126	-3	-2	2017/18 has seen a minor improvement in the level of fee income compared to the previous year which has been reflected in the current year budgets. The actual at quarter three is just below target with the budget.
	1,681	1,277	1,264	1,373			

	17/18 Full Year Budget £'000	Third Quarter			17/18 Variance Budget v Actual		Comments
		17/18 Budget £'000	17/18 Actual £'000	16/17 Actual £'000	£'000	%	
Major expenditure items:							
Refuse Collection	1,379	807	797	796	-10	-1	} No major variances.
Street Cleansing	1,318	790	797	795	7	1	
Recycling	2,835	1,585	1,568	1,543	-17	-1	No major variances.
Highways General Fund	112	97	57	27	-40	-41	The level of replacement of street furniture and litter bins is hard to predict and hence causes timing differences on expenditure. The variance between years is due to match funding of the Highways panel (See Cabinet report C-071-2016/17).
Off Street Parking	464	346	312	388	-34	-10	Maintenance items are showing savings a substantial amount of the repairs budget is spent in the fourth quarter.
North Weald Centre	238	167	150	142	-17	-10	Due to the nature of maintenance costs the budget is phased into 12 equal amounts, however expenditure tends to be heavier in quarter four.
Land Drainage & Contaminated Land	98	85	45	44	-40	-47	This is a maintenance driven budget and has a volatile pattern of spend. Generally expenditure is heavier in the winter months though a small underspend now looks likely.
	6,444	3,877	3,725	3,734			

	17/18 Full Year Budget £'000	Third Quarter			17/18 Variance Budget v Actual		Comments
		17/18 Budget £'000	17/18 Actual £'000	16/17 Actual £'000	£'000	%	
<u>Major expenditure items</u>							
Forward Planning/Local Plan	1,259	397	394	777	-3	-1	As the investigative and evidence gathering part of the Local Plan is nearing completion a majority of the spend is scheduled in the final quarter when the plan is due to be submitted to the inspectorate late March 2018.
<u>Contract cost Monitoring</u>							
Leisure Facilities:-							
Loughton Leisure Centre	-138	-104	-105	-128	-1	1	As the new leisure contract is paid via Direct Debit no variances will arise in year. The variance between years is indicative of the saving being generated in the contract in the first year.
Epping Sports Centre	234	156	156	212	0	0	
Waltham Abbey Pool	16	12	18	349	6	50	
Ongar Sports Centre	98	65	65	201	0	0	
	210	129	134	634			

DIRECTORATE FINANCIAL MONITORING - NEIGHBOURHOODS (3)

	17/18 Full Year Budget £'000	Third Quarter			17/18 Variance Budget v Actual		Comments
		17/18 Budget £'000	17/18 Actual £'000	16/17 Actual £'000	£'000	%	
Major income items:							
Refuse Collection	80	60	59	53	-1	-2	No major variances. This relates to bulk waste collections and collections have increased on last year.
Recycling	1,426	742	732	646	-10	-1	There is a variance between years due to the Avoided Disposal Cost being applied sooner in 2017/18 compared to the previous year.
Off Street Parking	1,367	988	982	924	-6	-1	Income is higher in 2017/18 mainly due to pay and display being £70,000 higher. This could be due to more proactive monitoring by the contractor.
North Weald Centre	914	796	805	695	9	1	little in-year variance. Variance between years arises due to increases in Market and Casual rents.
Hackney Carriages	176	132	133	138	1	1	No major variances
Licensing & Registrations	110	82	100	89	18	22	Income appears up on expectations but there is likely to be some income that relates to 2018/19 in the current year actual.
Fleet Operations MOTs	220	165	163	129	-2	-1	There has been a marked increase in the number of MOT's carried out over the previous year, also an increase in the value of additional works carried out on the fleet.
	4,293	2,965	2,974	2,674			

	17/18 Full Year Budget £'000	Third Quarter			17/18 Variance Budget v Actual		Comments
		17/18 Budget £'000	17/18 Actual £'000	16/17 Actual £'000	£'000	%	
<u>Major income items:</u>							
Industrial Estates	1,600	1,457	1,648	1,196	192	13	A number of leases have had favourable rent reviews this year across all estates.
Business Premises - Shops	2,223	2,223	2,222	2,169	-1	0	No in-year variance. The variance between years is due to increases from rent reviews.
Epping Forest Shopping Park	490	121	115	N/A	-6	-5	No major variances.
Land & Property	215	214	201	305	-13	-6	The in-year variance is due to lower than expected top-up of the former lease turnover amount due. A variance arises between years due to a premium obtained for the renewal of the lease in December 2016.
	4,529	4,014	4,187	3,670			

	17/18 Full Year Budget £'000	Third Quarter			17/18 Variance Budget v Actual		Comments
		17/18 Budget £'000	17/18 Actual £'000	16/17 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Building Maintenance	508	238	207	232	-31	-13	Expenditure fluctuates year on year due to Building Maintenance works being determined on a rolling five year programme which identifies and prioritises the works required to the non-office assets. 2017/18 has seen a reduction in the budget and actual than previous year due to some planned maintenance works placed on hold pending the outcome of the next stage of the accommodation review as part of the transformation programme. Expenditure totalling £29,500 is committed to work which will be completed in the fourth quarter enabling the work programme for the year to be accomplished.
Information & Communication Technology	1,102	998	968	892	-30	-3	The full year budget includes the cost of the councils Multi-Function Devices, Network Telephone & Mobiles, provision of the Service Desk and maintenance for all Systems in use. Expenditure in 2017/18 is higher than the comparative actual due to the yearly incremental costs relating to the renewal of maintenance contracts for the Councils systems. Although at quarter three the expenditure is lower than the profiled budget, it is expected that this will be spent in the last quarter of the year for ongoing system projects within the Council.
Benefit relating to Bed & Breakfast cases (Non-HRA Rent Rebates)	289	215	211	204	-4	-2	2017/18 has seen an increase in the number of homeless people placed in Bed and Breakfast accommodation compared to the previous year. The actual at quarter three is in line with the profiled budget but there has been an increase in placements recently.
Bank & Audit Charges	118	69	69	49	0	0	The expenditure in quarter three is on target with the budget to date. The increase in expenditure compared to the prior year is the result of a timing difference in the billing for the Audit fee.
	2,017	1,520	1,455	1,377			
<u>Major income items:</u>							
Investment Income	205	171	168	279	-3	-2	The in year variance is in line with expectations. The variance between years is due to lower investment balances, and shorter terms for investing due to the requirement to have liquidity of funds available at short notice to cover the on-going Capital Programme.
	205	171	168	279			

	17/18 Full Year Budget £'000	Third Quarter			17/18 Variance Budget v Actual		Comments
		17/18 Budget £'000	17/18 Actual £'000	16/17 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Management & General	297	188	162	192	-26	-14	Expenditure is lower than expected in the first three quarters of 2017/18 due to less spend on new equipment for new housing system and consultant fees within the Policy & Management budget than originally anticipated.
Housing Repairs	5,976	2,236	2,171	2,640	-65	-3	This underspend relates to expenditure on planned maintenance (£28,000), responsive repairs (£16,000) and engineering maintenance (16,000). With regard to responsive repair works, it is always difficult to forecast when they will arise due to the demand-led nature of the works. Having said that, expenditure is generally higher during the winter months.
Special Services	1,098	638	553	670	-85	-13	The underspend in this section relates to utility costs and tree felling.
	7,371	3,062	2,886	3,502			
<u>Major income items:</u>							
Non-Dwelling Rents	852	642	637	650	-5	-1	No major variances.
Gross Dwelling Rent	31,536	23,652	23,649	24,456	-3	0	No major variances. The year on year variance relates to the 1% government led rent decrease.
	32,388	24,294	24,286	25,106			

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**2017/18 DIRECTORATE CAPITAL MONITORING -
COMMUNITIES**

Scheme	17/18	Third Quarter		17/18 Variance		Comments
	Full Year Budget	17/18 Budget	17/18 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
CCTV Systems	45	34	35	1	3	The overall CCTV scheme has progressed well with key installations of systems at Limes Farm (Quarter 1) and Bobbingworth Tip (Quarter 2). The installation of replacement cameras around the Civic offices and a new system to cover the ICT suite has commenced; however, due to unexpected electrical works, the schemes projected commissioning date has been delayed to the end of February. The car park CCTV installation programme has been working in conjunction with the "Invest to Save" LED lighting scheme (see Annex 8) with three car parks in Waltham Abbey identified for installations in 2017/18. The installations at Cornmill and Darby Drive have been commissioned within quarter 3 and are currently awaiting final invoices; whilst the installation at Quaker Drive is expected to be completed in early March. The off-street parking schemes undertaken on Council owned land is jointly funded between the HRA and General Fund. The General Fund proportion of costs will be allocated at year-end. Due to complications outlined in Annex 10 the 2017/18 budgets were revised as part of the Capital Review.
Carpark CCTV Systems	74	56	8	-48	-86	
Housing Estate Parking	40	0	0	0	0	
Total	159	90	43			

**2017/18 DIRECTORATE CAPITAL MONITORING -
NEIGHBOURHOODS**

Scheme	17/18	Third Quarter		17/18 Variance		Comments
	Full Year Budget	17/18 Budget	17/18 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
EFDC Shopping Park	6,265	6,265	4,701	-1,564	-25	Please see major scheme tab for details on this scheme. This budget refers to the construction works.
GyIn Hopkin Expansion	1,042	1,042	1,042	0	0	As previously reported Glyn Hopkin Ltd (GHL) expressed a desire to surrender their existing lease and obtain a new lease of the whole area of their premises demised by the existing lease which would permit full motor dealership use. A supplementary budget was agreed in the latest Capital Review to retrospectively cover costs of £52,000 relating to legal fees & stamp duty fees which were funded by EFDC after the original Cabinet report was submitted, but were not identified in the original structure of the lease.
Town Mead Depot	15	11	7	-4	-38	The supplementary provision of £100,000 has been made within the Council's Capital Programme to undertake the necessary alteration works to accommodate the Pырles Lane Nursery and Landscape Service at the Townmead Depot at Waltham Abbey. A further £45,000 was absorbed from Facilities Management, as part of the Capital Review, to undertake the remaining health and safety adaptations following the audit of the Depot (see Annex 9). A large part of the budget was carried forward due to the project being in the early stages of design and consultancy.
Total c/f	7,393	7,372	5,757			

**2017/18 DIRECTORATE CAPITAL MONITORING -
NEIGHBOURHOODS**

Total b/f	7,393	7,372	5,757			
Car Park Schemes	71	53	7	-46	-87	After the changes highlighted in the Capital Review, the car park schemes have reduced from five schemes to four. 1) The installation of new 4G pay and display machines in each of the Council's car parks was completed in the second quarter. 2) Although the Council have purchased the new pay and display machines for the car park in Oakwood Hill, there have been significant delays to this scheme due to land ownership disputes. Solicitors are currently involved over the dispute and a boundary fence will be constructed on the conclusion of the findings. 3) After a change from the original specification of works, Members agreed to increase the budget for the installation of LED lighting around the Council's car parks. This increase was compensated from underspends and savings identified in other car parks schemes as part of the Capital Review in December 2017. After the successful pilot scheme at Trapps Hill, the installations at Darby Drive and Cornmill were completed in quarter 3 with the installation at Quaker Lane anticipated to start before the end of the financial year. 4) The consultancy team appointed to advise the Council on the demolition of garages and design of the Vere Road car park have identified potential additional costs to the scheme. During the survey and design phase, an additional nine parking bays outside the original specification, as well as a potential asbestos warnings with the demolition of the garages, have been highlighted and expected to increase the cost of the scheme. There is currently no reliable estimate of how much these additional works will cost, however a report will follow the procurement process if the costs exceed the current allocation. The demolition of the garages and other works will slip into the next financial year.
Other Schemes	78	60	25	-35	-58	There are 4 schemes within this section. 1) The waste management equipment budget is earmarked for waste and recycling bins provided to new properties around the district and will be recharged at the end of the financial year. 2) The Ground Maintenance vehicle replacement scheme has received delivery of a new mower. As part of the Capital Review, members agreed to bring forward an allocation of £10,000 from the 2018/19 budget to procure a new truck before the end of the financial year. In addition to this, Members also agreed to increase the Grounds Maintenance budget to procure six new ride-on mowers to replace the current fleet. These mowers have now been ordered and are expected to be delivered in the new financial year. 3) Flood alleviation works to replace the failing CCTV systems at the old Bobbingworth Tip has been completed (see Annex 7). An additional allocation of £13,000 was approved after unexpected failures to the main control unit and pumps at Bobbingworth Tip occurred, with the majority of these works falling into the next financial year. The Flood Alleviation team are currently evaluating the potential risks for flood risk assets before submitting a new report to secure future capital funding.
Total	7,542	7,485	5,789			

**2017/18 DIRECTORATE CAPITAL MONITORING -
RESOURCES**

Scheme	17/18	Third Quarter		17/18 Variance		Comments
	Full Year Budget	17/18 Budget	17/18 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
Transformation Projects	120	45	45	0	0	The Accommodation Review has now reached the detailed feasibility stage and a budget of £120,000 has been re-allocated from the Bridgeman House budget to cover these costs. The interim invoice has been paid for within quarter 3 with the remainder to be paid before the end of the financial year.
Active Planned Maintenance Projects	220	165	32	-133	-81	This section includes works on buildings that do not fall under the scope of the Accommodation Review. There has still been limited spend in year due to a combination of delays to projects previously within the scope of the Accommodation Review, projects currently awaiting results of planning applications , or projects being in design stages. The fencing works at Town Mead Depot are nearing completion, with a small segment of the wall needing to be strengthened before the last part of the fencing can be installed. The installation works for the Council's fire detection equipment are expected to start imminently after quotes were received by the Council as part of the procurement process. The removal of asbestos that delayed the re-roofing and chimney works at the Waltham Abbey Museum was completed over the Christmas period, whilst the North Weald Gatehouse window replacement scheme is currently out to tender after the framework was agreed. The works for both of these schemes will slip into the next financial year. The facility management team are still facing delays to start the replacement of overlay on felt roofs at the Broadway shop units as tenants are refusing to allow access to the units. Similarly, there are delays facing the upgrade of trend building services that will allow remote control of heating at careline properties.
ICT General Schemes	158	119	143	24	20	The ICT schemes have now been split to show meaningful management information of the two categories within the ICT section; the ICT strategy implementation as part of the transformation process and the continuing general ICT schemes. The general ICT schemes are currently ahead of schedule. The replacement of the Council's corporate main firewalls and IGELs schemes have been completed as expected, whilst the new cash receipting system and Northgate Aspire mobile working modules are expected to be completed before the end of the financial year.
ICT Strategy Implementation	156	117	98	-19	-16	Although the budget agreed for the ICT strategy implementation has been profiled for the 2018/19 financial year, there were other projects within the original ICT programme that has been adopted under the scope of the strategy implementation. Many of these schemes were completed in quarter 1 and 2 including the OHMS upgrade, licencing for Blackberry "Good" application and the replacement of the reverse proxy. Works have continued to progress within quarter 3 on the outstanding projects.
HR / Payroll System	20	15	5	-10	-66	This budget is a continuation of the 2016/17 budget for the implementation of the Human Resources/Payroll system. Works to scope and build the Human Resources system, including the Employee/Manager Self-Service, health and safety, recruitment and learning elements were rolled out at the beginning of the financial year; the invoices are currently awaiting payment.
Total	674	461	323			

**2017/18 DIRECTORATE CAPITAL MONITORING -
HOUSING REVENUE ACCOUNT**

Scheme	17/18	Third Quarter		17/18 Variance		Comments
	Full Year Budget	17/18 Budget	17/18 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
Housebuild Phase 1	1,724	1,293	1,405	112	9	Please see major scheme tab for details on this scheme.
Housebuild Phase 2	5,358	4,018	2,571	-1,447	-36	Please see major scheme tab for details on this scheme.
Housebuild Phase 3	4,530	3,397	2,746	-652	-19	Please see major scheme tab for details on this scheme.
Other Housebuilding	1,171	878	648	-230	-26	The budgets for the Housebuilding Phases 4 to 6 have been approved as part of the Capital Review after the moratorium was lifted on these phases. Planning permission has been granted for 24 sites, which when developed will deliver 92 new homes. Two sites are yet to be granted planning permission, which if approved will deliver a further 18 homes. This leaves 13 sites where planning permission has been refused or the application was withdrawn. 3 sites have been approved for sale on the open market (Hillyfields and Pyrles Lane Sites A and B) and the capital receipts will be used to fund the house-building programme. The Council House-building Cabinet Committee has yet to decide on what they want to do with the remaining 10 sites. The Barnfield development, where hand-over of the 8 affordable rented houses built as part of a S106 development by Linden Homes, has been delayed from December 2017 to the end of February 2018 after snagging issues were identified.
Housing Conversions	74	56	59	3	6	The conversions at Marden Close and Faversham Hall were completed in 2015/16. The final account is currently being negotiated and is expected to be in the region of £92,000.
Oakwood Hill Depot Extension	5	4	7	3	89	The planning application is currently being prepared for the parking strategy at the Oakwood Hill Depot after the parking study was received in quarter 3. This application is anticipated to be submitted in early March with a 12 week wait for the decision. The rest of works are expected to slip into the new financial year on the condition that the planning application is approved.
Policy Change						Member's approved the change of policy from a modern home standard to decent home standard starting in the financial year 2017/18. Estimates from December's revised Capital Review show a transitional decrease in capital expenditure to the HRA Stock of £1.6million in 2017/18, £1.7 million in 2018/19, and £1.9 million in each of 2019/20, 2020/21, 2021/22 financial years.
Heating and Rewiring	2,887	2,165	2,001	-164	-8	A combination of reductions made in the Capital Review and the progress of several high expenditure schemes in quarter 3 has led to the heating and rewiring category now only showing a minor variance at month 9. All the planned gas heating installations at the sheltered schemes have been completed, whilst the rewiring and communal water tank installations around the Council's properties is progressing well. The Council has commissioned a new fire risk assessment to coincide with their rewiring works scheme in light of the Grenfell Tower events in 2017. This scheme has been accelerated with electrical tests being carried out on electrics when accessing a tenant's property. The Mechanical Ventilation Heat Recover (MVHR) systems are still not attracting any demand with only minor repairs (through revenue budgets) being commissioned; it is likely this budget will stay unspent by the end of the financial year.
Disabled Adaptations	450	338	451	114	34	The two main disabled adaptations works have now been completed at Valley Hill and St. Andrews with the general adaptations continuing ahead of schedule. The full year budget is completely spent at the end of quarter 3 and is expected to be overspent with additional works continuing throughout quarter 4. This overspend will be brought forward from the schemes' 2018/19 budget.
Kitchen & Bathrooms	2,380	1,785	1,446	-339	-19	The kitchen and bathroom category identified £300,000 of savings in 2017/18 as part of the Capital Review due to the policy change agreed by members. The planned maintenance schedule for both schemes is on target to be completed by the end of the financial year depending on resolutions being made with tenants being in arrears or not allowing access to the property.
Total c/f	18,578	13,934	11,334			

**2017/18 DIRECTORATE CAPITAL MONITORING -
HOUSING REVENUE ACCOUNT**

Scheme	17/18	Third Quarter		17/18 Variance		Comments
	Full Year Budget	17/18 Budget	17/18 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
Total b/f	18,578	13,934	11,334			
Windows, Doors and Roofing	2,194	1,646	1,802	157	10	Fire safety has been highlighted due to recent events at Grenfell Tower with EFDC actively pursuing options with leaseholders to assess and upgrade fire doors within properties around the district. The door replacement schemes within this category are currently ahead of schedule. Due to continued problems, the double-glazing contractor has been notified that the contract will not be renewed after the current phase of installations is completed with a significant part of the budget being carried forward into 2018/19 as part of the Capital Review. The tiled roofing scheme is continuing to progress well, whilst it is expected that the flat roof programme will be overspent at the end of the financial year due to adverse weather conditions damaging the roof at Hornbeam Close; the Council is currently proceeding with recovery efforts through the insurance company.
Other Planned Maintenance	186	140	38	-102	-73	This category includes Norway House improvements, door entry system installations and energy efficiency works. Works to the Norway House chalets and outbuildings to install fire escapes are expected to start before the end of the financial year. The door entry systems continue to show the largest underspend of the category due to issues with tenants not allowing access to the properties or rejecting works. However, an agreement has been made with tenants at the Hill House estate for a new door entry system with works expecting to start in quarter 4.
Garages & Environment Works	336	252	122	-130	-52	After considerable delays to the construction of the off-street parking areas at Torrington Drive and Paley Drive, including the main contractor going out of business, there has been significant progress with the schemes in quarter 3. The scheme at Torrington Drive will be completed after final account and landscaping works are finalised, with the majority of Paley Drive works slipping into 2018/19. The estates environmental works are currently behind due to staff capacity issues with only a small portion of works expected to be completed by the end of the year. The installation of the Limes Farm Yellow Block CCTV system has been completed ahead of schedule in addition to the replacement cameras have been installed on all Careline properties where the cameras have come to the end of life.
Structural Schemes	1,573	1,180	1,045	-134	-11	Although the budgets for the structural works scheme were increased during the Capital Review, there is still a 26% overspend on the year to date on this budget at quarter three. This category has been reporting considerable overspends due to the HRA stock being relatively old, with works to cracks in plaster and walls becoming a big issue. The start on site date for the installation of the lifts at Lime Farm has now been revised to the beginning of April 2018 with only consultants and designs fees to be expensed in the current financial year. The expected completion date for the installations is forecasted for the 20th March 2019.
Other Repairs & Maintenance	235	176	161	-15	-9	With the reduced capital works being undertaken there is a lower demand for asbestos removal works. Feasibility studies have been identified including relocating staff and the workshop from the Epping Depot to the Oakwood Hill Depot.
Service Enhancements	74	56	36	-20	-36	The front door replacement programme for leaseholders is facing the same urgency as the replacement door programmes in the other categories due to fire safety and regulatory issues. However, unlike the above programmes, the leaseholders own 50% of the doors and therefore the Council cannot touch the doors without the leaseholder's permission; large discounts and other options to aid co-operation have been explored which has led to the replacements starting to pick up. The new Smart Store IT system for the repairs service has been implemented as has the new OHMS rent system upgrade. There is potential for a new mobility scooter stores to be constructed at Norway House before the end of March from remaining monies available.
Replacement Housing Vehicles	158	119	121	3	3	A total of 7 vans have been delivered to replace an ageing fleet with another 3 being identified for delivery before the end of the financial year. One of the housing repairs vehicles was stolen at the end of quarter two and will be replaced in 2018/19; the Council is currently proceeding with recovery efforts through the insurance company.
Work On Hra Leasehold Prop	-300	0	0	0	0	This credit budget allows for work undertaken within the above categories on sold Council flats. Once identified, an adjustment will be made at the end of the year.
Total	4,456	3,567	3,325			

**2017/18 DIRECTORATE CAPITAL MONITORING -
REVENUE EXPENDITURE FINANCED FROM CAPITAL UNDER STATUTE (REFCuS) AND CAPITAL LOANS**

<u>REFCuS Scheme</u>	17/18	Third Quarter		17/18 Variance		<u>Comments</u>
	Full Year Budget	17/18 Budget	17/18 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
EFDC Shopping Park	3,192	3,192	2,852	-340	-11	Please see major scheme tab for details on this scheme. This budget refers to the S278 works. After designs were completed and advertised at the end of 2016/17 by North Essex Parking Partnership, Phase 1 of the Loughton Parking review went live in August. Phase 1 consists of 14 on-street parking schemes located around Loughton including Oakwood Hill, Rectory Lane and Langston Road. A meeting to discuss the designs and potential locations around Debden Station for Phase 2 was held in early quarter 3. Costs in 2017/18 will consist of further public consultation, design and advertising with the rest of the works slipping into the next financial year.
Parking & Traffic Schemes	30	23	0	-23	-100	
Total	3,222	3,214	2,852			

<u>Capital Loan Scheme</u>	17/18	Third Quarter		17/18 Variance		<u>Comments</u>
	Full Year Budget	17/18 Budget	17/18 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
Private Sector Housing Loans	150	113	46	-67	-59	This scheme offers discretionary loans to provide financial assistance for improving private sector housing stock. Up to the end of quarter 3, £46,000 has been spent with an additional £58,000 approved cases where works are either on site or to go on site and be completed.
Total	150	113	46			

**2017/18 DIRECTORATE CAPITAL MONITORING -
MAJOR SCHEMES**

HOUSE BUILDING PHASE 1										
Original Start on Site Date	Original Finish Date	Actual Start on Site Date	Proposed Finish Date	Original Pre-Tender Forecast £'000 (A)	Updates £'000 (B)	Revised Approved Budget £'000 (C)	Actual Expenditure to Date £'000 (D)	Anticipated Outturn £'000 (E)	Variance Anticipated Outturn to Approved Budget £'000 (E-C)/Cx100	Approved Budget Unspent to Date £'000 (C-D)
Apr-14	Jun-15	Oct-14	Nov-17	3,948	2,456	6,404	5,978	6,404	0%	426

Work started on phase 1 of the Council's Housebuilding Programme in October 2014 to construct 23 new homes for rent. This included 14 houses and 9 flats on four different sites in Waltham Abbey. However, the works did not progress in line with the original contract period, which had a completion date of 13 November 2015. A certificate of non-completion was served on the contractor Broadway Construction Ltd, and liquidated and ascertained damages were deducted from each payment at a rate of around £10,200 per week thereafter. These damages were set to reflect the loss of rent for the properties and the cost of employing consultants to continue to manage the contract.

On 1 June 2016, with approximately two-thirds of the value of works completed, the Council terminated the contract with Broadway Construction Ltd (BCL) as they were not regularly and diligently progressing with the works. In September, the Council House-building Cabinet Committee agreed the appointment of P A Finlay & Co Ltd for the recovery phase of the construction works at Phase 1 in the negotiated contract sum of £2,674,335. At the time, an additional contingency sum of £267,400 was included in the budget to allow for any unforeseen works.

In March 2017, the Council and BCL concluded an adjudication involving a dispute regarding the sum of £74,494.02 withheld by the Council under the terms of the contract. The adjudicator found in favour of the Council on three of the four points. However, on the fourth he found in favour of BCL, namely that the Council was not entitled to serve more than one pay less notice in relation to a payment notice. As a consequence, the Council had to pay over to BCL the sum of £74,494.02 plus interest amounting to £2,986.

The Council has now taken possession of all 23 properties with the final 2 homes at the Red Cross B site being handed over in November. The final account for the recovery works undertaken by P A Finlay & Co Ltd is anticipated to be £3,423,888, which is unchanged from the figure previously reported. This sum represents an increase of 16% above the original budget estimate due to unforeseen ground contamination remediation works, drainage alterations, brickwork and window remediation, additional retaining structure and alterations required to the balconies. The total anticipated outturn figure for Phase 1, including all construction costs, fees and site security costs, was increased to £6,404,000 in the quarter 1 report. No changes have been made to this estimate at present although the Council's development agent, East Thames has served notice in accordance with the contract to end the relationship, following a merger with London & Quadrant, and a 6-month hand-over period has been agreed to allow the Council to put in place alternative contractual arrangements. The approved budget has been amended as part of the Capital Review. As shown above, actual expenditure incurred to 31 December 2017 was £5,978,000 which includes outstanding retentions of £27,000.

On the 22nd November 2017 the Council received a notice of adjudication, which was referred by Broadway Ltd (BCL). The dispute concerned the termination of the contract by the Council on the 1st June BCL maintained and claimed that the termination was wrongful and constituted a repudiatory breach of contract. In April 2016, the Council served a default notice on BCL claiming that BCL was not proceeding with the contract works regularly and diligently. Later on 1 June terminated the Contract on the ground that BCL had continued with the default specified in its notice served in April 2016. BCL asserted that this is contrary to the true facts and progress of the works on the Project, and that they did not accept the validity of the default notice or the termination of the Contract. BCL were seeking the following relief and decision from the Adjudicator:

- That the Council wrongfully terminated the Contract;
- That the Council was liable for repudiatory breach of contract;
- That the Council was liable to pay Broadway the costs, damages and expenses that are proven to have been incurred by Broadway as a result of the wrongful termination of the Contract and repudiatory breach of contract;
- That the Council had no entitlement to retain or withhold liquidated damages improperly withheld prior to and following the termination of the Contract because no demand for payment of liquidated damages had been made in accordance with the Contract; and
- That the Council should pay the Adjudicator's costs and expenses incurred in this adjudication.
- The Council appointed Trowers and Hamlins as its expert Solicitors to defend the adjudication. The Adjudicator, in his hearing of the 2nd February 2018, found in favour of EFDC and advised BCL that EFDC were within their rights to terminate the contract and are now able to pursue BCL for costs relating to the works undertaken to complete the works by P.A.Finlay. The expectation is that BCL will be unable to pay these costs with EFDC likely to have to rely on the performance bond taken out by BCL in advance of the contract.

**2017/18 DIRECTORATE CAPITAL MONITORING -
MAJOR SCHEMES**

HOUSE BUILDING PHASE 2																																																		
Original Start on Site Date	Original Finish Date	Actual Start on Site Date	Proposed Finish Date	Original Pre-Tender Forecast	Updates	Revised Approved Budget	Actual Expenditure to Date	Anticipated Outturn	Variance Anticipated Outturn to Approved Budget	Approved Budget Unspent to Date																																								
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Feb-16	Mar-18	Mar-16	Sep-18	9,110	2,465	11,575	5,465	11,575	0%	6,110																																								
Phase 2 of the Housebuilding Programme achieved planning permission in September 2015 for 51 new affordable homes at Burton Road Loughton. The Contract was awarded to Mullalley & Co Ltd following a competitive tendering exercise in November 2015 in line with the Council's Contract Standing Orders based on price and quality. Interviews were also undertaken as part of this evaluation, attended by the Housing Portfolio Holder. The contract commenced in March 2016 in the adjusted tender sum of £9,847,179 based on a design and build contract with a contract period of 105 weeks. This compared to a pre-tender estimate of £8,125,000, which was based on rates in the second quarter of 2015, without any inflationary uplift. The lowest tender as originally received was around 16% above the estimated cost and it was the view of Pellings LLP that this was due to a number of inflationary pressures affecting the construction sector. The pre-tender forecast figure of £9,110,000 in the table above includes fees and other costs.																																																		
Mullalley & Co Ltd took possession of the site in March 2016 with work commencing in July 2016, having discharged the planning conditions and completing the detailed designs. In order to satisfy the planning conditions around ground contamination, trial excavations revealed contaminated ground below the garages and the forecourt slabs. As a result of this, additional works were required and delays of around 23-weeks have been claimed by the Contractor. Their entitlement is currently being evaluated by Pellings, the Council's Employers Agents and the additional costs for the works are estimated to be around £500,000, which excludes any loss and expense claims. Until the claim has been evaluated for entitlement the final account cannot be updated to reflect any loss and expense. Furthermore, new fee arrangements will need to be agreed as a result of East Thames ending their contract as the Council's development agent. The anticipated outturn figure has been revised accordingly and the approved sum will be updated as part of the Capital Review.																																																		
The anticipated completion date in the table above has been changed to 30 September 2018 to reflect the delays to the construction contract and an extension of time has been granted under the contract. Actual expenditure incurred to 31 December 2017 was £5,465,000, which includes an outstanding retention of £256,000.																																																		
HOUSE BUILDING PHASE 3																																																		
Original Start on Site Date	Original Finish Date	Actual Start on Site Date	Proposed Finish Date	Original Pre-Tender Forecast	Updates	Revised Approved Budget	Actual Expenditure to Date	Anticipated Outturn	Variance Anticipated Outturn to Approved Budget	Approved Budget Unspent to Date																																								
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Feb-17	Feb-18	Apr-17	TBC	7,502	330	7,832	3,741	7,832	0%	4,091																																								
Works across each of the Phase 3 house-building development sites commenced, based on the following:																																																		
<table border="1"> <thead> <tr> <th>Scheme</th> <th>Contract Sum</th> <th>Start Date</th> <th>Duration</th> <th>Completion Date</th> </tr> </thead> <tbody> <tr> <td>Bluemans End</td> <td>£753,034</td> <td>02/05/2017</td> <td>36 Weeks</td> <td>06/03/2018</td> </tr> <tr> <td>Parklands</td> <td>£716,757</td> <td>18/04/2017</td> <td>56 Weeks</td> <td>24/05/2018</td> </tr> <tr> <td>Springfields & Centre Avenue</td> <td>£1,408,126</td> <td>18/04/2017</td> <td>60 Weeks</td> <td>21/06/2018</td> </tr> <tr> <td>Stewards Green</td> <td>£752,340</td> <td>22/05/2017</td> <td>34 Weeks</td> <td>07/03/2018</td> </tr> <tr> <td>London Road</td> <td>£235,695</td> <td>19/06/2017</td> <td>36 Weeks</td> <td>07/03/2018</td> </tr> <tr> <td>Centre Drive</td> <td>£300,285</td> <td>09/10/2017</td> <td>36 Weeks</td> <td>13/06/2018</td> </tr> <tr> <td>Queens Road</td> <td>£2,320,493</td> <td>TBC</td> <td>82 Weeks</td> <td>TBC</td> </tr> </tbody> </table>											Scheme	Contract Sum	Start Date	Duration	Completion Date	Bluemans End	£753,034	02/05/2017	36 Weeks	06/03/2018	Parklands	£716,757	18/04/2017	56 Weeks	24/05/2018	Springfields & Centre Avenue	£1,408,126	18/04/2017	60 Weeks	21/06/2018	Stewards Green	£752,340	22/05/2017	34 Weeks	07/03/2018	London Road	£235,695	19/06/2017	36 Weeks	07/03/2018	Centre Drive	£300,285	09/10/2017	36 Weeks	13/06/2018	Queens Road	£2,320,493	TBC	82 Weeks	TBC
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Work has commenced and is well underway on seven of the eight sites. Completion is expected on three of the sites in early March at Bluemans End, 79 London Road and Stewards Green. However, the development at Queens Road was delayed pending an agreement with UK Power Network (UKPN) over the lease needed to divert power cables and reposition the electrical sub-station. The agreement between UKPN, North Weald Parish Council and EFDC has been entered into and enabling works have commenced on site. These should be completed by the end of April 2018 when the build contract can commence. The contractor has requested an increase in the contract sum and the implications of this are currently being considered. Additional costs will also be incurred at the Stewards Green site as a result of the need to rebuild a retaining wall near to the sub-station.																																																		
The total anticipated outturn figure for phase 3 will be updated in the light of these revised costs and will also reflect any amendments resulting from new consultancy arrangements following East Thames' decision to serve notice as the Council's development agent. Actual expenditure incurred to 31 December 2017 was £3,741,000, including outstanding retentions of £110,000.																																																		

2017/18 DIRECTORATE CAPITAL MONITORING -
MAJOR SCHEMES

EPPING FOREST SHOPPING PARK										
Original Start on Site Date	Original Finish Date	Actual Start on Site Date	Proposed Finish Date	Original Pre-Tender Forecast £'000 (A)	Updates £'000 (B)	Revised Approved Budget £'000 (C)	Actual Expenditure to Date £'000 (D)	Anticipated Outturn £'000 (E)	Variance Approved Budget £'000 (E-C)/Cx100	Anticipated Outturn to Approved Budget Approved Budget Unspent to Date £'000 (C-D)
Mar-16	Oct-16	Sep-16	Sep-17	31,161	741	31,902	30,071	31,902	0%	1,831
<p>The project budget includes the initial budgets approved for all preliminary costs incurred since 2010/11 plus the supplementary capital estimate of £30,636,000 approved by Cabinet in June 2015. It covers the purchase of Polofind's interest in July 2015, the development of the site at Langston Road by the Council as a sole owner, the costs allocated for Section 278 Highways Works, consultancy and other professional fees.</p> <p>The construction of the Shopping Park commenced in September 2016 and was completed in June 2017; a substantial delay on the original proposed dates (March 2016 and October 2016 respectively). The contract sum for the main works, carried out by McLaughlin and Harvey, was £10,300,000; however this figure has risen due to various variations and tenant improvement works to a final contract sum of £10,405,000. The remaining 2.5% of retention monies will be paid 12 months after completion, all other payments have been paid.</p> <p>As at 31st December 2017, 9 of the 12 units were trading with the two of the vacant units continuing to be marketed and remaining one in the hands of the solicitors. All capital payments have been paid. The current development appraisal still indicates a good return on the Council's investment.</p> <p>The Section 278 road improvement works have been problematic with substantial delays attributable to changing requirements from ECC and numerous utility clashes on drainage routes. These variations have resulted in substantial additional costs and an extended contract period. The final contract sum has been agreed at £4,250,000 with £165,000 being recovered from Essex County Council. The road improvement works were completed in December 2017, however EFDC are currently holding the retention subject to a number of items outstanding and additional works required under the recent Stage 3 Road Safety Audit.</p> <p>The anticipated outturn figure has been revised to £31,902,000 based on the latest information and includes a contingency sum for capital incentives which may be requested.</p>										