

## Select Committee Agenda



### **Resources Select Committee Tuesday, 12th February, 2019**

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

**Council Chamber - Civic Offices  
on Tuesday, 12th February, 2019  
at 7.30 pm .**

**Derek Macnab  
Acting Chief Executive**

**Democratic Services  
Officer**

Adrian Hendry, Democratic Services  
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#### **Members:**

Councillors A Patel (Chairman), P Stalker (Vice-Chairman), N Bedford, L Burrows, K Chana, D Dorrell, I Hadley, J Jennings, J Lea, A Mitchell, M Owen, C P Pond, B Vaz and J H Whitehouse

**SUBSTITUTE NOMINATION DEADLINE:**

**6.30 pm**

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

To report the appointment of any substitute members for the meeting.

- 3. NOTES OF PREVIOUS MEETING (Pages 5 - 16)**

#### **Minutes**

To agree the notes of the meeting of the Select Committee held on 4<sup>th</sup> December 2018.

#### **Matters Arising**

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

**4. DECLARATIONS OF INTEREST**

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 17 - 22)**

(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. CORPORATE PLAN 2018-2023 - PERFORMANCE REPORT Q3 2018/19 (Pages 23 - 54)**

To consider the report (attached).

For information: 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.

**7. FAIR FUNDING REVIEW/BUSINESS RATES RETENTION**

As part of the 2019/20 Local Government Finance settlement the MHCLG issued two high level consultation papers with responses due back on 21<sup>st</sup> February. It is proposed that a presentation be made to the Select Committee detailing the proposals that have been put forward and the Committee provide comments and make suggestions for the proposed response.

**8. 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.

**9. FUTURE MEETINGS**

To note the last meeting of this year for this Select Committee will be held at 7.30pm on:

- 2 April 2019.

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**EPPING FOREST DISTRICT COUNCIL  
NOTES OF A MEETING OF RESOURCES SELECT COMMITTEE  
HELD ON TUESDAY, 4 DECEMBER 2018  
IN COMMITTEE ROOM 2, CIVIC OFFICES, HIGH STREET, EPPING  
AT 7.30 - 9.15 PM**

**Members Present:** A Patel (Chairman), P Stalker (Vice-Chairman), L Burrows, K Chana, D Dorrell, I Hadley, J Lea, A Mitchell, M Owen, C P Pond, D Stocker and J H Whitehouse

**Other members present:** A Lion and G Mohindra

**Apologies for Absence:** N Bedford and J Jennings

**Officers Present** P Maddock (Assistant Director (Accountancy)), P Maginnis (Service Director (Business Support Services)) and V Messenger (Democratic Services Officer)

**28. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**

It was reported that Councillor D Stocker was substituting for Councillor N Bedford.

**29. NOTES OF PREVIOUS MEETING**

**Minutes**

**RESOLVED:**

That the notes of the meeting of the Select Committee held on 16 October 2018 be agreed.

**Matters Arising**

- (i) Provisional Revenue Outturn 2017-18 (Note 17 – 16.10.18)

Regarding Councillor N Bedford's recycling income question (Note 6 – 09.07.18), the Assistant Director (Accountancy), P Maddock, asked that he be contacted directly for this information.

- (ii) Quarterly Financial Monitoring Quarter 1 (Note 20 – 16.10.18)

Councillor J H Whitehouse queried if Essex County Council had paid the recycling credit income for the first quarter yet, to which P Maddock replied that this was still an issue. Councillor G Mohindra (Portfolio Holder (Business Support Services) and ECC Cabinet Member (Economic Development) advised that he would speak with his ECC Cabinet colleague for Environment and Waste, Councillor S Walsh, to see what progress had been made.

P Maddock reported to Councillor A Lion that he was currently revising the budget to mitigate the impact the Local Plan would have on the Council's other revenues. The next medium term financial strategy would be updated for January 2019 and reported to Cabinet in February.

(iii) Financial Issues Paper 2019/20 (Note 21 – 16.10.18)

Councillor A Lion was informed that corporate fraud would be reported in the quarter 3 monitoring report. P Maddock would be happy to report back on right to buy income as this would not be set in the budget. Furthermore, there was currently no parking enforcement on the Council's housing estates.

Councillor A Patel was advised that P Maddock was still awaiting a response on indemnity insurance. This had been in relation to any business rates' appeals that might go against the Council.

(iv) Technology Strategy Update (Note 22 – 16.10.18)

Councillor A Lion reported that he would be meeting with the Service Director (Customer Services), R Pavey, regarding his previous enquiry on whether members would be included in the satisfaction survey. Other issues he would ask to be looked at would include the services members received from the ICT Help Desk and R Pavey and S Tautz, Democratic Services Manager, would be assessing 'paperless' agendas.

Councillor I Hadley's enquiry on the ICT Service Level Agreement to inform people promptly of any problems, would be followed up by P Maginnis, Service Director (Business Support Services).

(v) Fees and Charges (Note 23 – 16.10.18)

P Maddock would reply to Councillor Bedford on whether HMO (houses of multiple occupancy) licences were for a set period.

### **30. DECLARATIONS OF INTEREST**

Pursuant to the Members' Code of Conduct, Councillor G Mohindra (Portfolio Holder (Business Support Services), declared a non-pecuniary interest in any item that was relevant to Essex County Council as he was the ECC Cabinet Member (Economic Development).

### **31. TERMS OF REFERENCE AND WORK PROGRAMME**

(i) Terms of Reference

The Committee noted the Terms of Reference. The Chairman, Councillor A Patel, asked if the Service Directorate Business Plan 2019/20 could be incorporated into the Select Committee's Terms of Reference for the next municipal year. He was advised to contact the S Tautz directly on this matter.

(ii) Work Programme

The relevant items for this meeting included the Corporate Plan Performance Reports (quarters 1 and 2), sickness absence report, the quarterly Financial Monitoring Report, a general update on the General Fund CSB, DDF and ITS and an update on shared services working.

**32. CHANGE IN ORDER OF AGENDA**

The Select Committee agreed that the item, Corporate Plan 2018-2023 - Performance Report Quarters 1 & 2 2018-19, would be dealt with after Shared Services Working.

**33. SICKNESS ABSENCE**

The Service Director (Business Support), P Maginnis, reported on the Council's absence figures for quarters 1 and 2, 2018/2019. This included the total number of days lost since 2016/17, the number of employees who had met the trigger level, those who had taken more than 4 weeks absence and the absence reasons.

The Council no longer had a performance indicator for sickness absence, therefore, no target had been set for his year. During quarter 1, 5.4% of employees had met the trigger levels or above, 24.5% had sickness absence but had not met the triggers and 70.1% had no absence. During quarter 2, 5.2% of employees had met the trigger levels or above, 22.6% had sickness absence but had not met the trigger levels and 72.2% had no absence. Under the Council's Managing Absence Policy there were trigger levels for initiating management action in cases of excessive sickness absence and managers were expected to deal with employees who met the triggers in accordance with the policy.

The last figures published by the Chartered Institute of Personnel and Development (CIPD) for 2016 showed that the average number of days taken as sickness absence in local government was an average of 9.9 days. This compared with 6.3 days across all sectors, 8.5 days in public services and 5.2 days in private sector services. The average number of days lost per employee could not be provided for quarters 1 and 2 owing to the on-going development of the HR payroll system. Average figures by directorate had also not been provided because of the difficulty of staff moving to their new service directorates as the Council's restructure progressed. It was intended that these figures would be given in future reports. Comparison data detailed the actual number of days lost to sickness absence over the last two years.

Members were asked for their views on future sickness absence reports.

Councillor J H Whitehouse remarked that as this report was for noting it was purely information and not to be scrutinised. This could be published in the Council Bulletin instead. Councillor G Mohindra replied that sickness absence had originally been reviewed by this Committee because of the high scrutiny level of such absence, but if sickness absence had improved and the report was of no value, then members should determine if they still required this information.

Councillor D Dorrell commented that trends were important and what had happened over the last two or three years. Therefore, he would prefer the long term picture rather than the last few months. Councillor M Owen asked for a trend to show any increase of sickness. Councillor G Mohindra advised that sickness absence was also reported at the Joint Consultative Committee, which met on a quarterly basis. Councillor A Lion commented that there was more value in a trend only analysis and to set trigger points, which when reached, should be reported to the Committee, but otherwise he questioned the value of this report. The Chairman, Councillor A Patel said that a good summary would be sufficient, if this included mental health issues.

P Maginnis replied that members had wanted sickness absence reports reviewed every six months and broken down by service area, but she would change the report

format to suit what members required. The previous two quarters had not been attributed to work related stress, e.g. those off with bereavement. The Council organised resilience courses and also offered access to Mind (mental health) charity resources. Managers had undertaken training and received ongoing support. This was also part of a resource package that was available for managers on the Intranet. She also explained that there was a reports development package on the new HR system, iTrent, which allowed managers to produce overnight information on their employees and teams.

The Chairman advised this was the first year of the Council's People Strategy, did member want to keep the six-monthly sickness absence report in the current format and then review in six months time?

Councillor G Mohindra said that officers would track sickness absence anyway and the Executive also monitored this. Councillor A Lion supported a trend-only analysis but to set a trigger level for this to be reported back to the Committee. It was also important to see how the People Strategy was affecting staff morale. Councillor M Owen asked if this could be adjusted for part time employees, to which P Maginnis replied that iTrent automatically calculated this.

The Select Committee agreed to receive a summarised version of this sickness absence report on a six monthly basis, which was to show a trend-only analysis with the use of relevant trigger levels, if this was appropriate.

**RESOLVED:**

That the report on sickness absence be noted.

**34. QUARTERLY FINANCIAL MONITORING**

The Assistant Director (Accountancy) reported on the second Quarterly Financial Monitoring report, which provided a comparison between the original estimate for the period ended 30 September 2018 and the actual expenditure or income. The reports covered the key areas of income and expenditure from 1 April 2018 to 30 September 2018. They were aligned to the new service directorates responsible for delivering the services to which the budgets related and the budgets themselves were the original estimate. However, the salaries monitoring data, which represented a large proportion of the Councils' expenditure, was not presented under the new service directorates due to its complexity.

The report outlined the following points:

- Revenue budgets (Annex 1 – 9) showed that the salaries schedule (Annex 1) had an underspend of £140,000 or 1.1%. The trend was indicating there would be a decrease over the rest of the year.
- Development Control income at month 6 was well above expectations. Fees and charges were £139,000 higher than the budget to date and other pre-assessment charges were £23,000 higher than expected. This was due to the ongoing progress of the Local Plan where a number of larger schemes had come through this year.
- Building Control income was £13,000 higher than the budgeted figure at the end of the second quarter.



- Bed and breakfast expenditure had increased from 19 cases to 21 in such accommodation, which was relatively low. This was a cost to the Council's general fund and so needed to be monitored closely. Although there were several initiatives in place to stem the use of bed and breakfast accommodation, any actual effect that those initiatives were having was difficult to measure.
- The waste contract expenditure had fallen behind due to late invoicing and the leisure management contract showed a reduction in income due to some unexpected pension related expenditure. Therefore, the full expected saving would now be achieved later than expected.
- The proposals for 75% of Business Rates to be retained within the local government sector would take effect from the financial year 2020/21. However, the proportions retained by each local government tier were likely to change. A bid was submitted to Central Government by all Essex authorities, except Thurrock, to become a 75% retention pilot for 2019/20, but the outcome due on 6 December had been delayed.

Councillor G Mohindra asked about use of the Council's pods for the homeless, to which P Maddock replied that expenditure would decrease once the pod project was completed. It was unlikely all six pods at Norway House would be in operation this financial year. P Maddock would try and clarify this with the Service Director (Housing and Property), P Pledger.

Councillor G Mohindra commented on the low expenditure on disabled adaptations and if this was not spent, whether it should be reallocated. P Maddock replied that spend in this area should be going up, but was due to a backlog caused by the combination of staffing issues and tendering for two new contractors to assist in the increasing volume of disabled adaptations and extensions, but he would clarify this with the Service Director (Housing and Property).

#### **RESOLVED:**

That the report on Quarterly Financial Monitoring for the second quarter of 2018/19 be noted.

### **35. GENERAL UPDATE ON THE GENERAL FUND CSB, DDF AND ITS**

The Assistant Director (Accountancy) reported on the first draft of the Continuing Services Budget (CSB), District Development Fund (DDF) and Invest to Save (ITS) Schedules for 2019/20.

The report outlined the following points:

- The Medium Term Financial Strategy (MTFS) had identified that savings of £600,000 were required over the forecast period of 2020/21 and 2021/22 – £300,000 in each year, over and above those previously identified on the growth/savings lists. Savings of £2,500,000 (£1,700,000 General Fund, £800,000 HRA), or as additional income from the implementation of the People Strategy (spread over three years beginning in 2018/19), was also needed.

- Savings through the implementation of the People Strategy to meet the General Fund target of £437,000 might not be achieved by 31 March 2018 and therefore, some savings originally expected in 2018/19 would fall into 2019/20. There was also a very challenging General Fund target in 2019/20 of £1,058,000. However, additional income of at least £300,000 should be generated through the parking tariff changes that Cabinet had agreed, which were due to commence by March 2019.
- Income from the Shopping Park was showing as a lower figure than previously given in the lists, as additional income was accounted for in 2017/18. Therefore, this formed part of the opening CSB figure rather than in year growth, and overall the total CSB was unchanged.
- The lists themselves represented bids for growth for 2019/20 and would be submitted to Cabinet and Council during February when if successful would form part of the 2019/20 budget.
- The DDF was now in balance for 2018/19 mainly due to slippage on the Local Plan budget and a number of other movements. If there were no further significant bids, this should stay solvent over the forecast period.
- The Invest to Save fund's remaining balance at the end of 2017/18 had been fully allocated. Any further bid would require replenishment from the General Fund, which was currently not allowed for in the MTFs.
- The current position of the CSB growth/savings, DDF and ITS expenditure was detailed in this report, and work was ongoing on these lists.
- Emphasis in this budget cycle would again need to be on CSB savings rather than growth. There would inevitably be significant financial challenges ahead.

The Finance and Performance Management Cabinet Committee (FPMCC) would be considering the detailed budget at its meeting on 24 January 2019. This was an opportunity for members of the Resources Select Committee to attend this meeting.

A member training course on Treasury Management had been organised for the evening of 22 January 2019 with an external trainer. Members would find this a useful course to attend, as it would be looking at processes and investing etc. Although the members training course on Risk Management had been cancelled, it was expected to be rescheduled for February / March 2019.

Councillor A Lion commented that the January 'budget' meeting of the FPMCC had been poorly attended by members from this Select Committee in previous years.

Councillor G Mohindra commented that he thought the Council did not pass over the fee cost on the credit card fees. He also remarked that costs, like redundancies, to the People Strategy could be significant if these were to staff resources for the Local Plan, as the Council needed to ensure it succeeded.

**RESOLVED:**

That the report of the first draft of the Continuing Services Budget (CSB), District Development Fund (DDF) and Invest to Save (ITS) schedules be noted.

**36. SHARED SERVICES WORKING**

The Service Director (Business Services), P Maginnis, provided a brief update on the Council's shared services with other authorities.

The Council already had shared services working in HR with Braintree District and Colchester Borough councils. A joint purchase of the iTrent system would result in a shared payroll system, which was due to commence from 1 June 2019. This would allow Payroll to finalise the end of year salaries and produce the P60s etc.

Councillor A Lion advised that negotiations with another authority were ongoing to provide shared legal services.

**37. CORPORATE PLAN 2018-2023 - PERFORMANCE REPORT QUARTERS 1 & 2 2018-19**

The Corporate Plan 2018-2023 was the authority's key strategic planning document. A corporate specification (previously called the Key Action Plan) for each year was being delivered through operational objectives, which in turn were linked to annual Service business plans. The previous regular performance reports that had covered the annual Corporate Plan Key Action Plan, Key Performance Indicators and Transformation Highlight Report had now been superseded by this single integrated performance report.

The success of the Corporate Plan was being assessed through the achievement of a set of benefits, each measured through one or more performance indicators. This provided the Council with the opportunity to focus on what could be achieved for its customers – on how specific improvements would be addressed, opportunities exploited and better outcomes delivered. The Corporate Plan when viewed as a set of benefits maps had one map for each of the ten corporate aims. A benefit was a measurable improvement from an outcome that was perceived as an advantage, and contributed to an organisational objective(s). All benefits from individual corporate objectives connected back to four key benefits, which were:

- K1 Improved customer value – recognising what customers' value about our services and placing them as the heart of everything we do;
- K2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- K3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- K4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low.

The Chairman, Councillor A Patel, was concerned that data given in the Performance Report did not make sense, and/or was unclear. He asked the Committee for its feedback so that the Transformation Team could be apprised of the difficulties members had encountered in understanding this report.

P Maddock explained that under aim 2, Adults and children were supported in times of need, operational objective 2.1.3, Ensure applicant compliance, that this objective was to ensure people were receiving the right housing benefit. The onus was on the claimant to inform the Council of any change. Now officers were systematically checking individual claimants to ensure that their claims were correct.

Councillor G Mohindra asked if artificial intelligence (AI) was being used by officers. Some people did make honest errors when filling out forms. Councillor I Hadley added that AI was useful in profiling. P Maginnis replied that there was software that looked at duplicate invoices and information was checked to meet the National Fraud initiatives. However, she would ask ICT about the use of AI, and if this could provide a quicker and cheaper option to current work practices.

Councillor G Mohindra queried the interim benchmark of 50%, was this good or bad, and where was this figure now. Councillor A Patel said that the figure given was for the end of September 2018. However, if this Committee's meetings were brought forward to October in the meeting cycle for the overview and scrutiny committees, this would help. P Maddock agreed that members were always looking at financial data that was almost two months out of date. All new claims would be subject to operational objective 2.1.2, Transition of new claims to Universal Credit. This action would be replaced by a new action, which would not be known until March 2019.

Councillor A Patel said more description and how the data was captured was needed on 2.1.3, Ensure applicant compliance. Councillor J H Whitehouse added that the description was all about the process, rather than on what was being monitored. What wasn't working? What had been changed on a practical basis? P Maddock agreed that more work would be required on this, and that the faster benefit claims could be processed, the better for the claimant.

Councillor A Patel sought clarification of performance indicator M2.2, Number of days to process benefits claims. P Maddock replied that this was to make sure that there were sufficient resources in the right areas.

Councillor G Mohindra commented that M2.2 quarter 1 performance had not been on target because of long term sickness absences and hoped the situation had improved. Councillor I Hadley agreed other staff would be needed to keep the process going. P Maddock reported that problems with processes in quarter 2 had meant that performance had deteriorated. However, the changes implemented had brought performance closer to the target. Under 'corrective action' not enough detail had been given, and it was noted that it would have been useful for members to know what actions had been taken to mitigate this situation and why this had happened.

Under performance indicator M2.3, Number of compliance checks on Housing Benefit and Council Tax Support Benefit, Councillor A Patel asked about the target to achieve checks on between 20% and 30% of the caseload during the year, and if the target should be increased to 30%. Councillor G Mohindra advised that this was left to the end of the municipal year as it was reviewed annually. Councillor A Lion asked about the number of compliance checks and was the delivery the right result, to which P Maddock replied 20%, i.e. a fifth of cases. It was noted that this only measured the process, but not the reality of what a meaningful measure might be.

Under aim 6, An environment where new and existing businesses thrive, the operational objective 6.2.1 Deliver Council apprenticeships scheme, had only achieved progress of 50% at the end of quarter 2. This related to the performance

indicator M6.4, Number of apprenticeships within the organisation. Councillor A Patel asked about the target shown as 15 and how this had been set. P Maginnis replied that the apprenticeship percentage was a statutory figure, i.e. 2.2% of the workforce, which had meant 15 apprentices for the Council. Councillor A Patel asked what was being done for other businesses within the District and how the information was being captured, but not just for the Council. Councillor G Mohindra commented that this information might only be held by the Essex Employment and Skills Board. P Maginnis explained that an internal workstream had been needed as the Council did not have control over the numbers of apprentices in the District. It was not within the Council's scope to help businesses take on apprentices, therefore, a target on this would not help. It could observe but not influence businesses and the Council was also not ready to extend the programme. On apprenticeships, the main cohort had been taken on annually with some higher apprentices appointed on an ad hoc basis.

Councillor G Mohindra asked how long would performance indicator M6.3, Increase of Business Rates Tax Base, last. P Maddock said that any achievement to attract more businesses into the District would increase the tax base. Councillor D Dorrell commented that there were a lot of annual targets in this performance report and the target here was £97 million. P Maddock replied that he did have monthly figures, and that this currently stood at £96.3 million.

Councillor G Mohindra questioned the 50% progress reported under operational objective 9.1.1, Implement the People Strategy Programme (year 2), and where the Council was supposed to be as the descriptions were too bland and members could not benchmark any success of the project. The original business case should have stipulated the benchmark. Councillor A Lion said that clarification on whether this project was meeting objectives was required, and if not, then how would it be brought back on track. Councillor I Hadley commented that landmarks could be used to measure progress.

Furthermore, the lengthy description given for P106, People Strategy Programme, was just a lot of jargon that needed to be simplified. P Maginnis replied that this description had been lifted straight from the People Strategy project. The project measured performance indicators M9.1, Workforce operational cost savings, and M9.3, Increased flexible workforce. M9.3 was a 'loose' link to job descriptions, which numbered between 600 to 700 in the Council. The Council wanted to achieve more flexibility within the workforce rather than to have restrictive job descriptions for individual officers. It was noted that the Service Directors had one generic job role. The 60% target given was confusing and Councillor A Patel asked if this was a one-off measure. Councillor P Stalker referred to overtime payments for people if work needed to be done, also it would be difficult to measure over a period of time but was a snapshot. P Maginnis asked members to contact her directly if they had any further queries on this section.

Councillor A Patel asked how the measurement of relevant skills was achieved under M9.3. P Maginnis said that a recent skills audit of staff had been in relation to officers' management capabilities, and if they were the 'right' skills. This was part of the work on the pay and development review so that career paths and gradings would become clearer once implemented.

It was recommended that more frequent measures be given, rather than annually, for performance indicators, M9.1, M9.2 and M9.3.

Performance indicator M9.4, Staff satisfaction survey, would go live in 2019/20 after an initial survey of data had taken place. Data being collected as a baseline for

2018/19 would be used for performance reporting from 2019/20. This would be supplied as a percentage.

It was noted that performance indicator M9.5 Employee relations cases encompassed sickness absence, conduct and disciplinary cases.

On M9.6, Delivery of Technology Strategy, Councillor I Hadley asked why 18 new projects had been added in quarter 2, which had reduced the percentage completion. More information was required because the description was meaningless in its current form.

P Maddock advised that under operational objective 10.1.1, Review the Medium Term Financial Strategy, this would be reviewed by the Finance and Performance Management Cabinet Committee in January 2019, not February as stated, and Cabinet in February 2019. This also showed an annual update, but members could have a verbal update in January/February 2019 for quarter 3, which was agreed.

It was noted that in relation to performance indicator M10.2, Annual Council Tax Collection, the Council did still collect Council Tax after the end of the year, as more people were paying over 12 months rather than 10 months.

Under performance indicator M10.2, Staff desks to head ratio, Councillor A Patel queried the reason for having an annual measure in the 'comments' section. P Maginnis replied that she could supply a breakdown of this data. This indicator related to project P106 Service Accommodation Programme, and that the objective was to have a desk ratio of 7:10 for office moves.

Councillor I Hadley observed that for 'back office staff', they might require 10 desks for 10 people. Councillor A Lion asked if there would be any point in measuring people working from home, to which P Maginnis advised that that information would not be captured, as working from home was done on an ad hoc basis.

Under performance indicator M10.4, Income from commercial leases, it was noted that this covered the existing portfolio and new lease income, e.g. from the Retail Park, were added on. Councillor A Patel recommended this was done quarterly, rather than as an annual measure, and asked for a separate breakdown of the 'current' and 'new' lease measurements going forwards, which was agreed.

Under performance indicator M10.5, Income from Service Contracts, he commented that the target would have been set by whatever was within a service contract, e.g. Leisure Management Contract, yet the aim was to maximise 'good performance'. Councillor G Mohindra queried whether this should be measured if it could not be changed.

**RESOLVED:**

- (i) That the Select Committee reviewed and noted the progress of the Corporate Plan Performance Report for 2018/19, Quarters 1 and 2 (outturn position), in relation to its area of responsibility;
- (ii) That the Committee had identified actions and/or suggestions, as detailed above, in its robust scrutiny of this Performance Report; and especially,

- (iii) That Democratic Services consider moving forwards the Resources Select Committee meetings within the overview and scrutiny committees' cycle for the next municipal year. This would facilitate the scrutiny of more recent financial report data.
- (iv) That more frequent measures be provided, rather than annually, for performance indicators, M9.1, M9.2 and M9.3.
- (v) That on 10.1.1, Review the Medium Term Financial Strategy, an update would be reported in January/February 2019 for quarter 3;
- (vi) That performance indicator M10.4, Income from commercial leases, would be monitored quarterly; and
- (vii) That also on M10.4, a separate breakdown on what the 'current' and 'new' lease measurements were would be provided in future.

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

It was noted that the Chairman would report on the following items:

- Corporate Plan 2018-2023 – Performance Report Quarters 1 and 2 2018/19 – to report recommendations made.
- Sickness Absence Report – to receive a summarised version on a six monthly basis, and to show a trend-only analysis.

**39. FUTURE MEETINGS**

It was noted that the next meetings of the Resources Select Committee would be held at 7.30pm on:

- 12 February 2019; and
- 2 April 2019.

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## RESOURCES SELECT COMMITTEES

### TERMS OF REFERENCE 2018/19

**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:** Councillor A Patel

<b>Resources Select Committee 2018/19 (Councillor A Patel)</b>			
<b>Item</b>	<b>Report Deadline / Priority</b>	<b>Progress / Comments</b>	<b>Programme of Future Meetings</b>
(1) Key Performance Indicators 2017/18 – Outturn Review	Outturn KPI Performance considered at the first meeting of each municipal year.	Outturn KPI performance report for 2017/18 to July 2018 meeting - <b>COMPLETED</b>	09 July 2018; 16 October; 04 December; 12 February 2019; and 02 April
(2) Corporate Plan Key Action Plan 2017/18 – Outturn review	First meeting of each municipal year	Outturn Key Action Plan 2017/18 performance to July 2018 meeting - <b>COMPLETED</b>	
(3) Corporate Plan 2018-2023 – Performance Report (quarterly) for 2018/19	Quarterly	<i>(NB: Incorporates RSC KPIs)</i>	
		Q1 & Q2 December 2018 - <b>COMPLETED</b>	
		Q3 February 2019	
(4) Detailed Portfolio Budgets	Portfolio budgets considered on an annual basis jointly with the Finance and Performance Management Cabinet Committee.	Annual Review of portfolio budgets to be considered at joint meeting with the F&PM Cabinet Committee in January of each year.	
(5) ICT Strategy –	Progress against ICT Strategy Considered on an annual basis.	October 2018 - <b>COMPLETED</b>	
(6) Fees and Charges 2019/20	Proposed fees and charges for 2019/20 – for October 2018 meeting.	Proposed fees and charges considered on an annual basis each October - <b>COMPLETED</b>	
(7) Provisional Capital Outturn 2017/18	Provisional outturn for 2017/18 for July meeting.	Provisional Capital Outturn considered on an annual basis at first meeting in each municipal year. <b>COMPLETED</b>	
(8) Provisional Revenue Outturn 2017/18	Provisional Outturn for 2017/18 for July 2018 meeting.	Provisional Revenue Outturn considered on an annual basis at first meeting in each year. <b>COMPLETED</b>	

(9) Sickness Absence Outturn	July 2018	To review the Sickness Outturn report for 2017 /18 - <b>COMPLETED</b>
(10) Sickness Absence	Half-yearly progress report for 2018/19 to December meeting.	Detailed progress against achievement of sickness absence targets reviewed on a six-monthly basis – <b>COMPLETED</b>
		NB: <u>Future</u> half-yearly reports to comprise a summarised version and ‘trend only’ analysis.
(11) Medium Term Financial Strategy & Financial issues paper	October 2018	To receive the financial issues Paper and Medium term financial strategy including 4-year General Fund forecast - <b>COMPLETED</b>
(12) Quarterly Financial Monitoring	<del>October 2018;</del>	To receive quarterly Financial Monitoring Reports.
	<del>December 2018; and</del>	
	April 2019	
(13) Shared Services Working	Verbal update at December meeting.	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 – <b>COMPLETED</b>
	As appropriate	To verbally report on future shared services working being carried out by EFDC.
(14) Business Rates	July 2018	To receive a report updating the Committee on Issues surrounding Business Rates - <b>COMPLETED</b>
(15) General update on the General Fund CSB, DDF and ITS	December 2018	To receive an updating report on the CSB, DDF and ITS schemes - <b>COMPLETED</b>
(16) Universal Credit	April 2019	Updating report on the Government’s Universal Credit Scheme.
(17) Resources Directorate Business Plan 2019/20	April 2019	Presentation by all relevant Portfolio Holders.

(18) Transformation Projects relevant to this Committee	As appropriate	Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.	
(19) Transformation Projects closure and benefits reports	As appropriate	That any Directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.	
(20) Business Rates Retention Consultation Papers	TBC	Government consultation on Business Rate Retention expected in the Autumn	
(21) Work on People's Strategy	N/A	Presentation by Strategic Director, G Blakemore, to be made to Overview & Scrutiny Committee on 18 December 2018.	
(22) Use of Agency Staff in the Council	TBC	Review of Agency Staff in the Council.	

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## SCRUTINY



### **Report to Resources Select Committee**

**Date of meeting: 12 February 2019**

**Portfolio:** Finance (Councillor G. Mohindra)

**Subject:** Corporate Plan 2018-2023 –  
Performance Report Q3 2018/19

**Officer contact for further information:** M Chwiedz (01992 562076)

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

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

- (1) **That the Committee review the outturn position for Quarter 3 2018/19, in relation to the achievement of the Corporate Plan for 2018-2023;**
- (2) **That the Committee identifies any actions and/or projects, performance indicators and/or benefits, 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 Plan is assessed through the achievement of a set of benefits, each measured through one or more performance indicators, focussed on what the Council achieves for customers. Strategic 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 Decisions:**

This combined report brings together the performance of the Council against the Corporate Plan and gives 'clear line of sight' for performance across the Council via the new benefits maps and performance indicator set. The benefits maps 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 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 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:**

### **The Corporate Plan – Context, Aims and Objectives**

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction and priorities for the organisation for the lifetime of the plan and provides a framework to demonstrate how the work of the Council fits together at a strategic level.

2. The new Corporate Plan runs from financial year 2018/19 to 2022/23 and was adopted by full Council on 21 December 2017. This plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions. The Corporate Plan is the cornerstone of the Council's performance management framework, called its Benefits Management Strategy. 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 Council's external drivers have been identified by Cabinet Members and the Council's Management Board and Leadership Team, for 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.

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. The Corporate Plan can be viewed as a set of benefits maps – one map for each of the ten corporate aims. The content of these maps is by necessity more technical than is presented in the public document.

8. An explanation of these benefits maps is provided in this section of the report.

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



- K1 Improved customer value – recognising what customers’ value about our services and placing them as the heart of everything we do;
- K2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- K3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- K4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low.

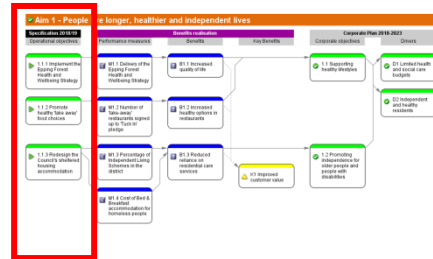
10. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives.

11. 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.

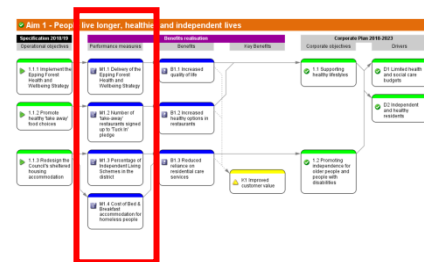
### How to Read the Performance Report

12. The Report works through each Corporate Aim in turn, starting with the headline benefits map, followed by detailed lists of the elements from the map, working from left to right: (a) operational objectives, (b) projects and programmes, and (c) performance indicators.

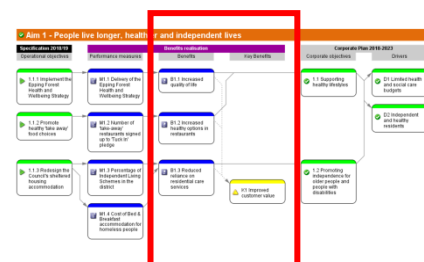
Working from the left hand side of the benefits maps (see example), the first column contains the annual Specification – formally the Key Action Plan – as a set of operational objectives covering both Businesses As Usual (BAU) and business transformation (projects and programmes).



13. The next column of the benefits maps covers the measurement of performance through a set of Performance Indicators (PIs).

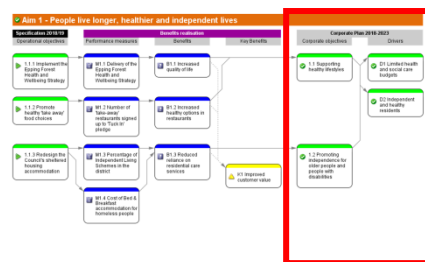


14. The benefits for stakeholders sit at the centre of the benefits maps. One or more performance measures makes up each (intermediate) benefit. Individual performance measures may contribute to one or more benefit. Where this is the case, weightings that show how the performance of these indicators '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 the four key benefits.

15. 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.



16. In addition, each performance indicator has been identified as either 'Corporate (C)' or 'Partnership (P)', to show whether there are factors outside of the Council's control which impact on the indicator.

### Red-Amber-Green Status, Targets and Thresholds

17. 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.

18. Where appropriate, each individual performance indicator has a target for the Corporate Plan period. This will be profiled across the five years of the plan, and could be a flat line, cumulative, ramp-up or tail-off in shape. In addition, where appropriate each individual performance indicator has an amber threshold tolerance. Between the target and the amber tolerance, performance would be reported as Amber, beyond this threshold, performance would be reported as Red.

19. 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: <ul style="list-style-type: none"> <li>Performance Indicator (or Risk) that is neither red nor green; or</li> <li>An Action that is unassigned, i.e. it doesn't have an owner</li> </ul>
	Red	Indicates: <ul style="list-style-type: none"> <li>A Performance Indicator below target, or</li> <li>An overdue Action based on the deadline date, or</li> <li>A Risk with a high rating</li> </ul>
	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

20. The scrutiny committee that owns each element for scrutiny purposes is indicated by the following acronyms:

<b>O&amp;S</b>	Overview and Scrutiny Committee
<b>CSC</b>	Communities Select Committee
<b>GSC</b>	Governance Select Committee
<b>NSC</b>	Neighbourhoods Select Committee
<b>RSC</b>	Resources Select Committee

21. The progress of performance is reviewed by Strategic Board, the Finance and Performance Management Cabinet Committee and Cabinet at the conclusion of each quarter. Service Directors review performance with the relevant portfolio holder(s) on an ongoing basis throughout the year. Select Committees are each responsible for the scrutiny of quarterly performance within their areas of responsibility.

### **Performance Report**

22. The Committee is requested to review the performance outturn position against the benefits maps, in relation to the achievement of the Corporate Plan for 2018-2023.

23. The Committee is requested to identify any actions and/or projects, performance indicators and/or benefits, which require in-depth scrutiny or further report on performance.

### **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:**

The Finance and Performance Management Cabinet Committee – 24 January 2019

### **Background Papers:**

Various reports, culminating in:

- 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.
- Corporate Plan 2018-2023 – Progress Reporting and Performance Indicator Set:
  - Neighbourhoods Select Committee on 20 March 2018
  - Resources Select Committee on 14 March 2018
  - Governance Select Committee on 27 March 2018
  - Communities Select Committee on 18 March 2018
  - Overview and Scrutiny Committee on 17 April 2018.
- Corporate Plan 2018-2023 – Benefits Maps, Performance Indicator Set, Targets and Progress Reporting (FPM-002-2018/19) report to Finance and Performance Management Cabinet Committee on 21 June 2018.

### **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 by the responsible service director during business planning and communicated to the Corporate Risk Management Group.

### **Equality Analysis**

This is a quarter 3 position for 2018-19, in relation to the achievement of the objectives and measures contained within the Corporate Plan. There are no equality implications arising from the specific recommendations of this report. Relevant implications arising from individual actions will be identified and considered by the responsible service director.

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# Our Corporate Plan 2018-2023

"Ready for the future"

## Stronger communities

- 1. People live longer, healthier and independent lives
- 2. Adults and children are supported in times of need
- 3. People and communities achieve their full potential

- 1.1 Supporting healthy lifestyles
- 1.2 Promoting independence for older people and people with disabilities
- 2.1 Safeguarding and supporting people in vulnerable situations
- 3.1 Enabling communities to support themselves
- 3.2 Provide culture and leisure
- 3.3 Keeping the district safe

## Stronger places

- 4. Delivering effective core services that people want
- 5. A district with planned development
- 6. An environment where new and existing businesses thrive

- 4.1 Keeping the district clean and green
- 4.2 Improving the district housing offer
- 5.1 Planning development priorities
- 5.2 Ensuring infrastructure supports growth
- 6.1 Supporting business enterprise and attracting investment
- 6.2 People develop skills to maximise their employment potential
- 6.3 Promoting retail, tourism and the visitor economy

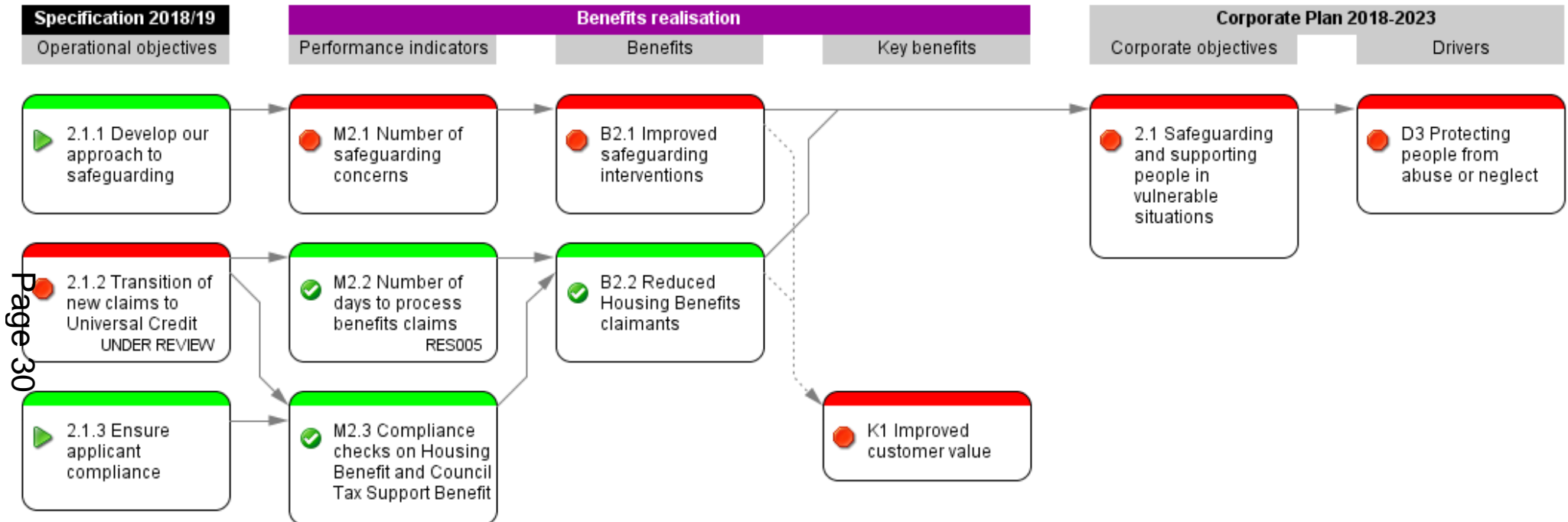
## Stronger council

- 7. Customer satisfaction
- 8. Democratic engagement
- 9. A culture of innovation
- 10. Financial independence with low Council Tax

- 7.1 Engaging with the changing needs of our customers
- 8.1 Robust local democracy and governance
- 9.1 Enhancing skills and flexibility of our workforce
- 9.2 Improving performance through innovation and new technology
- 10.1 Efficient use of our financial resources, buildings and assets
- 10.2 Working with commercial partners to add value for our customers

## Aim 2 - Adults and children are supported in times of need

Stronger communities





## Aim 2 Adults and children are supported in times of need

Stronger communities

To protect people in vulnerable situations from abuse and neglect, and progressively remove the barriers which prevent people from accessing the help and support they need.

### Corporate objective 2.1 Safeguarding and supporting people in vulnerable situations



Protecting people in vulnerable situations from abuse and neglect through a well trained workforce and by challenging the barriers that prevent people from accessing the help and support they need.

### Operational objective 2.1.2 Transition of new claims to Universal Credit

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Transition of new claims to Universal Credit	0%	31-Mar-2019	N/A	RSC	Customer Services Director
	Q3 - Please note this action will be replaced by a new action.					

Page 31

### Operational objective 2.1.3 Ensure applicant compliance

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Ensure applicant compliance	75%	31-Mar-2019	Action On Target	RSC	Customer Services Director
	Q3 - 1902 of compliance checks of Housing Benefit and/or Council Tax were completed during quarter 3, which represents approximately 25% of caseload checked.					
	Q2 - Performance is on target to achieve and exceed the target					
	Q1 - Performance is on target to achieve checks on between 20% and 30% of the caseload during the year. Current performance suggests that almost 1/3 of benefit claims will have their entitlement checked during this financial year					

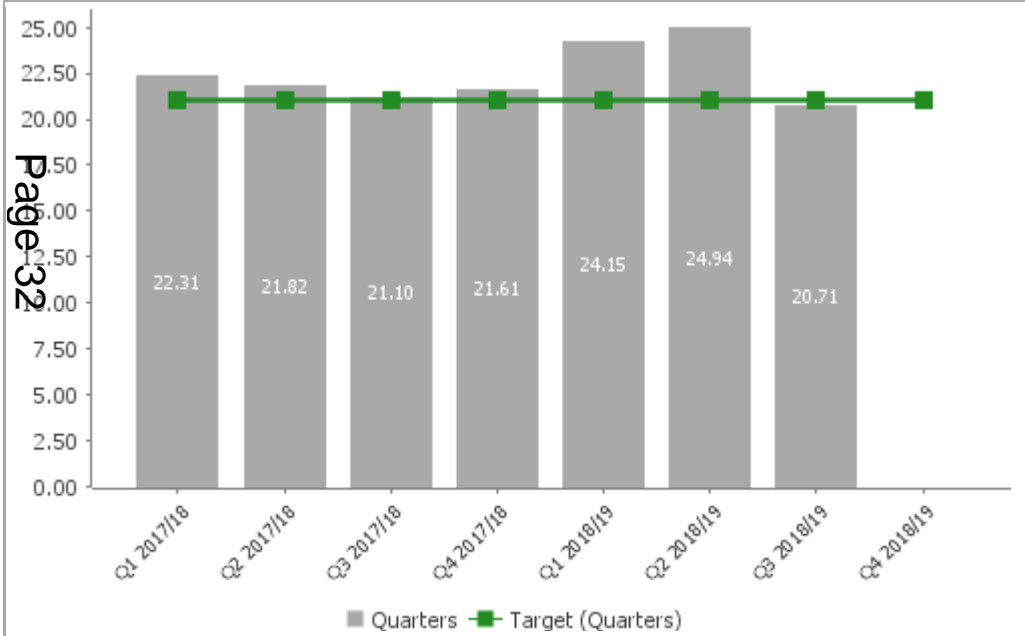
 Performance indicator **M2.2 Number of days to process benefits claims**

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 (Previously RES005).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
 No	2012	RSC




<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Customer Services Director	Aim to Minimise	Corporate	

*Trend chart* *Comments*



Q3 - On target

*Corrective action*

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
21.00	24.15		21.00	24.94		21.00	20.71		21.00		



**Performance indicator M2.3 Number of compliance checks on Housing Benefit and Council Tax Support Benefit**

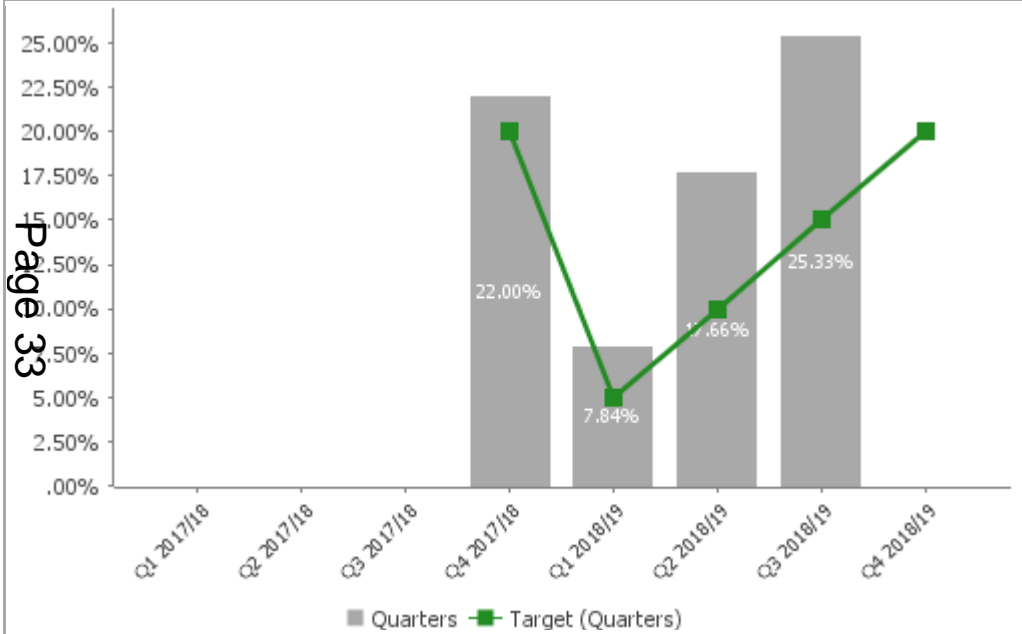
One of the Council's roles is to ensure that its residents are paying the correct amount of Council Tax or claiming the right amount of Housing Benefit or Council Tax support benefit.

Is year-end target likely to be achieved?	Live from	Scrutiny
▶ Yes	2018	RSC

Manager  
Customer Services Director

Good performance	Corporate or Partnership indicator	Annual trend
Aim to Maximise	Corporate	▲

Trend chart



Comments

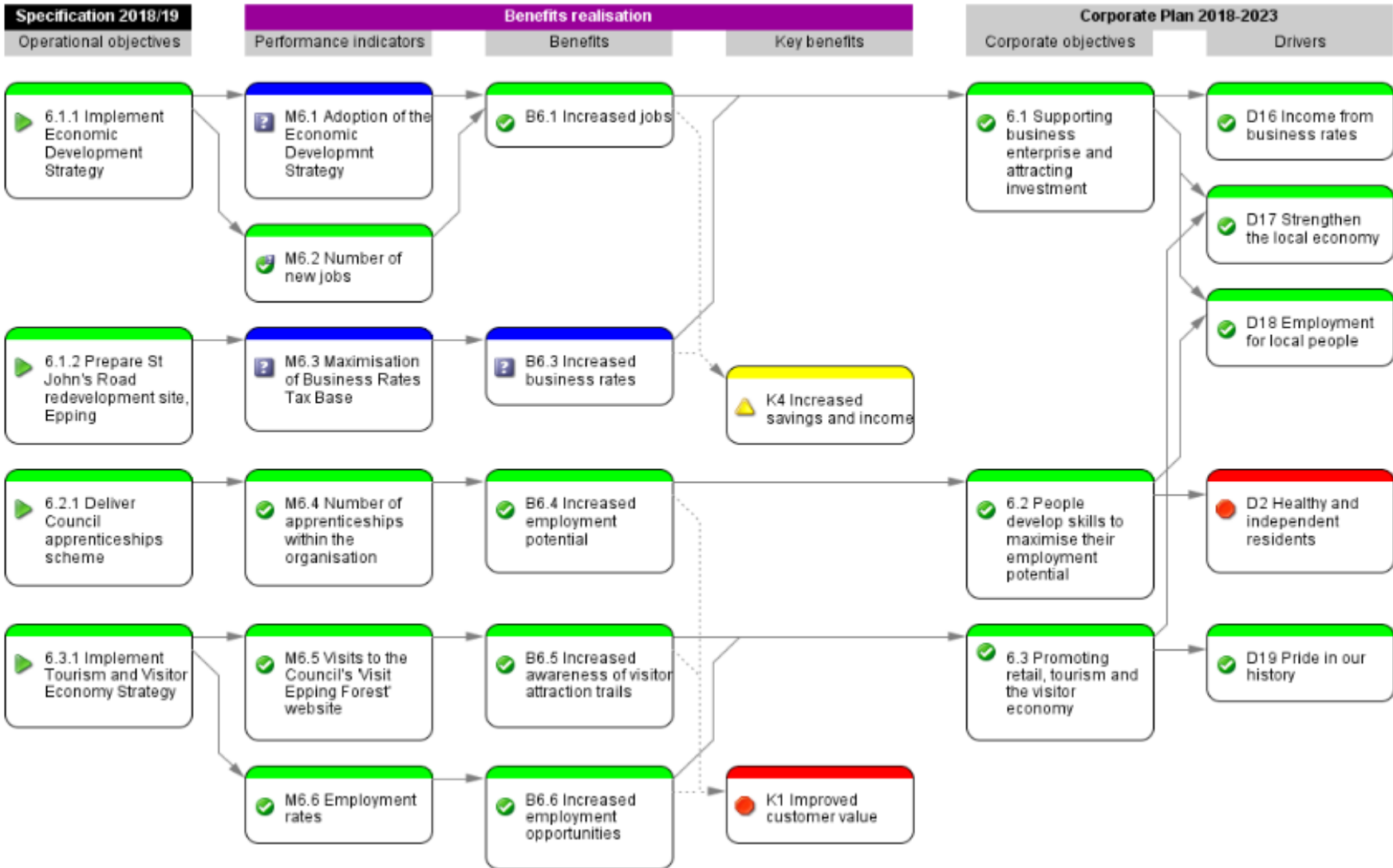
Q3 - Target exceeded

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
5.00%	7.84%	✔	10.00%	17.66%	✔	15.00%	25.33%	✔	20.00%		

# Aim 6 - An environment where businesses thrive

Stronger places





**Aim 6 An environment where new and existing businesses thrive**

Stronger places

To encourage sustainable economic development, including a thriving and sustainable tourist and visitor economy, as well as improving educational achievement and career opportunities for young people, which increases employment opportunities for local people.

**Corporate objective 6.2 People develop skills to maximise their employment potential**



Improving educational achievement, with fewer young people not in education, employment or training. Building opportunities for young people to progress their careers through our apprenticeship scheme – recognising and rewarding excellence.

**Operational objective 6.2.1 Deliver Council apprenticeships scheme**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Deliver Council apprenticeships scheme	75%	31-Mar-2019	Action On Target	RSC	Learning & Development Manager (RHR02)
Page 35	Q3 - as per Q2					
	Q2 - 14 apprenticeships in place, 1 more due to start early next year.					
	Q1 - Apprentices are in their second 6 month work placements, they are 80% complete on their qualifications, all 9 have passed their first year with us and will be offered a second year plus a further apprenticeship qualification. Apprentices also successfully supported delivery of Crucial Crew where they developed and delivered a scenario based on Drugs Awareness.					

**Performance indicator M6.3 Increase of Business Rates Tax Base**

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.

Is year-end target likely to be achieved?

● Not applicable

Live from

2018

Scrutiny

RSC

Manager

Customer Services Director

Good performance

Aim to Maximise

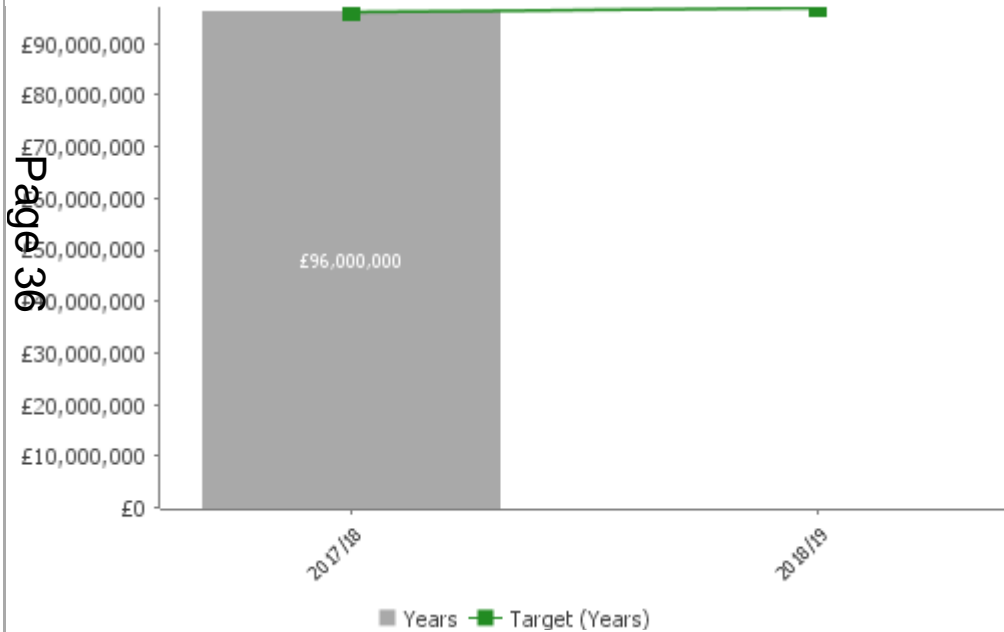
Corporate or Partnership indicator

Corporate

Annual trend



Trend chart



Comments

To use 2017/18 as baseline with 1% increase for 2018/19

Corrective action

Please note this is a year end 2019 measure

2018/19

Target	Value	Status
£97,000,000		

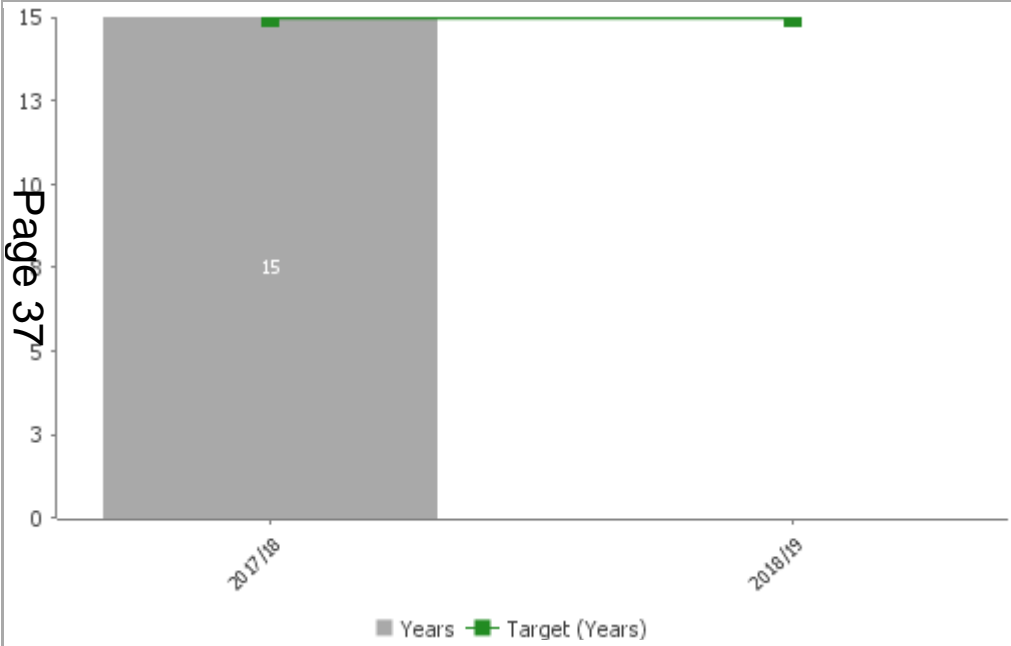
**Performance indicator M6.4 Number of apprenticeships within the organisation**

This indicator is aligned to the Council's objective to help young people in the District to maximise their employment potential. The Council needs to demonstrate that it has actively considered apprenticeships, either for new recruits or as part of career development for existing staff.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
▶ Yes	2018	RSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Business Services Service Director	Aim to Maximise	Corporate	↑

*Trend chart* *Comments*



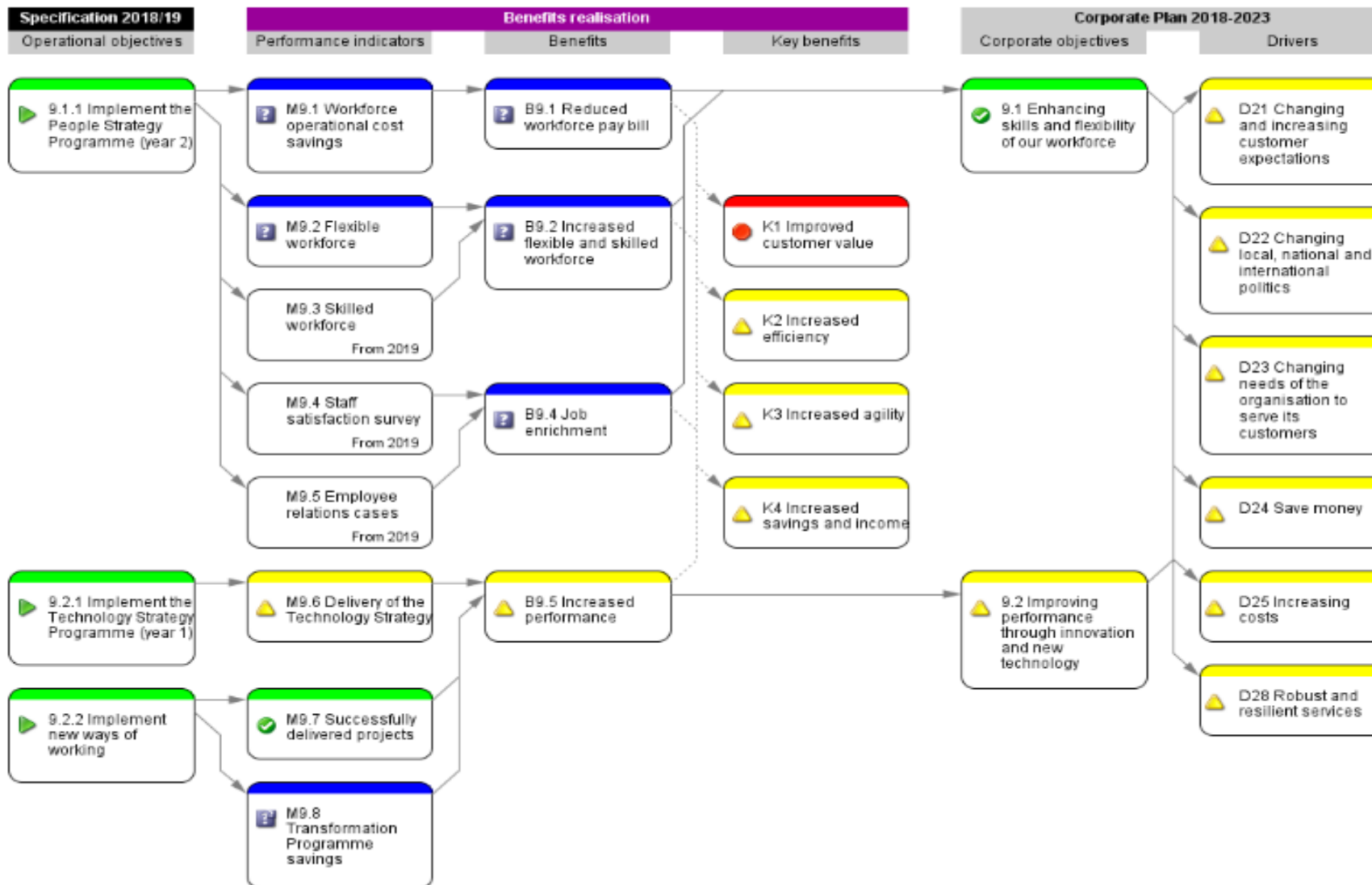
Q3 - Please note that data will now be reported at quarter 4 for this performance indicator

*Corrective action*

2018/19		
Target	Value	Status
15		

**▲ Aim 9 - A culture of innovation**

Stronger council



**Aim 9 A culture of innovation**

Stronger council

To enhance the skills and flexibility of our workforce, as well as improve performance through innovation and new technology.

**Corporate objective 9.1 Enhancing skills and flexibility of our workforce**

Our staff play an important role in customer satisfaction and successful delivery of services. We want to make sure that our workforce is developed and invested in to meet the changing needs of customers and to keep pace with technological advancements.


**Operational objective 9.1.1 Implement the People Strategy Programme (year 2)**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Implement the People Strategy Programme (year 2)	75%	31-Mar-2019	Action Under Control	RSC	Business Services Service Director
Page 39	<p>Q3 - <u>Developing Leadership</u>: This project has been evolving alongside the restructure. The end date of the project is likely to be extended in line with the restructure.</p> <p><u>Developing the Organisation</u>: The new structure is due to be agreed and implemented during March/April 2019. ITrent development is ongoing, leave and sickness absence has been implemented.</p> <p><u>Developing Skills &amp; Capacity of the Workforce</u>: This project has been evolving alongside the restructure. The end date of the project is likely to be extended in line with the restructure</p> <p><u>Resourcing the Organisation</u>: Apprenticeship recruitment is ongoing.</p> <p><u>The Recruitment Strategy</u> project is slightly behind schedule</p> <p><u>Pay &amp; Benefits</u>: Negotiations are taking place with the trade unions</p>					
	Q2 - Individual project timelines have been updated on Pentana					
	Q1 - A number of projects from year 1 have amended timelines which has impacted on the start of projects in year two. A revised Tranche Plan is being agreed and Pentana will be updated accordingly.					


**Projects & programmes P106 People Strategy Programme**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
▶	To develop the skills and attributes of the workforce to enable the Council to face the ongoing challenges and provide local services to the best of our abilities, involving the promotion of a dynamic and fluid workforce that is able to work collaboratively across boundaries and combining the ethos of public service with a commercial understanding.	57%	29-Jun-2020	Implement	RSC	Business Services Service Director


**Corporate objective 9.2 Improving performance through innovation and new technology**

 Adapting the ways we work and looking to future opportunities will help us provide high levels of customer service, improve access to services and keep Council Tax low.

**Operational objective 9.2.1 Implement the Technology Strategy Programme (year 1)**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the Technology Strategy Programme (year 1)	75%	31-Mar-2019	Action On Target	RSC	Assistant Director - ICT & FM
	Q3 - The technology strategy remains largely on track for the year, although a number of projects have been reprioritised based on changing corporate objectives. The focus on enabling flexible working continued with the main laptop rollout being completed, and a substantial proportion of users being set up for home working. Preparation and migration work for Office 365 continues ahead of initial go live in Q4.					
Page 40	Q2 - Still largely on target with some delays on projects impacted by accommodation review. Main push currently on enabling mobile and flexible working with just over 50% of laptops distributed.					
	Q1 - Overall projects are currently slightly ahead of schedule. However, any projects appertaining to the Civic Office building are on hold pending accommodation review progress.					

**Projects & programmes P186 Technology Programme 2018-2023**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	Technology Strategy Programme 2018 - 2023 NB % Completion for this project is based on the following: Total Projects completed as % of total scheduled/planned projects. As a result addition of new projects will result in % performance dropping.	32%	31-Mar-2023	Implement	RSC	ICT Program Manager

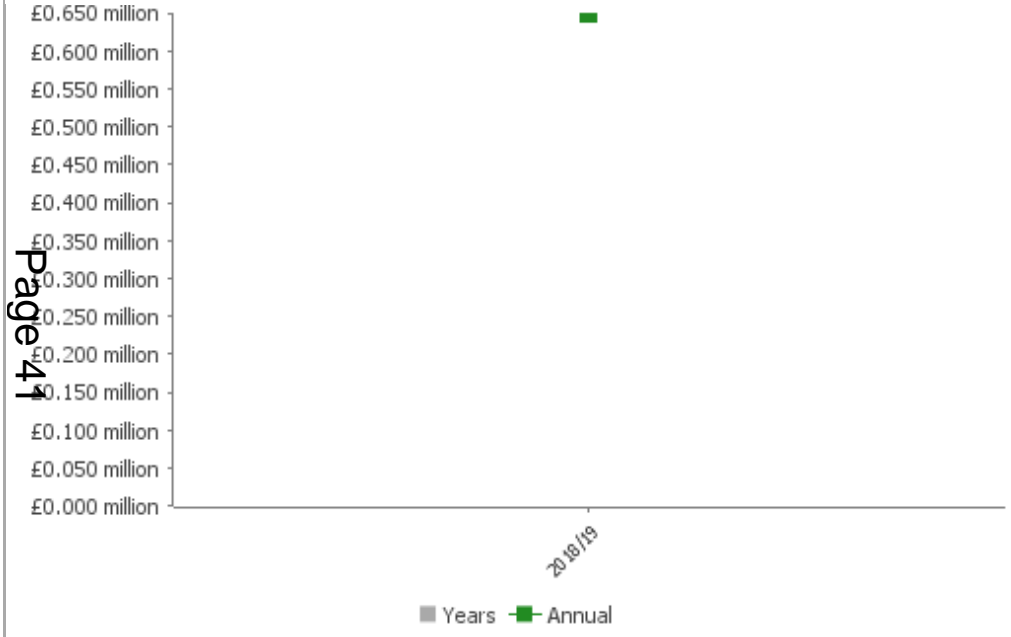


**Performance indicator M9.1 Workforce operational cost savings**

This indicator is intended to measure the savings from the workforce pay bill.	Is year-end target likely to be achieved?	Live from	Scrutiny
	Uncertain	2018	RSC

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Business Services Service Director	Aim to Maximise	Corporate	

Trend chart	Comments
-------------	----------



Please note this is an annual indicator.

*Corrective action*

People Strategy Prog. Manager to realign the programme plan to realise the 2019 savings

2018/19		
Target	Value	Status
£0.650 million		

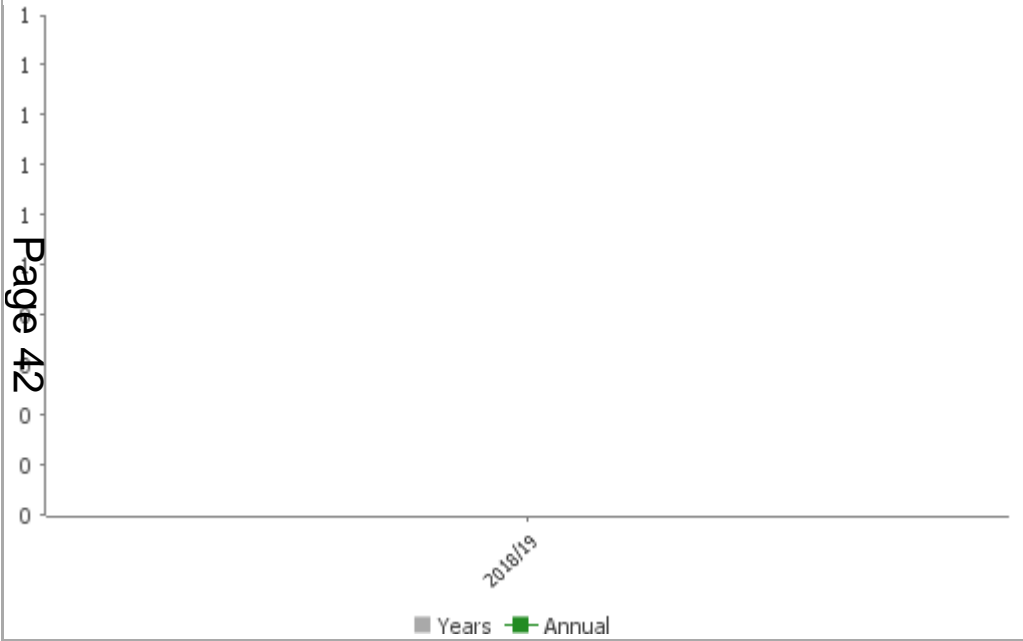
**?** Performance indicator **M9.2 Increased flexible workforce**

This indicator is a measure of the Job Descriptions in circulation by the organisation.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
● Not applicable	2018	RSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Business Services Service Director	Aim to Minimise	Corporate	<b>?</b>

<i>Trend chart</i>	<i>Comments</i>
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Please note this is a yearly measure due in Q4 2018/19




*Corrective action*

2018/19		
<i>Target</i>	<i>Value</i>	<i>Status</i>
18		




**?** Performance indicator **M9.3 Increased skilled workforce**

The indicator is intended to measure the relevant skills of staff.	<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
	 Not applicable	2019	RSC
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Business Services Service Director	Aim to Maximise	Corporate	
<i>Trend chart</i>	<i>Comments</i>		
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.			
	<i>Corrective action</i>		

2018/19		
Target	Value	Status
60%		

 Performance indicator <b>M9.4 Staff satisfaction survey</b>			
The indicator is intended to measure the satisfaction levels of staff.	Is year-end target likely to be achieved?	Live from	Scrutiny
	 Not applicable	2019	RSC
Manager	Good performance	Corporate or Partnership indicator	Annual trend
Business Services Service Director	Aim to Maximise	Corporate	
Trend chart	Comments		
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.			
	Corrective action		

			2018/19
Target	Value		Status

 Performance indicator <b>M9.5 Employee relations cases</b>				
This indicator is a measure of the number of Employee Relations cases across three distinct areas: (1) Sickness absence, (2) Conduct and (3) Disciplinary.	<i>Is year-end target likely to be achieved?</i>		<i>Live from</i>	<i>Scrutiny</i>
	 Not applicable		2019	RSC
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>	
Business Services Service Director	Aim to Minimise	Corporate		
<i>Trend chart</i>	<i>Comments</i>			
This indicator will 'go live' in 2019-20. Therefore data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.	<i>Corrective action</i>			

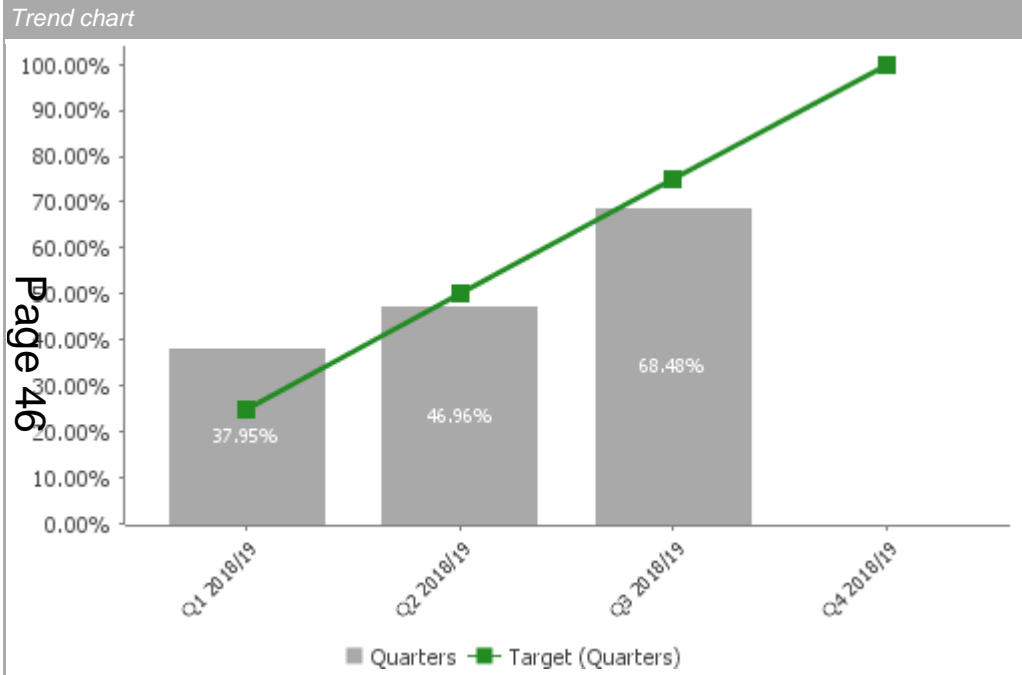
2018/19		
Target	Value	Status

**Performance indicator M9.6 Delivery of the Technology Strategy**

This indicator is a measure of the successful implementation of projects from the Technology Strategy Programme (year 1).

Is year-end target likely to be achieved?	Live from	Scrutiny
Yes	2018	RSC

Manager	Good performance	Corporate or Partnership indicator	Annual trend
ICT Operations Manager	Aim to Maximise	Corporate	



Comments

Q3 - 165 Projects due in 18/19

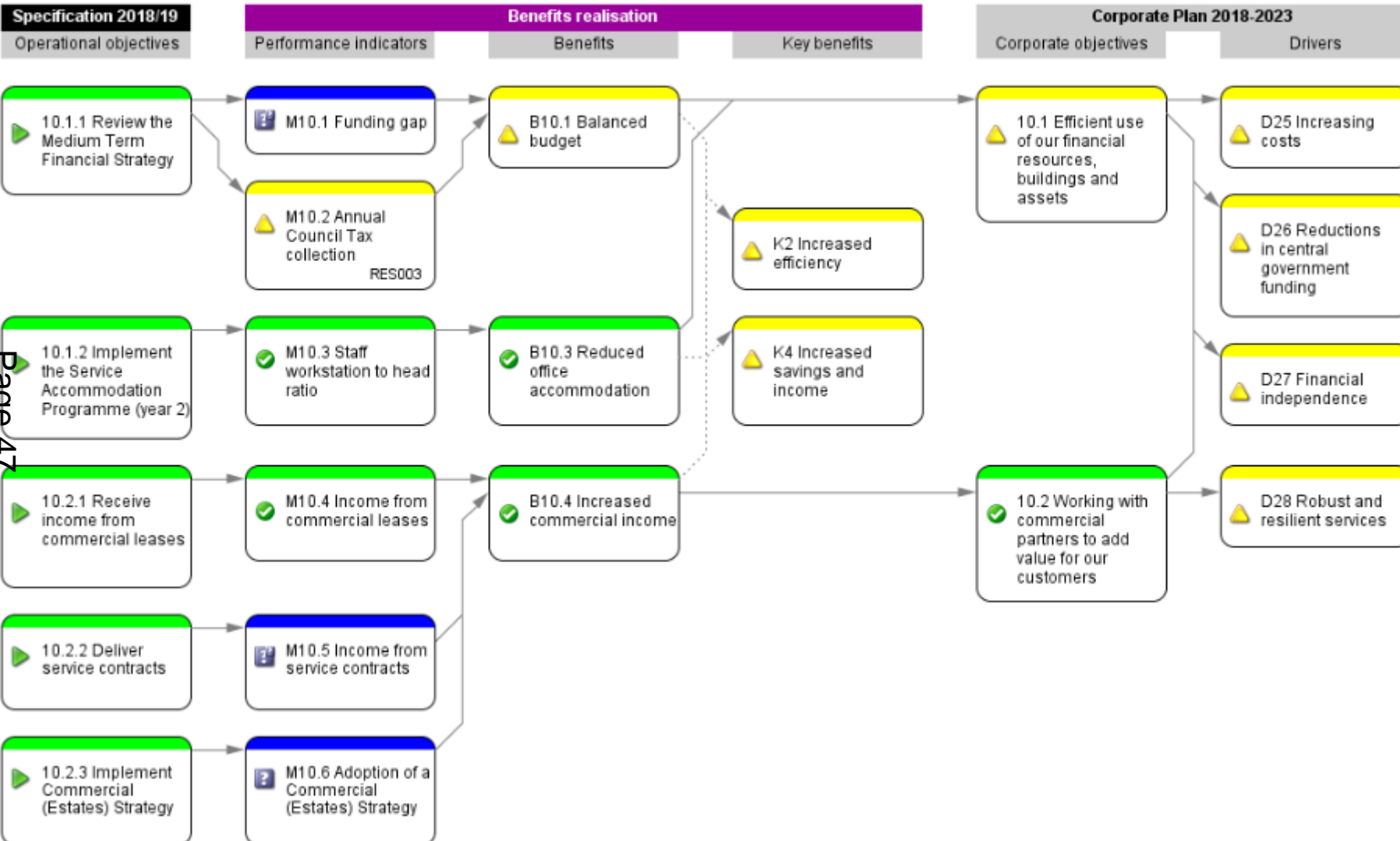
113 Completed  
52 in Progress

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
25.00%	37.95%		50.00%	46.96%		75.00%	68.48%		100.00%		

# Aim 10 - Financial independence with low Council Tax

Stronger council



**Aim 10 Financial independence with low Council Tax**

Stronger council

To make the most efficient use of our financial resources and assets, and work with our partners to provide valued services for our customers.

**Corporate objective 10.1 Efficient use of our financial resources, buildings and assets**

As central government funding continues to decrease, we need to find alternative ways to ensure our services perform at a high level. The Council seeks to be financially self-sufficient to continue to keep Council Tax low for our residents.

**Operational objective 10.1.1 Review the Medium Term Financial Strategy**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Review the Medium Term Financial Strategy	75%	31-Mar-2019	Action On Target	RSC	Assistant Director - Accountancy
	Q3 – No change. As per quarter 2					
	Q2 – the strategy has been approved by Finance Cabinet on 26th July and it will be reviewed again for Finance Cabinet in February 2019					
	Q1 - The Medium Term Financial Strategy will be updated for Finance Cabinet on 26 <sup>th</sup> July.					

Page  
48**Projects & programmes P160 Service Accommodation Programme**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To accommodate the majority of the Council's staff within a rationalised footprint of the Civic Offices building in Epping, involving the implementation of a 7:10 desk to staff ratio, agile working practices, and the vacation of the Condor Building and Homefield House.	33%	31-Mar-2023	Implement	RSC	Housing and Property Service Director



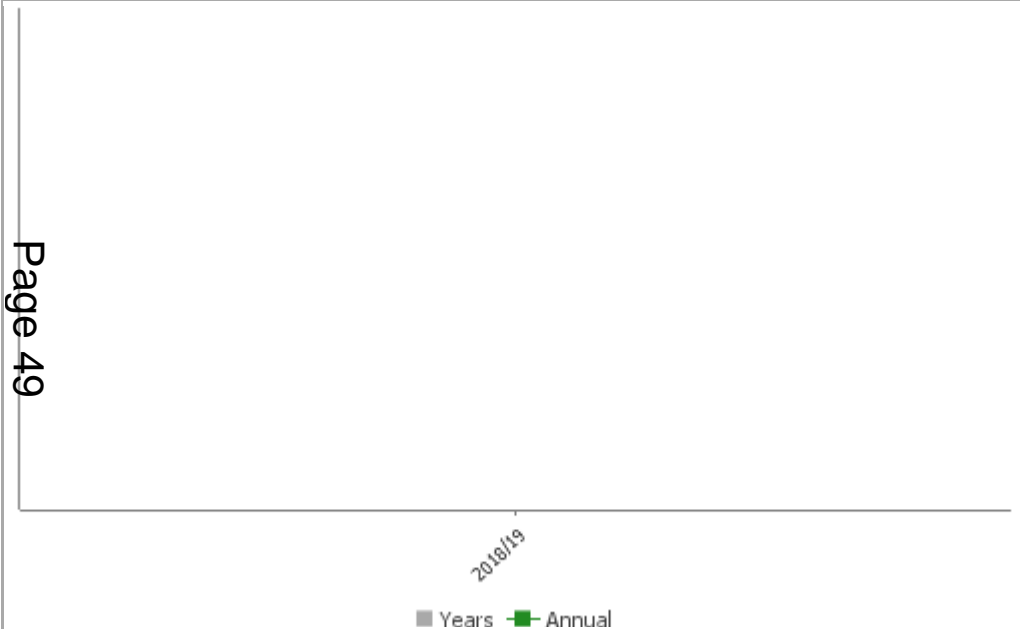
**?** Performance indicator **M10.1 Funding gap**

This indicator is intended to measure the savings on the Continuing Services Budget (CSB) actually achieved against those within the Medium Term Financial Strategy (MTFS) (General Fund only).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
● Not applicable	2018	RSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Accountancy (RAC01)	Aim to Minimise	Corporate	<b>?</b>

<i>Trend chart</i>	<i>Comments</i>
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Please note this is an annual measure

*Corrective action*

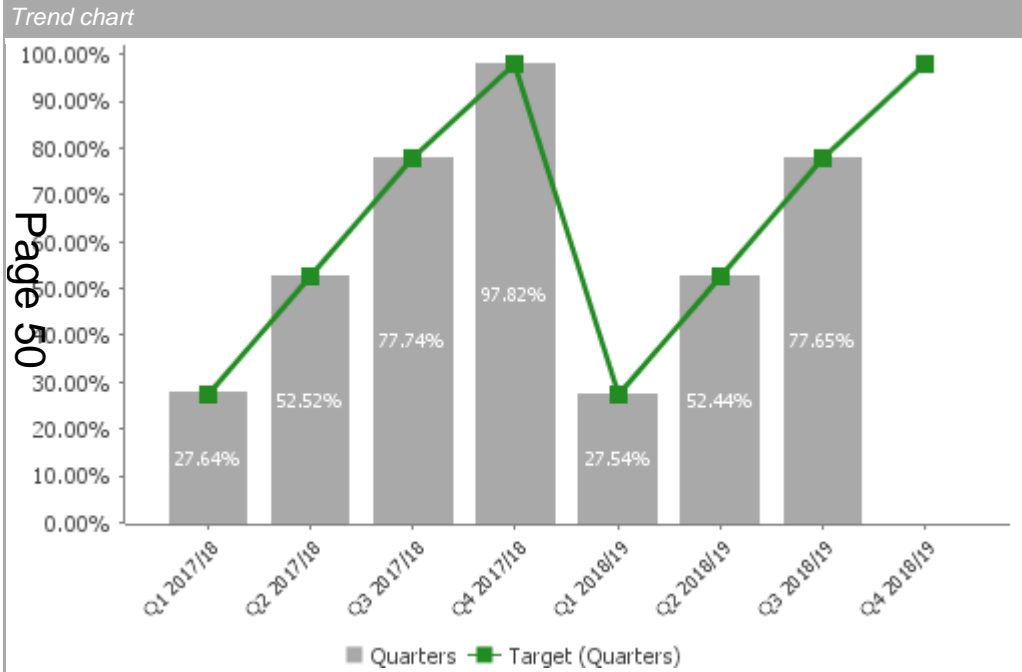
2018/19		
Target	Value	Status
£1,453,000		

**Performance indicator M10.2 Annual Council Tax collection**

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 (Previously RES003).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
Yes	2012	RSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Customer Services Director	Aim to Maximise	Corporate	



*Comments*

Q3 - Marginally under target (0.19%) due to customers switching from 10 to 12 monthly payments which reduces monthly instalment value.

*Corrective action*

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
27.55%	27.54%		52.54%	52.44%		77.84%	77.65%		97.80%		

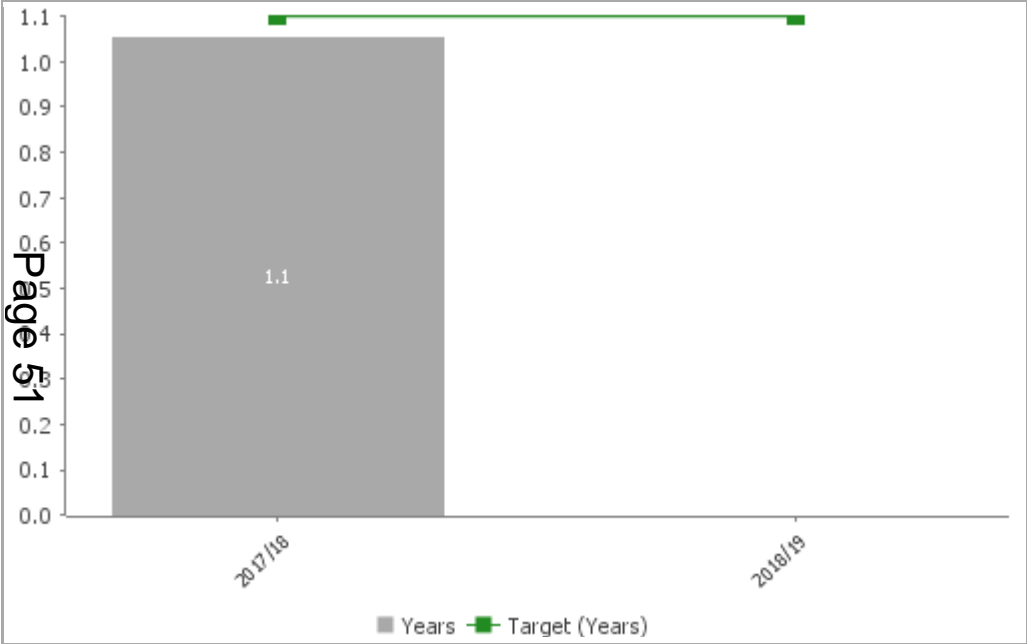
**Performance indicator M10.3 Staff desks to head ratio**

The indicator is intended to measure the ratio of staff workstations (desks) within service accommodation to the staff head count.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
● Not applicable	2018	RSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Interim Transformation Manager	Aim to Minimise	Corporate	?

*Trend chart* *Comments*



Please note this is an annual measure

*Corrective action*

2018/19		
Target	Value	Status
1.1		



**Performance indicator M10.4 Income from commercial leases**

This indicator is intended to measure the incremental increases in income from existing and new commercial leases that the Council holds. This rolls up to the working with commercial partners to add value for our customers.

*Is year-end target likely to be achieved?*

● Not applicable

*Live from*

2018

*Scrutiny*

RSC

*Manager*

Commercial and Regulatory Services Director

*Good performance*

Aim to Maximise

*Corporate or Partnership indicator*

Corporate

*Annual trend*

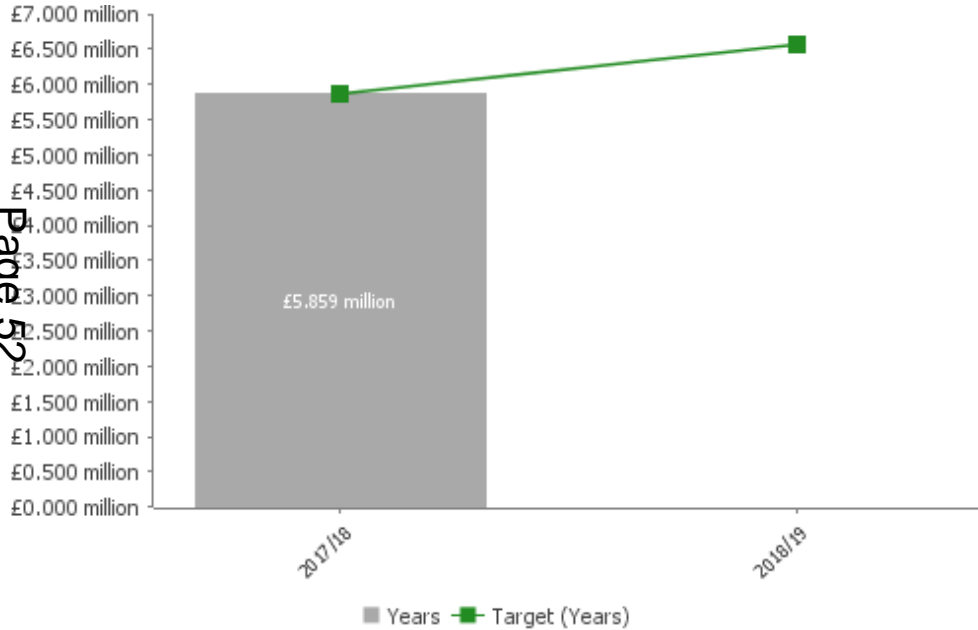


*Trend chart*

*Comments*

Please note this is an annual measure

*Corrective action*



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2018/19

<i>Target</i>	<i>Value</i>	<i>Status</i>
£6.560 million		

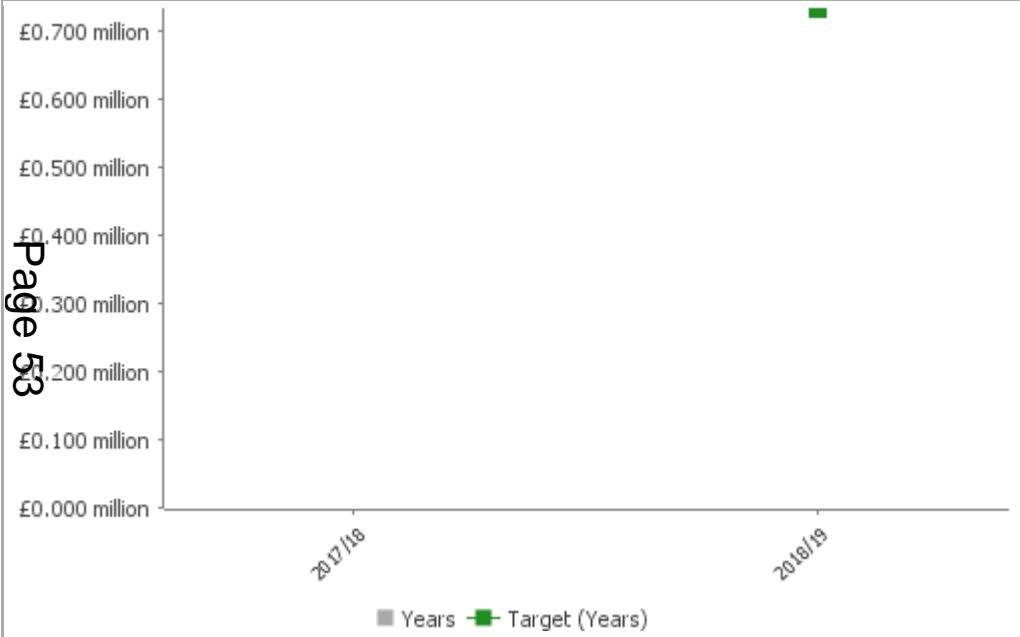
**?** Performance indicator **M10.5 Income from service contracts**

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

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
● Not applicable	2018	RSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Accountancy (RAC01)	Aim to Maximise	Corporate	<b>?</b>

<i>Trend chart</i>	<i>Comments</i>
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Please note this is an annual measure

*Corrective action*

2018/19		
Target	Value	Status
£0.734 million		

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