



### **Finance and Performance Management Cabinet Committee Monday, 20th July, 2015**

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

**Committee Room 2, Civic Offices, High Street, Epping  
on Monday, 20th July, 2015  
at 7.00 pm .**

**Glen Chipp  
Chief Executive**

**Democratic Services  
Officer**

Rebecca Perrin, The Office of the Chief Executive  
Tel: 01992 564532 Email:  
democraticservices@eppingforestdc.gov.uk

#### **Members:**

Councillors S Stavrou (Chairman), A Lion, J Philip, D Stallan and C Whitbread

**PLEASE NOTE THE START TIME OF THIS MEETING**

#### **BUSINESS**

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST**  
(Director of Governance) To declare interests in any item on this agenda.
- 3. MINUTES (Pages 5 - 12)**  
To confirm the minutes of the last meeting of the Committee held on 18 June 2015 (attached).
- 4. KEY PERFORMANCE INDICATORS 2014/15 - OUTTURN (Pages 13 - 18)**  
(Director of Governance) To consider the attached report (FPM-004-2015/16).
- 5. CORPORATE PLAN KEY ACTION PLAN 2016/17 (Pages 19 - 34)**  
(Director of Governance) To consider the attached report (FPM-005-2015/16).
- 6. SICKNESS ABSENCE (Pages 35 - 48)**  
(Director of Resources) To consider the attached report (FPM-006-2015/16).

## 7. ANY OTHER BUSINESS

Section 100B(4)(b) of the Local Government Act 1972, together with paragraphs 6 and 25 of the Council Procedure Rules contained in the Constitution require that the permission of the Chairman be obtained, after prior notice to the Chief Executive, before urgent business not specified in the agenda (including a supplementary agenda of which the statutory period of notice has been given) may be transacted.

In accordance with Operational Standing Order 6 (non-executive bodies), any item raised by a non-member shall require the support of a member of the Committee concerned and the Chairman of that Committee. Two weeks' notice of non-urgent items is required.

## 8. EXCLUSION OF PUBLIC AND PRESS

**Exclusion:** To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

**Confidential Items Commencement:** Paragraph 9 of the Council Procedure Rules contained in the Constitution require:

- (1) All business of the Council requiring to be transacted in the presence of the press and public to be completed by 10.00 p.m. at the latest.
- (2) At the time appointed under (1) above, the Chairman shall permit the completion of debate on any item still under consideration, and at his or her discretion, any other remaining business whereupon the Council shall proceed to exclude the public and press.
- (3) Any public business remaining to be dealt with shall be deferred until after the completion of the private part of the meeting, including items submitted for report rather than decision.

**Background Papers:** Paragraph 8 of the Access to Information Procedure Rules of the Constitution define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

- (a) disclose any facts or matters on which the report or an important part of the

report is based; and

- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential information (as defined in Rule 10) and in respect of executive reports, the advice of any political advisor.

Inspection of background papers may be arranged by contacting the officer responsible for the item.

**This page is intentionally left blank**

## EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

**Committee:** Finance and Performance Management Cabinet Committee **Date:** Thursday, 18 June 2015

**Place:** Committee Room 1, Civic Offices, High Street, Epping **Time:** 7.00 - 7.45 pm

**Members Present:** Councillors S Stavrou (Chairman), A Lion, J Philip, D Stallan and C Whitbread

**Other Councillors:** Councillors G Mohindra and J M Whitehouse

**Apologies:**

**Officers Present:** R Palmer (Director of Resources), P Maddock (Assistant Director (Accountancy)) and R Perrin (Democratic Services Assistant)

---

### 56. Declarations of Interest

There were no declarations of interest pursuant to the Council's Code of Member Conduct.

### 57. Minutes

#### RESOLVED:

That the minutes of the meeting held on 19 March 2015 be taken as read and signed by the Chairman as a correct record.

### 58. Corporate Risk Update

The Director of Resources presented a report regarding the Council's Corporate Risk Register.

The Corporate Risk Register had been considered by both the Risk Management Group on 28 May and Management Board on 3 June 2015. These reviews identified amendments to the Corporate Risk Register and also considered and scored a new risk for Housing Capital Finance. They included the following;

(a) Risk 1 - Local Plan

The Action Plan had been updated to advise the progress made implementing the new Staffing Structure, although one senior planning post remained unfilled.

(b) Risk 2 - Strategic Sites

The Effectiveness of controls/actions had been amended to advise the updated position of the key sites.

(c) Risk 3 - Welfare Reform

**Finance and Performance Management Cabinet Committee**  
**Thursday, 18 June 2015**

The Vulnerability had been amended in accordance with the Government pledge to reduce the overall welfare bill by £12 billion.

(d) Risk 4 - Finance Income

The vulnerability had been amended to remove the possible loss of the New Homes Bonus following the outcome of General Election on 2015. A new vulnerability had been added to advise the uncertainty around the outcome of a large number of rating appeals. The Trigger had been updated to now focus on the possibility of reduced demand for services and changes in legislation. The Key Date had been amended to 20 July 2015 for the Financial Issues Paper.

(e) Risk 6 - Data / Information

The effectiveness of controls/actions shows there had been no lapses so far in 2015/16. An additional Required further management action had been added to advise of a working group, set up to eliminate duplication in data storage and the risk of any inadvertent Data Protection issues.

(f) Risk 9 - Safeguarding

The risk had been amended to reflect the progress that had been made and the two triggers centring on training and awareness had been removed. The Action Plan advises that the Council had developed policies to deal with emerging safeguarding issues. The action plan also states that these policies had been used as examples of best practice across Essex. With this progress in mind the risk score had been amended from B2 High Likelihood/Moderate Impact to C2 Medium Likelihood/Moderate Impact.

(g) New, Risk 10 - Housing Capital Finance

At this committee on 19 March 2015 Members asked for an additional risk to be considered, which the vulnerability centres on the need for the Council to spend right to buy receipts on qualifying capital schemes within set timescales. Failure to do so would result in having to pay this money back to the Government along with interest at a penalty rate. To date no funds had been lost, however continued close monitoring was required. Both the Risk Management Group and Management Board Scored the risk B2 High Likelihood/Moderate Impact.

Councillor Stallan raised concerns over the risk in relation to the North Weald Market. The Director of Resources advised that with the reduction in income the risk had reduced.

Councillor Lion commented on the transformation project and whether it should be highlighted as a risk. The Director of Resources advised that this would not be a risk at present although it could be a consideration following the budget announcements on 8 July 2015, if there was a greater need to find efficiencies. The Committee agreed that the transformation project should be kept under review.

Councillor Mohindra commented on potential rate refund increase costs of £3 million, which would need to be monitored.

**Recommended:**

- (1) That the Action Plan for Risk 1 – Local Plan be updated;

**Finance and Performance Management Cabinet Committee**  
**Thursday, 18 June 2015**

- (2) That the Effectiveness of controls/actions for Risk 2 – Strategic Sites be updated;
- (3) That the vulnerability within Risk 3 – Welfare Reforms be amended;
- (4) That the Vulnerability, Trigger and Key Date for Risk 4 – Finance Income be amended;
- (5) That the additional Required further management action for Risk 6 – Data/Information be agreed;
- (6) That the Vulnerability, Trigger, Action Plan and score for Risk 9 – Safeguarding be updated;
- (7) That the new Risk, Action Plan and score for Risk 10 – Housing Capital Finance be agreed;
- (8) That the amended Corporate Risk Register be recommended to Cabinet for approval.

**Reasons for Decisions:**

It was essential that the Corporate Risk Register was regularly reviewed and kept up to date.

**Other Options Considered and Rejected:**

Members may suggest new risks for inclusion or changes to the scoring of existing risks.

**59. Any Other Business**

**Decision:**

- (1) That, as agreed by the Leader of the Council and in accordance with Section 100B(4)(b) of the Local Government Act 1972, together with paragraphs (6) and (24) of the Council Procedure Rules, the following items of urgent business be considered following publication of the agenda:
  - (a) Provisional Capital Outturn 2014/15; and
  - (b) Provisional Revenue Outturn 2014/15.

**60. Provisional Capital Outturn 2014/15**

The Assistant Director (Accountancy) advised the Committee that the report set out the Council's capital programme for 2014/15, in terms of expenditure and financing, and compares the provisional outturn figures with the revised estimates. The revised estimates, which were based on the Capital Programme, represent those adopted by the Council in February 2015.

The Assistant Director (Accountancy) stated that the Council's total investment on capital schemes in 2014/15 was £20,114,000, compared to a revised estimate of £24,092,000. The total carry forwards requested in the General Fund totalled £2,555,000 and £1,540,000 on the HRA Capital Programmes; with the largest underspends on the General Fund relating to £1,000,000 on the St John's Road

**Finance and Performance Management Cabinet Committee**  
**Thursday, 18 June 2015**

Development Scheme, £448,000 on the Museum redevelopment scheme and £557,000 on the Planned Maintenance Programme and on the HRA relating to £436,000 on the New House Building and Conversions and £501,000 on the Kitchen and Bathroom Replacements.

In summary, Members were requested to recommend to Cabinet the approval of the budget overspends savings, carry forwards and brought forwards. Overall, there were budget savings of £2,000 on the General Fund; £1,000 on the HRA; and £7,000 on Revenue Expenditure Financed from Capital under Statute. There were also two overspends totaling £11,000 on the General Fund. The total carry forwards requested were £2,555,000 on the General fund; £1,540,000 on the HRA capital programme; £175,000 on Capital loans and £4,000 on REFCuS respectively. Sums brought forward from 2015/16 include a total of £44,000 on the General Fund and £173,000 on the HRA. Members were also asked to approve the other amendments of £22,000 on the General Fund and £100,000 on REFCuS.

With regard to the use of direct revenue funding, the HRA contribution of £5,200,000 was in line with the revised budget. However, the use of funds from the Major Repairs Reserve was £1,199,000 lower than estimated reflecting the underspend on HRA capital schemes. The impact of this, combined with an increase in the Major Repairs Allowance transfer, was that the balance on the Major Repairs Reserve was £1,474,000 higher than expected at £11,124,000 as at 31 March 2015.

**RESOLVED:**

- (1) That the provisional outturn report for 2014/15 be noted;
- (2) That retrospective approval for the over and underspends in 2014/15 on certain capital schemes as identified in the report be recommended to Cabinet;
- (3) That approval for the carry forward of unspent capital estimates into 2015/16 relating to schemes on which slippage has occurred be recommended to Cabinet;
- (4) That approval for bringing forward allocations from 2015/16 in respect of a small number of capital schemes on which expenditure has been incurred ahead of schedule be recommended to Cabinet; and
- (5) That approval of the funding proposals outlined in this report in respect of the capital programme in 2014/15 be recommended to Cabinet.

**Reasons for Decision:**

The funding approvals requested were intended to make best use of the Council's capital resources that were available to finance the Capital Programme.

**Other Options Considered and Rejected:**

The Council's current policy was to use all HRA capital receipts from the sale of assets other than Right to Buy Council House sales to fund the Council's house building programme. However, Members had the option to use these capital receipts for other HRA or General Fund schemes if they chose. This option has been rejected to date because, unless HRA receipts were applied to affordable housing schemes, 50% of each receipt would be subject to pooling i.e. the council would have to pay 50% of these receipts to central government.



Another option would be to finance more of the 2014/15 HRA capital expenditure from usable capital receipts. This option was rejected because the Direct Revenue Funding (DRF) level, previously referred to as Revenue Contributions to Capital Outlay (RCCO), suggested in this report was affordable within the HRA, according to current predictions, and greater use of usable capital receipts for HRA purposes would have had the effect of reducing scarce capital resources available for the General Fund.

#### **61. Provisional Revenue Outturn 2014/15**

The Assistant Director (Accountancy) provided an overall summary of the revenue outturn for the financial year 2014/15.

The net expenditure (CSB) for 2014/15 totalled £14.547 million, which was £763,000 (5%) above the original estimate and £223,000 (1.5%) above the revised. When compared to a gross expenditure budget of approximately £74 million, the variances were restated as 1% and 0.3% respectively.

There were also improvements in the funding position as this showed an increase of £152,000 when compared to the revised position. Although the Government were reimbursing councils general funds for section 31 income, which had been higher than budgeted, the Council's share of the business rate income exceeded the baseline and a levy had become due to Central Government. There was also the requirement for the provision to cover future rating appeals which were estimated and based on the most up to date information available. The Councils portion of the Business Rates collection fund deficit at the end of March 2015 was some £419,000 which would need to be paid back over the next two years, thus adversely affecting the future funding available to the General fund.

The Continuing Services Budget expenditure was £763,000 above the original estimate and £223,000 higher than the revised. Variances had arisen on both the opening CSB and the in year figures. The opening CSB was £185,000 higher than the revised estimate and the in year figures, £38,000 higher than the revised estimate. Salaries were underpent by £109,000 and the actual salary spending for the authority in total, including agency costs, was some £20.513 million compared against an original estimate of £20.622 million. All of the underspend fell on the General Fund and was within Neighbourhoods and Governance. The HRA salaries were marginally overspent and a vacancy allowance of 1.5% was included in the budget, reducing from 2.5% allowed for in the previous year in the event vacancies were around 2%. Therefore when compared to the Revised Estimate there was a General Fund underspend of around £103,000.

The main movement between the Original estimate and the Revised and Actual position was the creation of the spend and save reserve which had moved £500,000 from the General Fund Balance into an earmarked reserve, which had been set up to fund any initial costs required to achieve on-going CSB savings. This would be the first year of operation for the fund and it would operate in a similar way to the District Development Fund (DDF), in that there would be the ability to move budgetary provision between years as necessary. There was an additional amount added to the General Fund Bad & Doubtful debts provision as a number of uncollectable debts were written off including money relating to the old non-domestic rates regime.

The original in year CSB savings figure of £870,000 became an in year savings figure of £1,089,000. There were a number of items added during 2014/15 which included; savings on the refuse contract (£144,000), additional Development Control and Pre-Application income (£120,000), additional rents from shops (£73,000) and a

**Finance and Performance Management Cabinet Committee**  
**Thursday, 18 June 2015**

reduction in external Audit fees (£35,000). The level of savings on the waste contract fell short by £81,000 and the other three items turned out broadly as expected. Offsetting this was lost income from the market at North Weald Airfield where a further £310,000 was removed from the ongoing budget. There was concern that despite the actions taken income would fall even further and the future use of the site will need to be reviewed.

The Net DDF expenditure was expected to be £1,863,000 in the original estimate and £1,122,000 in the revised estimate but actually showed net expenditure of £249,000. This was £1,614,000 below the original and £873,000 below the revised. There were requests for carry forwards totalling £575,000, which mainly related to one-off projects that were akin to capital, in that there was regular slippage and carry forward of budgetary provision which created a net underspend of £298,000.

The DDF reduced between the Original and Revised position by some £741,000, which was mainly due to new items identified during 2014/15, such as additional housing Benefit overpayments and Council tax Benefit adjustments and grants (£326,000), additional Development Control income (£120,000), Income from shops (£78,000), slippage on the local plan budget (£91,000) and Building Maintenance (£46,000). There were a number of items contributing to the underspend of £873,000, such as additional Development Control income over and above that allowed for previously (£103,000), A further receipt relating to the Heritable investment (£100,000), Slippage relating to Building Maintenance (£123,000), Asset rationalisation (£101,000), The transformation Programme (£75,000) and NEPP redundancies (£31,000). This resulted in the overall position on the DDF balance on 31 March 2015 being just below £3.6 million.

A Deficit within the Housing Revenue Account of £807,000 and £987,000 was expected within its Original and Revised revenue budgets respectively, the actual outturn were a deficit of £397,000. There were savings on Revenue Expenditure of £488,000 when compared to the revised position and these included reduced energy charges (£61,000), a lower addition to the provision for bad & doubtful debts (£67,000) and a reduction in rents rates and taxes (£43,000). There was also substantial slippage on the enhancement fund with the balance now being £179,000. Income from Dwelling and non-dwelling rents were down by £46,000 and other charges by £47,000. The depreciation charge relating to HRA assets was £461,000 higher than expected, although the underspend showing on the row 'transfer from major repairs reserve' was related to this, so only the difference between the two of £192,000 affected the bottom line of the HRA. There was an underspend on the programme last year and therefore £67,000 was requested for carry forward into 2015/16.

The Committee felt that a three year time limit should be considered for carry forwards due to a number of historic approvals and the continuous carrying forward of the funds. Councillor Whitbread stated that perhaps officers should have to resubmit details on why they require funding and whether it was still relevant. The Committee concluded that Cabinet Members should investigate the carried forwards within their Portfolio budget areas.

**Decision:**

- (1) That the provisional 2014/15 revenue out-turn for the General Fund and Housing Revenue Account (HRA) be noted;
- (2) That as detailed in Appendix D, the carry forward of £575,000 District Development Fund expenditure be noted ; and

**Finance and Performance Management Cabinet Committee**  
**Thursday, 18 June 2015**

(3) That the carry forward of £67,000 HRA Service Enhancement Fund expenditure be noted;

**Reasons for Decision:**

To note the provisional revenue outturn.

**Other Options Considered and Rejected:**

No other options available.

**62. Exclusion of Public and Press**

The Cabinet Committee noted that there were no items of business on the agenda that necessitated the exclusion of the public and press from the meeting.

**CHAIRMAN**

**This page is intentionally left blank**

**Report to: Finance and Performance  
Management Cabinet Committee**

**Report reference: FPM-004-2015/16**

**Date of Meeting: 20 July 2015**



**Epping Forest  
District Council**

**Portfolio: Governance and Development Management**

**Subject: Key Performance Indicators 2014/15 Q4 (Outturn) Performance**

**Officer contact for further information: Barbara Copson (01992 564042)**

**Democratic Services Officer: Rebecca Perrin (01992 564532)**

---

**Recommendations/Decisions Required:**

**That the Committee review outturn performance for the Key Performance Indicators adopted for 2014/15**

**Executive Summary:**

The Council is required to make arrangements to secure continuous improvement in the way in which its functions and services are exercised, having regard to a combination of economy, efficiency and effectiveness.

As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's service priorities and key objectives, are adopted each year. Performance against all of the KPIs is reviewed on a quarterly basis, and has previously been a focus of inspection in external assessments and judgements of the overall progress of the authority.

**Reasons for Proposed Decision:**

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.

A number of KPIs are used as performance measures for the Council's key objectives. It is important that relevant performance management processes are in place to review and monitor performance against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under performance.

**Other Options for Action:**

No other options are appropriate in this respect. Failure to review and monitor performance could mean that opportunities for improvement are lost and might have negative implications for judgements made about the progress of the Council.

**Report:**

1) A range of thirty-six Key Performance Indicators (KPI) was adopted for 2014/15 in March 2014. The KPIs are important to the improvement of the Council's services and the

achievement of its key objectives, and comprise a combination of 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 all of the KPIs is reviewed by Management Board and overview and scrutiny at the conclusion of each quarter, and service directors review KPI performance with the relevant portfolio holder(s) on an on-going basis throughout the year. No indicators are subject to scrutiny at year-end only.

3) Select Committees are each responsible for the review of quarterly performance against specific KPIs within their areas of responsibility.

### **Key Performance Indicators 2014/15 – Quarter 4 (Outturn) Performance**

4) The position with regard to the achievement of target performance for the KPIs at the end of the year (31 March 2015), was as follows:

(a) 26 (72%) indicators achieved the cumulative end of year target; and

(b) 10 (28%) indicators did not achieve the cumulative end of year target, although 1 (3%) of these KPIs performed within the agreed tolerance for the indicator.

5) A headline Q4 quarter (outturn) KPI performance report for 2014/15 is attached for the consideration of the Committee as Appendix 1 to this agenda. Detailed performance reports in respect of each of the KPIs have been considered by the individual select committees during the current cycle of meetings.

6) The 'amber' performance status used in the KPI report identifies those indicators that missed the agreed target for the year, but where outturn performance was within an agreed tolerance and range. The KPI tolerances were agreed by Management Board when targets for the KPIs were set in February 2014, or were subsequently confirmed with the appropriate service directors.

7) The Committee is requested to note outturn performance for the 2014/15 set of KPIs. Any matters raised by the Committee in respect of KPI performance for the year, will be reported to the appropriate select committee.

### **Resource Implications:**

Resource requirements for actions to achieve specific KPI performance for will have been identified by the responsible service director and reflected in the budget for the year.

### **Legal and Governance Implications:**

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific KPI performance will have been identified by the responsible service director.

### **Safer, Cleaner, Greener Implications:**

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific KPI performance will have been identified by the responsible service director.

**Consultation Undertaken:**

The indicators and targets have been considered by Management Board during May 2015.

**Background Papers:**

Fourth quarter KPI submissions are held by the Performance Improvement Unit. KPI calculations and supporting documentation is held by respective service directors.

**Impact Assessments:*****Risk Management***

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

**Due Regard Record**

This section 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.

---

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

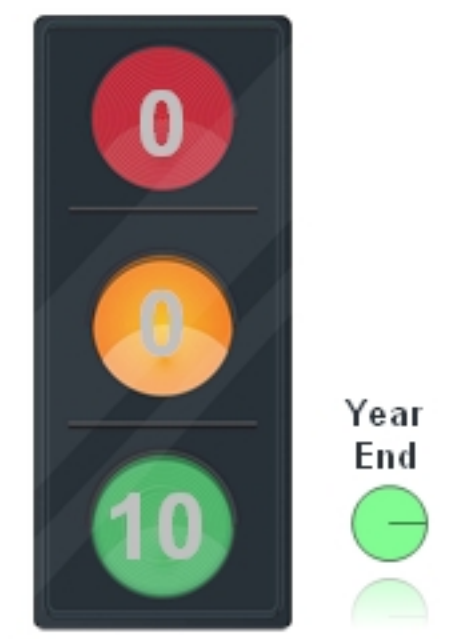
**This page is intentionally left blank**



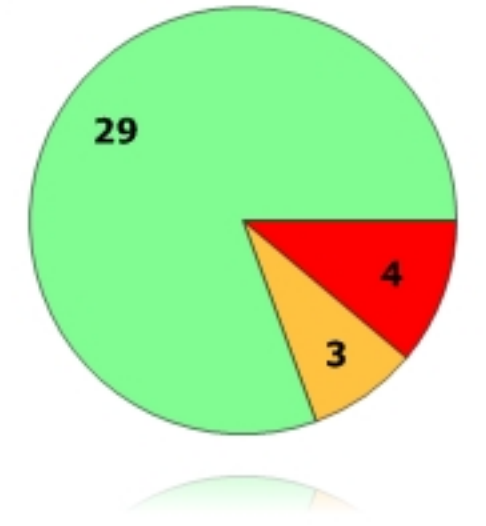
Overall summary of KPIs achieving target



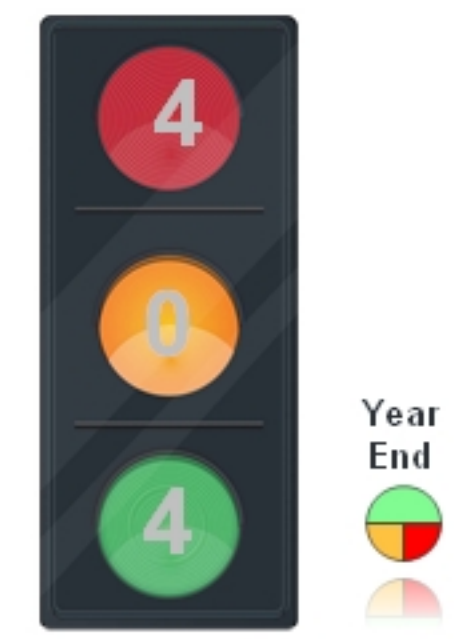
Communities Directorate



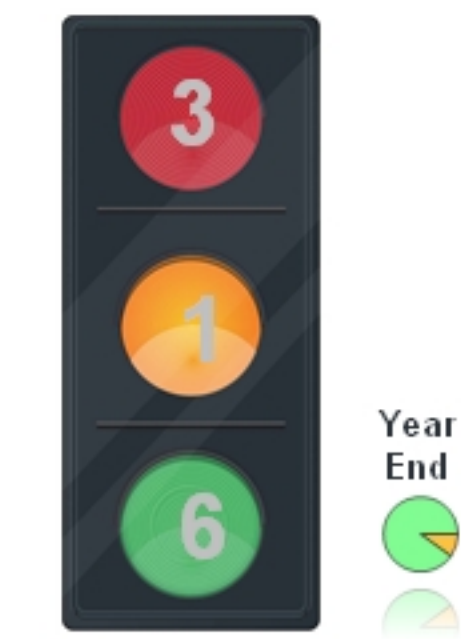
Predicted Level of Year End Target Achievement (All KPIs)



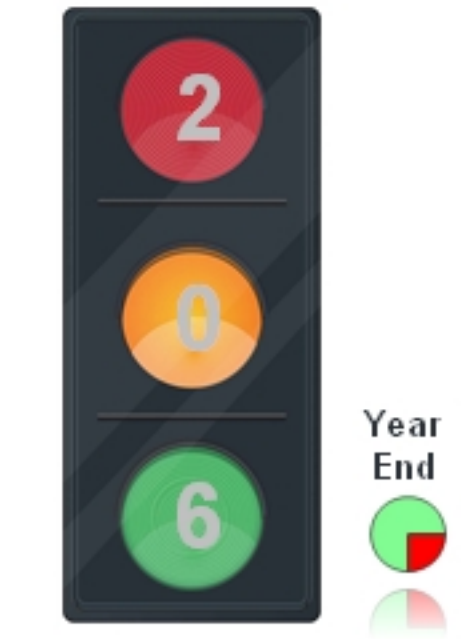
Governance Directorate



Neighbourhoods Directorate



Resources Directorate



Headlines - Reflecting on our performance

Q4 2014/15

26 out of 36 Key Performance Indicators have achieved target at the end of the year, representing 72% of the full set.

- 1 KPI which missed target within its tolerated amber margin at Q3, missed target at Q4.
- 1 KPI which missed target at Q3, missed target within its amber tolerance at Q4.
- 1 KPI which missed target at Q3 achieved target at Q4.
- 1 KPI which achieved target at Q3, missed target at Q4.

Quarterly Indicators		Quarter 1		Quarter 2		Quarter 3		Quarter 4		Is year-end target likely to be achieved?	
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual		
<b>Communities Quarterly KPIs</b>											
COM001	(Housing rent) (%)	96.00%	94.66%	96.00%	96.09%	96.00%	96.21%	96.00%	99.08%	Yes	
COM002	(Void re-lets) (days)	37.0	39.0	37.0	34.0	37.0	35.0	37.0	34.0	Yes	
COM003	(Tenant satisfaction) (%)	98.00%	99.00%	98.00%	100.0...	98.00%	100.0...	98.00%	100.0...	Yes	
COM004	(Temp. accommodation) (no.)	65	51	65	47	65	60	65	58	Yes	
COM005	(Non-decent homes) (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Yes	
COM006	(Modern Homes Std) (%)	825	1,244	1,650	2,204	2,475	2,861	3,300	4,020	Yes	
COM007	(Emergency repairs) (%)	99%	99%	99%	99%	99%	99%	99%	99%	Yes	
COM008	(Responsive repairs) (days)	7.0	7.7	7.0	7.0	7.0	6.7	7.0	6.5	Yes	
COM009	(Emergency repairs) (%)	98%	99%	98%	98%	98%	98%	98%	99%	Yes	
COM010	(Calls to Careline) (%)	97.5%	99.7%	97.5%	99.7%	97.5%	99.8%	97.5%	99.8%	Yes	
<b>Governance Quarterly KPIs</b>											
GOV001	(Website Satisfaction) (Stars)	3.0	2.7	3.0	2.5	3.0	2.4	3.0	2.5	No	
GOV002	(Commercial rent arrears) (%)	3.00%	4.73%	3.00%	4.86%	3.00%	5.17%	3.00%	5.33%	No	
GOV003	(Commercial premises let) (%)	98.00%	97.97%	98.00%	97.63%	98.00%	98.37%	98.00%	98.98%	Yes	
GOV004	(Major planning) (%)	75.00%	100.00%	75.00%	100.0...	75.00%	94.40%	75.00%	96.60%	Yes	
GOV005	(Minor planning) (%)	90.00%	95.83%	90.00%	92.90%	90.00%	93.46%	90.00%	92.90%	Yes	
GOV006	(Other planning) (%)	94.00%	95.90%	94.00%	95.62%	94.00%	94.78%	94.00%	94.69%	Yes	
GOV007	(Appeals - officers) (%)	19.00%	18.20%	19.00%	22.22%	19.00%	20.59%	19.00%	21.28%	No	
GOV008	(Appeals - members) (%)	50.00%	66.67%	50.00%	54.55%	50.00%	62.50%	50.00%	70.00%	No	
<b>Neighbourhoods Quarterly KPIs</b>											
NEI001	(Non-recycled waste) (kg)	101	98	199	196	298	294	400	393	Yes	
NEI002	(Household recycling) (%)	60.95%	63.00%	62.03%	61.00%	61.02%	60.00%	60.00%	58.53%	No	
NEI003	(Litter) (%)	8%	2%	8%	6%	8%	12%	8%	11%	No	
NEI004	(Detritus) (%)	10%	7%	10%	7%	10%	9%	10%	11%	No	
NEI005	(Neighbourhood issues) (%)	95.00%	96.03%	95.00%	97.08%	95.00%	97.56%	95.00%	97.51%	Yes	
NEI006	(Fly-tip investigations) (%)	90%	93%	90%	94%	90%	93%	90%	93%	Yes	
NEI007	(Fly-tip: contract) (%)	90%	90%	90%	90%	90%	90%	90%	91%	Yes	
NEI008	(Fly-tip: non-contract) (%)	90%	97%	90%	95%	90%	91%	90%	91%	Yes	
NEI009	(Noise investigations) (%)	90%	85%	90%	92%	90%	91%	90%	92%	Yes	
NEI010	(Increase in homes) (no.)	68	70	187	111	209	181	230	229	No	
<b>Resources Quarterly KPIs</b>											
RES001	(Sickness absence) (days)	1.69	2.03	3.05	4.21	4.82	6.51	7.00	9.20	No	
RES002	(Invoice payments) (%)	97%	96%	97%	95%	97%	95%	97%	94%	No	
RES003	(Council Tax collection) (%)	27.03%	27.32%	51.94%	52.40%	77.56%	77.63%	97.00%	97.79%	Yes	
RES004	(NNDR Collection) (%)	29.68%	28.43%	55.97%	53.63%	82.33%	78.72%	97.70%	97.86%	Yes	
RES005	(New benefit claims) (days)	25.00	23.06	25.00	22.55	25.00	21.63	25.00	21.74	Yes	
RES006	(Benefits changes) (days)	10.00	8.36	10.00	7.87	10.00	8.00	6.00	4.74	Yes	
RES007	(Benefit fraud) (no.)	47	32	125	81	169	188	250	308	Yes	
RES008	(Proven fraud) (%)	35%	28%	35%	36%	35%	55%	35%	66%	Yes	

**Report to: Finance and Performance  
Management Cabinet Committee**

**Report Reference: FPM-005-2015/16  
Date of Meeting: 20 July 2015**



**Epping Forest  
District Council**

**Portfolio: Governance and Development Management**

**Subject: Corporate Plan Key Action Plan 2016/17**

**Officer contact for further information: Barbara Copson (01992 564042)**

**Democratic Services Officer: Rebecca Perrin (01992 564532)**

---

**Recommendations/Decisions Required:**

- 1) That the Committee considers the appropriateness of the proposed actions in the Corporate Plan Key Action Plan for 2016-2017; and**
- 2) That the Committee brings forward any additional actions for the Action Plan in line with the Corporate Aims and Key Objectives.**

**Executive Summary:**

In April this year the Council adopted a new Corporate Plan to take the authority forward from 2015-2020. The Corporate Plan includes Aims and Objectives which are the Council's highest level strategic intentions for these five years.

The Aims and Objectives are delivered via an action plan produced annually to incrementally progress specific activities to achieve the Aims and Objectives across their lifetime. The Action Plans are set in a timely way to inform the budget setting process which commences in July and to allow for Member input at an early stage of their development.

2016/17 is the second year in the lifetime of the Aims and Objectives and a draft Key Action Plan for 2016/17 has been produced building on activities identified in the action plan for the current fiscal year.

**Report:**

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the plan, and focuses on a number of key areas that it needs to focus on during that time. These key areas are known as the Corporate Aims which are supported via Key Objectives, which in turn are delivered via an annual action plan.
2. The adoption of the new Corporate Plan, and its Aims and Objectives, brought with it a new approach to the delivery of the Council's strategic intentions. Formerly the Key Objectives had a 12 month lifespan and were agreed annually alongside the budget setting process in February. The move to a five year lifespan for the Key Objectives and an annual action plan to deliver them was not only more appropriate for the Council's highest level strategic objectives, but enabled a longer view of the Council's priorities and earlier planning of activities to deliver them. The development of the annual action plan has therefore been

moved to earlier in the previous year, in time to inform the budget setting process in July, and to allow for greater member involvement in their development.

3. The Corporate Plan Key Action Plan is an important element in the Council's Performance Management Framework and corporate business planning processes. It informs the development of detailed annual directorate business plans and other detailed service plans setting out service provision and informing the prioritization of resources to ensure delivery of the Corporate Aims and Key Objectives.

4. The draft Key Action Plan for 2016/17 has been developed, populated with actions or deliverables which build on work identified in the 2015/16 action plan, and in line with identified milestones for the delivery of the Key Objectives. The draft Key Action Plan 2016/17, which also includes the 2015/16 Action Plan for reference, is attached at Appendix 1.

5. The draft Key Action Plan 2016/17 will be considered the Overview and Scrutiny Committee on 21 July and will be further considered by Cabinet in October 2015 before submission to Council for formal adoption in November 2015. As a living document the Action Plan will be reviewed at Joint Management Board / Cabinet meetings on a quarterly basis.

6. The Finance and Performance Management Cabinet Committee is requested to consider and provide comment on the draft Key Action Plan 2016/17, and bring forward any additional actions for inclusion based upon the Corporate Aims and Key Objectives 2015-2020 set out in the Action Plan at appendix 1.

#### **Resource Implications:**

Resource requirements to achieve specific Key Action Plan 2016/17 actions will be identified by the responsible service director and reflected in the budget for the year.

#### **Legal and Governance Implications:**

There are no legal or governance implications arising from the recommendations of this report which ensures that the Council sets appropriate corporate priorities, and monitors progress and reports against the achievement of these priorities. Relevant implications arising from the Key Action Plan 2016/17 will be identified by the responsible service director.

#### **Safer, Cleaner, Greener Implications:**

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from the Key Action Plan 2016/17 will be identified by the responsible service director.

#### **Consultation Undertaken:**

The Corporate Plan Key Action Plan is a strategic planning document for the Council and which is directed internally. It is not considered that consultation with customers or external organisations is required. The actions set out in this action plan have been submitted by each responsible service director. The Key Action Plan 2016/17 will be considered by the Overview and Scrutiny Committee (21 July 2015), and the Cabinet (8 October 2015), and reviewed quarterly at Joint Management Board / Cabinet.

#### **Background Papers:**

The Corporate Plan 2015-2020 sets out the Corporate Aims and Key Objectives for this time period; and the Key Action Plan 2015/16.

## **Impact Assessments:**

### **Risk Management**

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from the Key Action Plan 2016/17 will be identified by the responsible service director.

### **Due Regard Record**

This section 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.

---

There are no equality implications arising from the recommendations of this report which ensures that the Council sets appropriate corporate priorities, and monitors progress and reports against the achievement of these priorities. Relevant implications arising from the Key Action Plan 2016/17 will be identified by the responsible service director.

**This page is intentionally left blank**

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
Aim (i) 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.							
(a) To ensure that the Council's Medium Term Financial Strategy plans to meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding.							
1) Deliver the savings identified for 2015/16 in the business cases approved by Members.	M'ment Board	Chief Executive	March 2016	1) Deliver the savings identified for 2016/17 in the business cases approved by Members	M'ment Board	Chief Exec	March 2017
2) Progress preparations for delivering the savings identified for 2016/17 within the Medium Term Financial Strategy.	M'ment Board	Chief Executive	March 2016	2) Progress preparations for delivering savings for 2017/18 within the MTFS	M'ment Board	Chief Exec.	March 2017
3) Develop additional business cases, through a structured approach, to address the need for net savings in subsequent years.	M'ment Board	Chief Executive	Sept 2015	3) Develop additional business cases, including the use of the invest to save fund, to address the need for net savings in subsequent years.	M'ment Board	Chief Exec.	Sept 2016
4) Commence the budget cycle early again next year with an updated MTFS to take account of any changes following the general election.	Res.	Director Res.	July 2015	4) Continue with the presentation of the Financial Issues Paper and MTFS update in July.	Res.	Director Res.	July 2016
(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:							
<ul style="list-style-type: none"> <li>■ The Epping Forest Shopping Park, Loughton</li> <li>■ St John's Redevelopment Scheme, Epping</li> </ul>				<ul style="list-style-type: none"> <li>■ Council Housebuilding Programme</li> <li>■ North Weald Airfield</li> </ul>			
1) Complete Phase 1 of the Council Housebuilding Programme to provide 23 new affordable rented homes in Waltham Abbey.	Comm.	Asst. Dir. (Housing Property & Dev.)	Dec 2015	1) Complete Phase 1 of the Council Housebuilding Programme to provide 23 new affordable rented homes in Waltham Abbey.	Comm.	AD (Housing Property & Dev.)	July 2016

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
2) Complete the major refurbishment scheme at Marden Close, Chigwell Row to convert 20 difficult-to-let bedsits and a communal hall into 12 self-contained flats.	Comm.	Asst. Dir. (Housing Property & Dev.)	Sept 2015	No further action			
3) Secure planning permission and commence Phase 2 of the Council Housebuilding Programme to provide up to 52 new affordable rented homes at Burton Road, Loughton.	Comm.	Asst. Dir. (Housing Property & Dev.)	Aug 2015	2) Commence Phase 2 of the Council Housebuilding Programme to provide [ 51 ] new affordable rented homes at Burton Road, Loughton.	Comm.	AD (Housing Property & Dev.)	April 2016
4) Negotiate and complete the St John's development Scheme at Epping, and identify a suitable location within the District to which the Housing Repairs Service can be relocated from the Epping Depot.	N'hoods	Asst. Dir. (Policy, Planning & ED)	Sept 2015	3) Relocate the Housing Repairs Service from the Epping Depot, together with the Housing Assets Team, to alternative suitable alternative premises in order to vacate the current Depot site to enable the planned St John's Redevelopment Scheme and to free-up office accommodation at the Civic Offices, Epping.	Comm.	AD (Housing Property & Dev.)	April 2016
				4) To facilitate the delivery of the St Johns Road redevelopment scheme.	N'hoods	Director N'hoods	April 2016
5) Work in partnership with Moat Housing to commence the development of the Council garage site at Vere Road, Loughton to provide up to 15 affordable rented homes, together with up to 14 additional parking spaces to facilitate the development of the adjacent site of the former Sir Winston Churchill PH.	Comm.	Director of Comm.	March 2016	5) Work in partnership with Moat Housing to complete the proposed development of the Council garage site at Vere Road, Loughton to provide 15 affordable rented homes, together with up to 14 additional parking spaces to facilitate the development of the adjacent site of the former Sir Winston Churchill PH.	Comm.	Director Comm.	April 2017



Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
6) Seek to vacate the Council's Hemnall Street Offices, Epping in order to redevelop/let the premises, by relocating Community Services staff to office accommodation to be purchased close to Epping Forest District Museum, Waltham Abbey, and at the Civic Offices through the freeing-up of Council accommodation as a result of flexible working arrangements.	Comm. / M'tment Board	Chief Exec. / Asst. Dir. (Comm. Services and Safety)	March 2016	No further action			
7) Review all licence arrangements at North Weald Airfield.	N'hoods	Asst. Dir. (N'hoods)	April 2015	6) To appoint an experienced development partner with the skills to assist the Council in maximising the benefit of its assets at North Weald Airfield to generate additional sources of revenue.	N'Hoods	AD (N'hood Serv)	Oct 2015
8) Progress the Epping Forest Shopping Park scheme in association with Member decisions.	N'hoods	Asst. Dir. (Policy, Planning & ED)	Sept 2016	7) To progress the Epping Forest Shopping Park on a sole owner operator basis with the aim of achieving an opening for the Christmas period 2016.	N'hoods	Director N'hoods	Oct 2016
				<b>New Action</b> 8) Commence Phase 3 of the Council Housebuilding Programme to provide up to 35 new affordable rented homes in Epping, Coopersale, North Weald and Ongar.	Comm.	AD (Housing Property & Dev.)	June 2016
				<b>New Action</b> 9) Secure planning Phase 4 of the Council Housebuilding Programme to provide up to 50 new affordable rented homes at various small sites in Loughton.	Comm.	AD (Housing Property & Dev.)	May 2016
				<b>New Action</b> 10) Subject to the receipt of planning permission, secure the provision of the affordable rented homes at the Council-owned site at Pyrles Lane, Loughton as part of any sale of the site to a private developer	Comm.	Director Comm.	June 2016

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
(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.							
1) Work with 5 neighbouring councils, through a consortium arrangement, to renew the contract and service arrangements for the Shared Housing Register Management Service, in order to continue to share the Service's costs and improve service delivery.	Comm.	Asst. Dir. (Housing Ops)	Jan 2016	No further action			
2) Approach neighbouring authorities to carry out checking and vetting of Building Control plans through partnership working.	Gov.	Asst. Dir. (Dev. M'tment)	Jan 2016	1) Liaise effectively with all Directorates to retain Building Control project work in house, wherever possible.	Gov.	Asst. Dir. (Dev. M'tment)	Jan. 2017
3) Review the shared opportunities with the Public Law Partnership: <ul style="list-style-type: none"> <li>to pool knowledge when implementing legislative change,</li> <li>work towards standardising documentation used in the provision of services across the partnership, and</li> <li>take advantage of reductions in the costs of on-line library services and training which are negotiated by the partnership.</li> </ul>	Gov.	Assistant Director (Legal Services)	March 2016				
4) Explore the possibility of sharing an integrated HR/Payroll IT system with other authorities.	Res.	Asst. Dir. (HR)	Sept 2015	2) Explore the possible expansion of the insurance service provided to Uttlesford.	Res.	Asst. Dir. (Acc)	Sept 2016
5) Explore providing payroll services to other authorities.	Res.	Asst. Dir. (HR)	March 2016	3) Evaluate possibility of shared service as part of Debt Working Party.	Res.	Asst. Dir. (Rev)	Sept 2016

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
6) Explore providing an audio typing service to other authorities.	Res.	Asst. Dir. (HR)	March 2016	4) Evaluate possibility of shared service as part of Scanning Working Party.	Res.	Asst. Dir. (Ben)	Sept 2016
7) Identify additional Council services that may benefit from a shared provision with other organisations (either provided by the Council or others), to reduce costs, create income and/or improve service delivery.	M'ment Board	Chief Executive	March 2016	5) Identify additional Council services that may benefit from a shared provision with other organisations (either provided by the Council or others), to reduce costs, create income and/or improve service delivery.	M'ment Board	Chief Exec.	March 2017
				6) To undertake a review of NEPP Off Street Parking arrangements.	N'hoods	AD (Tech)	Nov 2015
Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery							
<p>9627 To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt.</p>							
1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Comm.	Director Comm.	Dec 2015	1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Comm.	Director Comm.	Dec 2016
2) Complete the gathering of information to form the evidence on which key decisions will be taken as part of the Local Plan.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	April 2015				
3) Agree on objectively assessed Housing and Employment Need for the Local Plan Period.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	April 2015	2) To Agree on objectively assessed Housing and Employment Need for the Local Plan Period.	N'hoods	AD (PP & ED)	Sept 2015

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
4) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	June 2015	3) To undertake in two Phases, a comprehensive Green Belt Review as a key component of the local Plan evidence base.	N'hoods	AD (PP & ED)	Phase 1 - July 2015 Phase II - Jan 2016
5) Undertake the Preferred Options Consultations.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	June -Sept 2015	4) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	N'hoods	AD (PP & ED)	May 2016
6) Submit the Final Local Plan to the Planning Inspectorate for Examination.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	Nov 2015	5) Undertake all necessary consultations and negotiations under the Duty to Co-operate with Neighbouring Authorities to ensure that the Local plan meets this test at Examination.	N'hoods	AD (PP & ED)	On-going
				6) Submit the Final Local Plan to the Planning Inspectorate for Examination.			N'hoods
(b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents.							
1) Consider the practicalities of revising procurement arrangements to encourage/require contractors to employ local residents for Council contracts.	Res.	Director Res.	Dec 2015				
2) Incorporate the findings of the Economic Development Study into the Local Plan Evidence base with a view to determining future Employment Need.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	April 2015	1) Incorporate the findings of the Economic Development Study into the Local Plan Evidence base with a view to determining future Employment Need.	N'hoods	AD (PP & ED)	Sept 2015

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
3) After consultation on Preferred Options to allocate Employment land within the Council's Local Plan.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	Nov 2015				
4) Develop and implement a new Economic Development Plan for the District, building on the work that has been undertaken with regard to individual Town Centres.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	May 2015				
5) Continue to support the work of Local Business Partnerships to support the local economy and generate additional local employment opportunities.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	On-going	2) Continue to support the work of Local Business Partnerships to support the local economy and generate additional local employment opportunities.	N'hoods	AD (PP & ED)	Sept 2015
6) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Res.	Asst. Dir. (HR)	Sept 2015	3) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Res.	Asst. Dir. (HR)	Sept 2016
(c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors.							
1) Complete the extension and major refurbishment of the Epping Forest District Museum, Waltham Abbey and open to the public.	Comm.	Asst. Dir. (Comm. Services / Safety)	Dec 2015	No further action			

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
2) Work in partnership with Waltham Abbey Town Council to investigate the feasibility of developing a new leisure/community hub at Hillhouse, Waltham Abbey.	N'hoods / Comm.	Director N'hoods / Director Comm.	Mar 2016	1) In partnership with Essex County Council, NHS England and Waltham Abbey Town Council, undertake a Masterplanning exercise for the provision of a proposed new swimming pool, new health centre and an independent living scheme for older people at Hillhouse, Waltham Abbey .	N'hoods / Comm.	Director N'hoods / Director Comm.	May 2016
				2) Undertake a public consultation exercise on the Draft Masterplan for Hillhouse, Waltham Abbey.			
3) Appoint external specialist support to the competitive dialogue process for the new Leisure Management Contract, to ensure that the Council achieves best consideration.	N'hoods	Asst. Dir. (N'hoods)	April 2015	3) To consider a business case with respect to procurement and contract packaging options for the new Leisure Management Contract, allowing Members to select the most advantageous approach.	N'hoods	AD N'hoods	Sept 2015
4) In accordance with the recommendations of the Leisure and Culture Strategy to jointly pursue the provision of a new Secondary School on the Ongar Campus site, with a view to entering a Dual-Use Agreement for the Leisure Centre.	N'hoods	Asst. Dir. (N'hoods)	May 2015	4) In accordance with the recommendations of the Leisure and Culture Strategy to jointly pursue the provision of a new Secondary School on the Ongar Campus site, with a view to entering a Dual-Use Agreement for the Leisure Centre.	N'hoods	DoN AD - N'hoods	April 2016
5) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey.	N'hoods	Director N'hoods	April 2015 on-ward	5) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey.	N'Hoods	DoN AD – N'hoods	Sept 2015 On-wards
				<b>New Action</b> 6) Subject to the receipt of funding from Arts Council England, investigate the possible establishment of a Museum Heritage and Culture Development Trust, in order to lever in more external funding than is currently possible.	Comm.	AD (Comm Services and Safety)	June 2016

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
<b>Aim (iii) 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.</b>							
<b>(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.</b>							
1) Increase the opening hours of the Council Office at the Limes Centre, Chigwell, to improve access for local residents to a range of Council services.	Comm.	Asst. Dir. (Comm. Services / Safety)	June 2015	1) Review the success of the increased opening hours and the increased delivery of Council services at the Council Office at the Limes Centre Chigwell after 12 months' operation, with an interim review after 6 months.	Comm.	AD (Comm. Services / Safety)	Jan 2017
2) Introduce web-based and smartphone applications to enable Council tenants to report repairs on-line.	Comm.	Asst. Dir. (Housing Property & Dev.)	May 2015	No further action			
3) Establish a multi-disciplinary officer group to undertake a review and report on proposals for improving customer contact with the Council.	M'ment Board	Asst. Dir. (Gov. and Perform. Imp.)	Mar 2016	2) Implement and/or produce an Implementation Plan for, the agreed proposals for improving customer contact.	M'ment Board	Asst. Dir. (Gov. and Perform. Imp.)	Mar 2017
<b>(b) To utilise 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.</b>							
1) Introduce more flexible methods for customers to pay for Council services.	Res.	Asst. Director (Revs)	Dec 2015				
2) Introduce an on-line facility for customers to easily view and research objects held by the Epping Forest District Museum.	Comm.	Museum Heritage & Culture Manager	Mar 2016	No further action			

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
3) Scan old Development Control & Building Control files and microfiche and increase the number of planning records available on the Council's website.	Gov.	Asst. Dir. (Dev. M'ment)	July 2016	1) Achieve significant progress in the scanning of paper and microfiche Development Control files to increase both information available on iPlan and enable flexible working.	Gov.	Asst. Dir. Dev. M'ment	Mar 2017
				2) Scan Building Control paper and microfiche files to promote flexible working and reduce storage costs.	Gov.	Asst. Dir. Dev. M'ment	Mar 2017
4) Investigate and, if possible, implement the returns of Local Land Charges Searches by email.	Gov.	Asst. Dir. (Legal Services)	April 2016				
5) Update the Contracts Register so that the contract documentation can be accessed and viewed by using an icon on the register. This will apply to new contracts at first.	Gov.	Asst. Dir. (Legal Services)	April 2016	3) Undertake document scanning projects in Legal Services and Development management to support the Transformation Programme.	Gov.	Asst. Dirs. (Legal Services & Dev. M'ment)	Mar. 2017
6) Identify, during audits, any manual documentation or process that can be improved by conversion to electronic form.	Gov.	Chief Internal Auditor	Mar 2016				
7) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects: (a) Printer reduction, removal and redeployment, and implementation of print management software; and (b) Mobile and flexible working.	Res.	Asst. Dir. (ICT & Facilities M'ment)	Mar 2016	4) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects: (a) Roll out and development of Information@Work; and (b) Mobile and flexible working.	Res.	Asst. Dir. (ICT & FM)	Mar 2017
8) Complete a review of accommodation and make recommendations on utilisation of space and flexible methods of working.	M'ment Board	Chief Executive	Sept 2015	5) Free up computer suite 1 for re-use as office accommodation.	Res.	Asst. Dir. (ICT & FM)	Mar 2017



Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
(c) To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects.							
1) Undertake a study to identify and better understand the demographics of an ageing population in the District and the effects on the Council and local residents.	Comm.	Asst. Dir. (Comm. Services and Safety)	Mar 2016	1) Complete the multi-service study to identify and better understand the demographics of an ageing population in the District and the effects on the Council.	Comm.	AD (Comm. Services and Safety)	June 2016
				2) Commence the implementation of the action plan formulated as a result of the multi-service study to mitigate the effects on the Council of an ageing population in the District.			
2) Review the provision and delivery of community and cultural services to older people, to ensure that appropriate resources are targeted at the increasing numbers of older people, in order to help improve their general health and wellbeing.	Comm.	Asst. Dir. (Comm. Services and Safety)	Oct 2016	No further action			
3) Undertake a review of the Council's sheltered and designated accommodation for older people, with a view to rationalising the amount and location of such accommodation and identifying improvements required to the retained accommodation to ensure it remains fit for purpose.	Comm.	Asst. Dir. (Housing Ops) / Asst. Dir. (Housing Prop. & Dev.)	Mar 2016	3) Following the (planned) 2015 review of sheltered housing, implement the agreed new model for the delivery of housing support for older people in the District.	Comm.	AD (Housing Ops)	Jan 2017
				4) Following the (planned) 2015 review of the Council's sheltered housing assets, commence the implementation of the planned rationalisation of the Council's sheltered housing stock.			

**This page is intentionally left blank**

## **Report to the Finance and Performance Management Cabinet Committee**



**Epping Forest  
District Council**

**Report reference: FPM-006-2015/16**

**Date of meeting: 20 July 2015**

**Portfolio: Technology and Support Services**

**Subject: Sickness Absence**

**Responsible Officer: Paula Maginnis (01992564536)**

**Democratic Services: Rebecca Perrin (01992564532)**

---

### **Recommendations/Decisions Required:**

**That the Committee notes the report on sickness absence.**

### **Executive Summary**

This report provides information on the Council's absence figures for Q3 and Q4, 2014/2015; it includes absence figures by Directorate, the number of employees who have met the trigger level, those who have more than 4 weeks absence and the reasons for absence.

The Council's target for sickness absence under KPI10 for 2014/2015 was an average of 7 days per employee. The outturn figure for 2014/2015 was an average of 9.20 days per employee. At 9.20 days the Council was above target for the first time in 4 years.

The Council outturn figure for Q3 (2014/15) was 2.30 days against a target of 1.77 days and Q4 (2014/15) was 2.69 days against a target of 2.18. Figures for each Directorate are set out in paragraph 6 of the report.

During Q3, 6.6% of staff met the trigger levels or above, 30.4% had sickness absence but did not meet the triggers and 63% had no absence. During Q4, 6.6% of staff met the trigger levels or above, 32.4% had sickness absence but did not meet the trigger levels and 61% had no absence.

Currently, under the Council's Managing Absence Policy there are trigger levels for initiating management action in cases of excessive sickness absence. These are:

- (i) during any 'rolling' twelve-month period an employee has had 5 or more separate occasions of absence; or
- (ii) during any 'rolling' twelve-month period an employee has had at least 8 working days of any combination of un/self certificated, or medically certificated absences.

### **Reasons for Proposed Decision**

To enable members to make decisions regarding actions to continue to improve the Council's absence figures.

### **Other Options for Action**

For future reports the Committee may wish to include other information or receive no report to future meetings.

### **Report:**

**Introduction**

1. The latest figures published by the Chartered Institute of Personnel and Development (CIPD) for 2014 show that the average number of days taken as sickness absence across all sectors was 7.4. In public services it was 8.2 days and 6.6 days in the private sector. In local government the figure is an average of 8 days. The Council is currently above these figures.
2. Under the Council's Managing Absence Policy there are trigger levels for initiating management action in cases of excessive sickness absence. These are:
  - (i) during any 'rolling' twelve-month period an employee has had 5 or more separate occasions of absence; or
  - (ii) during any 'rolling' twelve-month period an employee has had at least 8 working days of any combination of un/self certificated, or medically certificated absences.
3. In addition to the above a manager should consider referring an employee to Occupational Health when an employee has been absent from work for at least one month if there is no estimate when they will be fit to return, or if this is unlikely to be within a reasonable period.

#### **Quarterly Figures 2011/2012 – 2014/2015**

4. The KPI target for sickness absence was amended to 7 days for 2014/15. The target was exceeded in each quarter. The cumulative total for the year is 9.20 days which is 2.2 days above the target for the year.
5. Table 1 below shows the absence figures for each quarter since 2011/2012.

	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Outturn</b>	<b>Target</b>
<b>2011/2012</b>	1.86	1.64	1.87	2.21	7.58	7.75
<b>2012/2013</b>	1.6	1.78	1.83	1.78	6.99	7.5
<b>2013/2014</b>	1.69	1.36	1.78	2.18	7.01	7.25
<b>2014/2015</b>	2.03	2.18	2.30	2.69	9.20	7

Table 1

#### **Directorate Figures 2014/2015 - New Structure**

6. Table 2 shows the average number of days lost per employee in each Directorate. Only Governance was below the target average of 1.75 days per quarter in 3 of the 4 quarters.

<b>Directorate</b>	<b>Ave FTE</b>	<b>Average Number of Days Absence 2014/2015</b>				<b>Total Ave No of Days 2014/15</b>
		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
<b>Communities</b>	215.7	2	1.72	2.22	2.94	<b>8.88</b>
<b>Governance</b>	97	1.02	2.63	1.24	1.78	<b>6.67</b>
<b>Neighbourhoods</b>	113.6	2.43	1.74	3.02	3.49	<b>10.68</b>
<b>Resources</b>	158.8	2.43	2.86	2.1	2.25	<b>9.64</b>

Table 2

7. This table is represented by a graph which can be found at appendix 1.

## Long Term Absence 2014/2015

8. For this purpose long term absence has been defined as 4 weeks or over. During the year there was the following number of staff on long term absence as follows:

	Q1	Q2	Q3	Q4
<b>2014/2015</b>	15	16	21	19
<b>2013/2014</b>	10	8	11	8

Table 3

9. Compared with the figures for long term absence 2013/2014 there has been a significant increase in long term absence cases. The predominate reason for long term absences during Q3 & Q4 has been for reasons of other musculo-skeletal problems which includes time off for operations and recuperation time. Other reasons include, depression, and both work and non-work related stress.
10. Comparing Q3 2013/2014 to Q3 2014/2015 the number of staff taking long term absence increased by 91% (i.e. 11 to 21 employees). The number of days taken as long term absence during these two quarters increased by 72.5% (i.e. 423.1 to 730.1 days).
11. Comparing Q4 2013/2014 to Q4 2014/2015 the number of staff taking long term absence increased by 137% (i.e. 8 to 19 employees). The number of days taken as long term absence during these two quarters increased by 29% (i.e. 545.5 to 704.2 days).
12. All of the employees in both quarters had one continuous period of absence, with the exception of two employees in Q3 and one employee in Q4. In Q4 a significant number of staff on long term absence returned to work. Table 4 provides further detail on these employees.

2014/15 Quarter	Resigned	Return to work	Formal Hearing	Dismissed	Proposed Return date	Still Absent	Ill-Health Retirement	Phased Return	Deceased
<b>Q1</b>	0	7	1	0	0	7	0	0	0
<b>Q2</b>	1	8	0	0	0	7	0	0	0
<b>Q3</b>	0	9	0	0	0	9	0	2	1
<b>Q4</b>	1	13	0	0	1	4	0	0	0

Table 4

13. At appendix 2 there is a graph which sets out a breakdown of days lost to long term absence, those who met the trigger level and those below the trigger level. This graph shows that overall, 30.73% of lost time for Q3 was due to long term absence, 26.62 % of time lost met the trigger level (and above to 19 days) and 42.64% due to short term absence. In Q4 these figures were 38.13% due to long term absence, 19.78% was above the trigger level and below 19 days and 42.091% due to short term absence.

## Reasons for Absence

14. Appendix 3 shows the reasons for absence, including the number of days lost and number of employees for each reason.
15. The largest increase in the number of days taken in Q3 and Q4 was for other musculo-skeletal problems, infections, work related stress and back problems.

16. The reasons with the largest increases in the number of employees over this period was for other musculo-skeletal problems and infections.
17. The largest increase in the average number of days per employee was for other musculo-skeletal problems and work related stress. The largest decrease was for cancer related issues.
18. Whilst the number of days taken relating to gastro illnesses was high throughout the year, the number of staff rose in Q3 and Q4. There was an increase in the number of staff recording absences as infections and the number of days recorded in Q3 and Q4. As these quarters cover the winter months the rise in these areas is perhaps unsurprising.
19. There was a significant increase in the number of days taken and number of staff recording other musculo problems in Q3. The number of days taken was similar in Q4. The number of employees recording back problems as an issue significantly reduced in Q3, with the number of days taken slightly less than Q2 which means there was a significant increase in the average number of days taken per employee.
20. The number of days taken for depression has decreased in Q3 and Q4, compared with Q2 the number of employees recording depression remained similar. There was a significant increase in the number of days taken in Q4 for work related stress with a slight increase in the number of employees. There was an increase also in Q4 for non-work related stress.
21. Appendix 4 shows that the number of days recorded for mental health issues (i.e. depression, work and non-work related stress) increased by 93.3% from 2013/2014 to 2014/15. This represents an increase of an additional 563.2 days.

### Numbers of Absent Staff

22. Table 5 shows that there were fairly consistent numbers of staff who had no absence and those that had absence over the course of last year upto Q3 of 2014/15 where there has been a significant rise in the number of staff sickness absence approximately two-thirds of staff had no absence. However, there has been an increase in the number of staff recording sickness absence in both quarters.

<b>Quarter</b> (Based on 670 headcount)	<b>Staff with no absence</b>	<b>Staff with 7 days or less</b>	<b>Staff with 8 days or more</b>
1 - 2014/2015	73% (486)	22% (150)	5% (34)
2 - 2014/2015	71% (475)	23% (155)	6% (40)
3 - 2014/2015	63% (423)	30.4% (203)	6.6% (44)
4 - 2014/2015	61%(409)	32.4%(217)	6.6%(44)
<b>Quarter</b> (Based on 670 headcount)	<b>Staff with no absence</b>	<b>Staff with 7 days or less</b>	<b>Staff with 8 days or more</b>
1 - 2013/2014	74.6% (500)	20.9% (140)	4.5% (30)
2 - 2013/2014	73.3% (491)	22.8% (153)	3.9% (26)
3 - 2013/2014	65.8% (441)	30.5% (204)	3.7% (25)
4 - 2013/2014	65.8% (441)	28.4% (190)	5.8% (39)

Table 5

### Conclusion

23. Sickness absence in 2014/15 has seen a significant rise in the average number of days per employee from 7.01 in 2013/14 to 9.20 in 2014/15. This increase means that this is the first time in 4 years that the Council has not met its target. Anecdotally this is a pattern reflected in other District Councils across the County.
24. The number of long term cases has increased significantly compared to 2013/14. In addition, the number of staff recording 7 days or less has also increased during Q3 and Q4.

25. The Council does have an aging workforce which may account for the increase in the number of days taken for other musculo-skeletal problems (this period does include staff absence for operations and recuperation time).
26. There was an increase of flu and the Norovirus within the general population before and after the Christmas period. This could account for the increase in the number of days taken and number of staff off for infections and gastric problems during Q3 and Q4.
27. The number of days taken due to mental health issues has increased significantly from 2013 to 2015. This may be due to internal factors such as change within the authority, there has been a number of directorate/team reorganisations or that mental health issues have lost some of its stigma and staff are more comfortable recording their absence correctly. Staff may also have concerns and worries about family finances, potential redundancies and caring responsibilities which could affect their mental health.

### **Actions**

28. The report was discussed in detail by the Council's Management Board which agreed the actions set out below. These will be taken forward in the Key Performance Indicator Improvement Plan 2015/16.
29. Management Board agreed that;
- (1) The Assistant Director (HR) to carry out further analysis on the increase in the number of days taken for mental health issues.
  - (2) HR will arrange mandatory workshops for managers to ensure that the Council's Managing Absence Policy is applied consistently and timely across the authority. In addition, managers will be encouraged to become proactive when managing absence.
  - (3) HR will arrange workshops for managers on mental health issues.
  - (4) HR will work with Directors to produce the most useful management information regarding sickness absence
  - (5) The Assistant Director (HR) to meet with the Council's Occupational Health provider regarding the information provided to managers by their doctors.
30. In addition to the above an article on the Council's sickness absence position will be published in District Lines.

**Resource implications:** N/A

**Legal and Governance Implications:** N/A

**Safer, Cleaner and Greener Implications:** N/A

**Consultation Undertaken:** This report was presented to the Resources Select Committee on 14 July and an oral update will be provided on the views of that Committee.

**Background Papers:** N/A

### **Risk Management**

Failure to manage sickness absence results in loss productivity and if it is significantly high could adversely affect the reputation of the authority.

## **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.

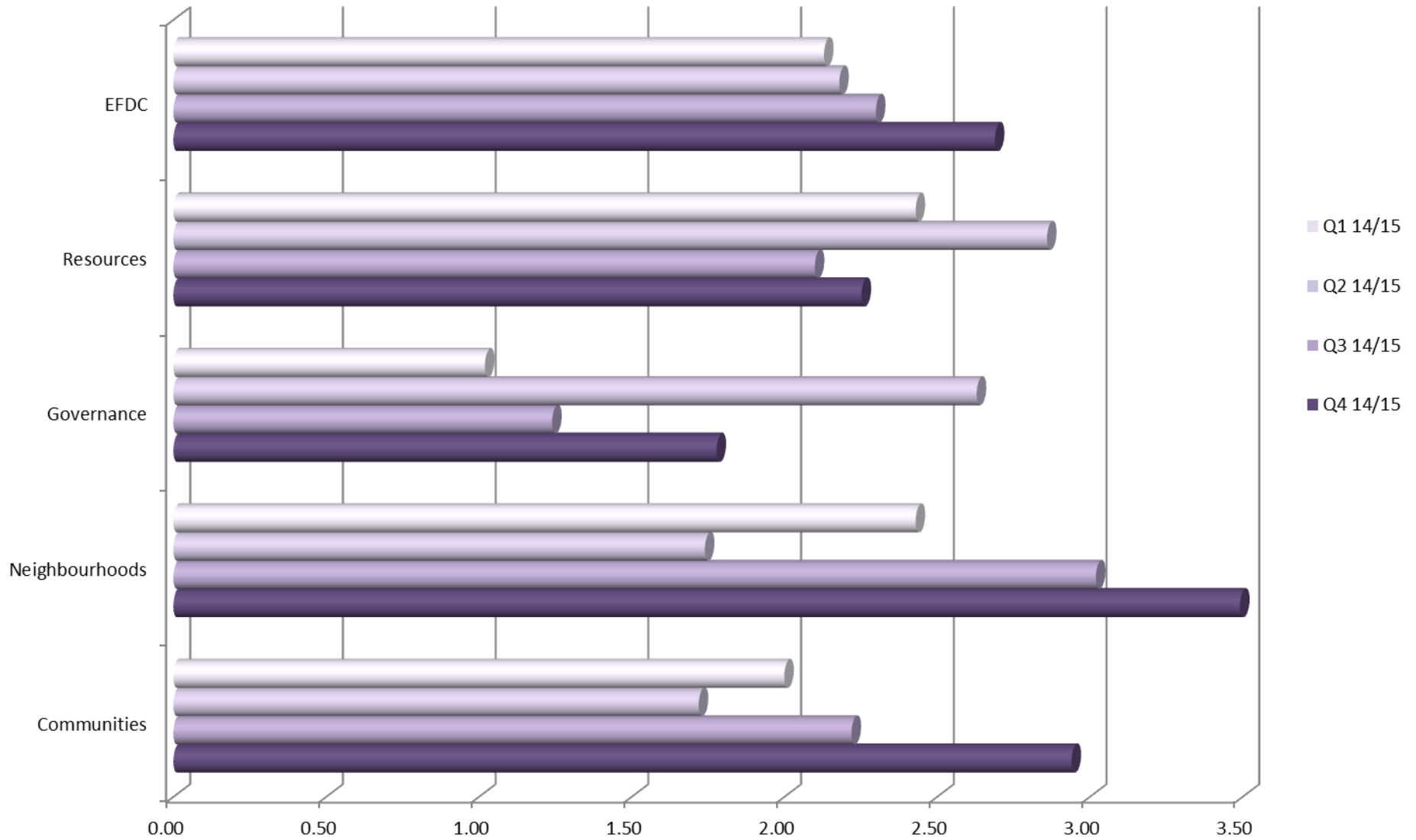
The Council's Managing Absence and Medical Health/Incapacity Policies offer advice and guidance to managers on reasonable adjustments when they are managing absence cases.

Before any action is taken the Council seeks advice from its Occupational Health provider.



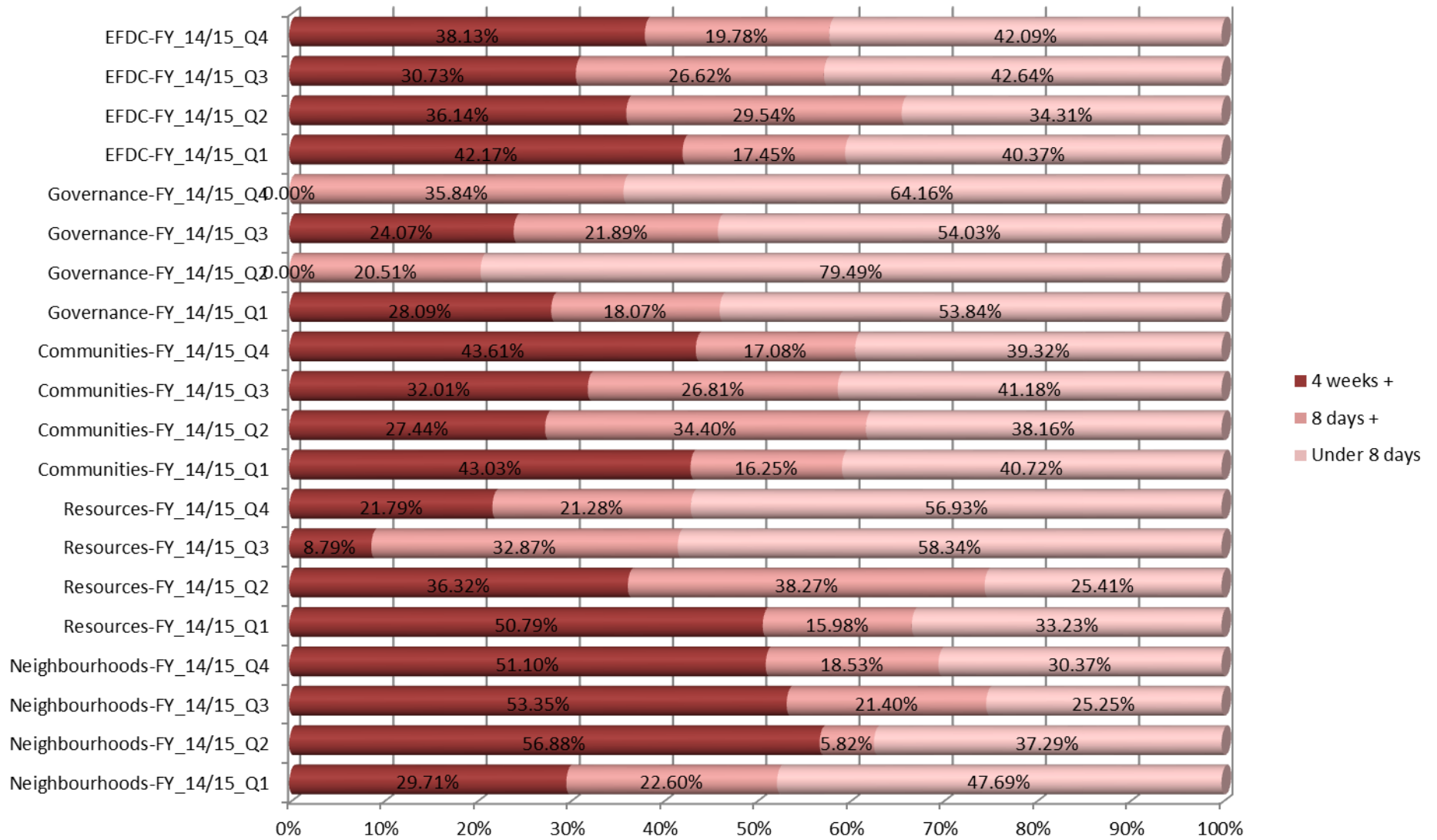
# Appendix 1 – Sickness Absence All Directories 2014-15

Q1 to Q4



**This page is intentionally left blank**

Appendix 2 – Sickness Absence by Duration 2014-15: Hours staff were absent by duration, as a percentage of all absence



**This page is intentionally left blank**

## Reasons for Absence

2014 – 2015 Q1 to Q4

Appendix 3

	Stomach, liver, kidney, digestion; include diarrhoea, vomiting and other gastro illnesses	Other musculo-skeletal problems; includes neck, legs or feet and arms or hands. Also include joint problems such as arthritis.	Infections, including viral infections such as influenza, cold, cough and throat infections	Work related stress	Depression, anxiety, mental health and fatigue. Includes mental illnesses such as anxiety and nervous debility/disorder (does not include stress)	Heart, blood pressure, circulation	Cancer, including all types of cancer and related treatments	Neurological; headaches and migraines	Back problems	Eye, ear, nose and mouth, dental; sinusitis	Genitourinary; menstrual problems	Non Work related stress	Chest, respiratory; including asthma, bronchitis, hay fever and chest infections	Pregnancy Related	Endocrine conditions i.e. diabetes, thyroid conditions	RTA
<b>Number of Days</b>																
Q1	215.3	191.2	166.4	131	79	77	65	59	52.5	47.9	46.1	29.2	29	7	1	0
Q2	185.5	197.6	161.7	71.4	192.5	73.5	66	30.4	73.1	46.4	63.8	103.4	18	1	0	0
Q3	230.7	353	356.4	45.9	120.2	59.5	66	43.2	58.4	70.8	30	59.7	22	1	0	2
Q4	165.5	341.6	386.6	139.5	113.2	44.4	37.3	33.8	84	32	56	82	45.2	5	1	0
<b>Number of Employees</b>																
Q1	63	24	44	3	5	3	1	12	13	12	11	6	11	1	1	0
Q2	45	23	57	4	7	2	1	22	13	9	7	4	4	1	0	0
Q3	75	30	111	5	8	3	1	23	4	13	6	3	5	1	0	1
Q4	70	21	124	6	7	4	3	21	9	16	5	6	7	1	1	0
<b>Av No of Days per Employee</b>																
Q1	3.4	8	3.8	43.7	15.8	25.7	65	4.9	4	4	4.2	4.9	2.6	7	1	0
Q2	4.1	8.6	2.8	17.9	27.5	36.8	66	1.4	5.6	5.2	9.1	25.9	4.5	1	0	0
Q3	3.1	11.8	3.2	9.2	15	19.8	66	1.9	14.6	5.5	5	19.9	4.4	1	0	2
Q4	2.4	16.3	3.1	23.3	16.2	11.1	12.4	1.6	9.3	2	11.2	13.7	6.5	1	1	0

**This page is intentionally left blank**

	Days lost 2014/15	Days lost 2013/14	Increase Days	Increase %
Other musculo-skeletal	1,083.4	965.2	118.2	12.25
Infections, colds etc.	1,071.1	846.6	224.5	26.52
Stomach, liver, kidney	797	594.8	202.2	33.99
Depression, mental health	504.9	247.1	257.8	104.33
Work related stress	387.8	213.8	174	81.38
Non work stress	274.3	142.9	131.4	91.95
Back problems	268	213.2	54.8	25.70
Heart, blood pressure	254.4	53.3	201.1	377.30
Cancer	234.3	57	177.3	311.05
Eye, ear, nose & throat	197.1	222.9	-25.8	-11.57
Genitourinary	195.9	145.7	50.2	34.45
Neurological, headaches	166.4	103.7	62.7	60.46
Chest, respiratory	114.2	137.4	-23.2	-16.89
Pregnancy	14	78	-64	-82.05
Endocrine conditions	2	72.6	-70.6	-97.25
Road traffic accident	2	15.5	-13.5	-87.10
	<u>5,566.8</u>	<u>4,109.7</u>	<u>1,457.1</u>	35.46

**This page is intentionally left blank**