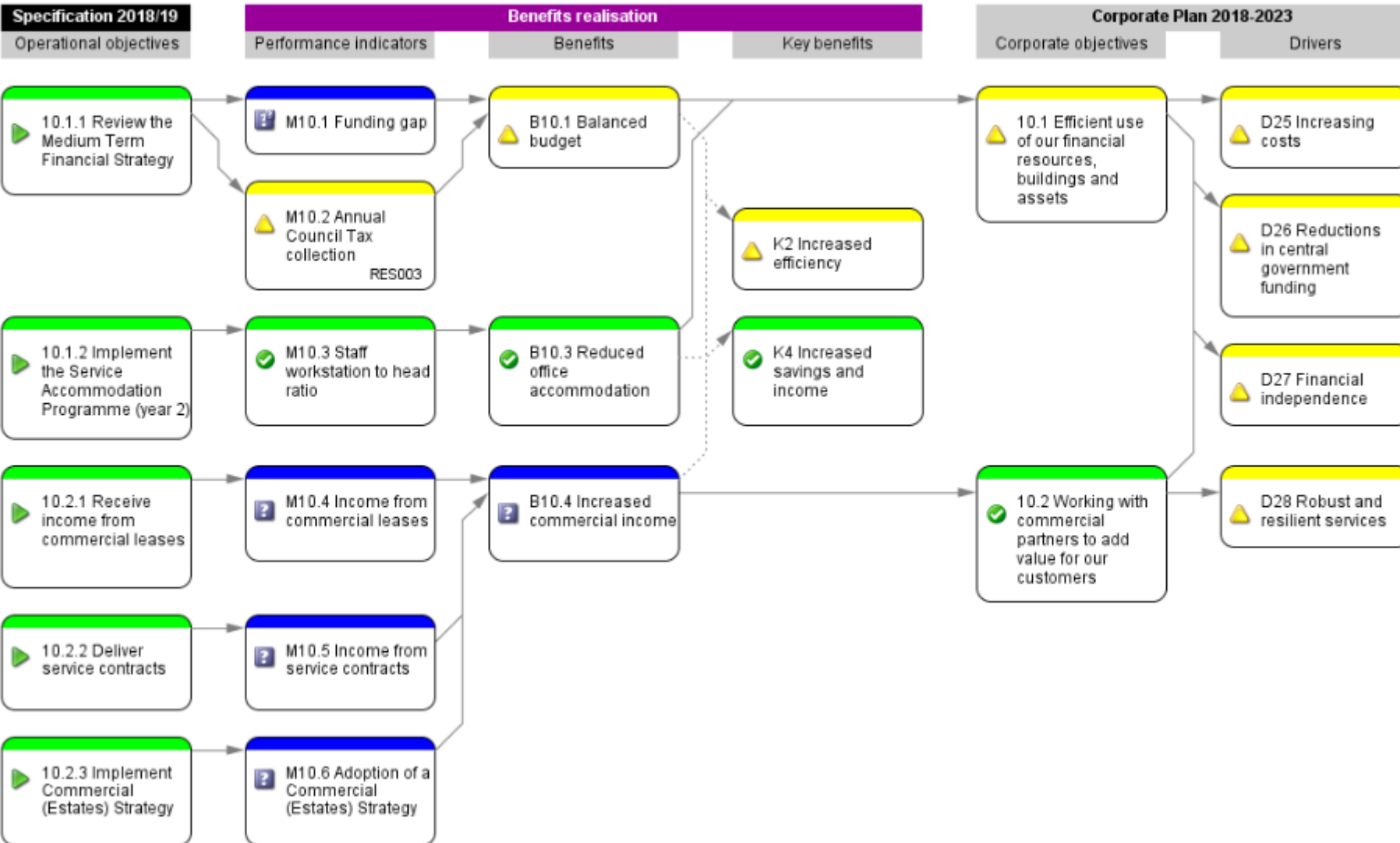


# Aim 10 - Financial independence with low Council Tax

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	25%	31-Mar-2019	Action On Target	RSC	Director of Resources (RDR01)
06-Jul-2018 Q1 - The Medium Term Financial Strategy will be updated for Finance Cabinet on 26th July.						


**Operational objective 10.1.2 Implement the Service Accommodation Programme (year 2)**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the Service Accommodation Programme (year 2)	20%	31-Mar-2019	Action Behind Schedule	O&S	Head of Transformation
01-Aug-2018 Action under control.						
Overall the programme is progressing well. Our voluntary sector partner has decanted from Homefield House to Hemnall Street. Work is on target to relocate Housing Repairs and Housing Assets to the Oakwood Hill Depot in 2019. Work on the staff transport plan is progressing, with a 70% response to the staff survey. The Community Safety Hub has been refurbished in line with Corporate design standards to deadline, and has received positive feedback from staff and partners. Work on the service accommodation project is ongoing but the deadline may need to be extended due to negotiations with Historic England. A progress report was considered by Cabinet on 14 June 2018.						


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.	28%	31-Mar-2023	Implement	RSC	Head of Transformation
<p>29-Aug-2018 Action under control. Overall the programme is progressing well. Our voluntary sector partner has decanted from Homefield House to Hemnall Street. Work is on target to relocate Housing Repairs and Housing Assets to the Oakwood Hill Depot in 2019. Work on the staff transport plan is progressing, with a 70% response to the staff survey. The Community Safety Hub has been refurbished in line with Corporate design standards to deadline, and has received positive feedback from staff and partners. Work on the service accommodation project is ongoing but the deadline may need to be extended due to negotiations with Historic England. A progress report was considered by Cabinet on 14 June 2018.</p>						


**Corporate objective 10.2 Working with commercial partners to add value for our customers**

	Partnership working is increasingly valued by customers. With the pressures on public services to reduce costs yet also provide the required services, it is paramount that we join up with our partners to develop creative solutions to the problems faced by our customers.
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**Operational objective 10.2.1 Receive income from commercial leases**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Receive income from commercial contracts	25%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
<p>06-Jul-2018 Q1 – The Epping Forest Shopping Park is now fully let and providing rental income in accordance with original Development Appraisal. Tenants have been secured for the retail units at the Landmark Building.</p>						

**Operational objective 10.2.2 Deliver service contracts**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Deliver service contracts	25%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
<p>06-Jul-2018 Q1 – The Council's three main service contracts in relation to Leisure Management, Waste and Recycling/Street Cleansing and Off-Street Car Parking are performing in accordance with the service, quality, cost, and performance requirements of their contracts. A variation has been agreed to reflect changes to the Chinese Government's Import of Recyclable requirements with Biffa Municipal.</p>						


*Operational objective* **10.2.3 Adopt Commercial (Estates) Strategy**

<i>RAG</i>	<i>Description</i>	<i>Progress</i>	<i>Due date</i>	<i>Expected outcome</i>	<i>Scrutiny</i>	<i>Manager</i>
	Adopt Commercial (Estates) Strategy	25%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	06-Jul-2018 Q1 - The Council's Estates Service are taking a more proactive approach to the management of the Council's commercial Estate, seeking to identify opportunities to maximise benefit to the Council.					

**? 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>
 Uncertain	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	

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

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

**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).

Is year-end target likely to be achieved?

Yes

Live from

2012

Scrutiny

RSC

Manager

Assistant Director - Revenues (RRE01)

Good performance

Aim to Maximise

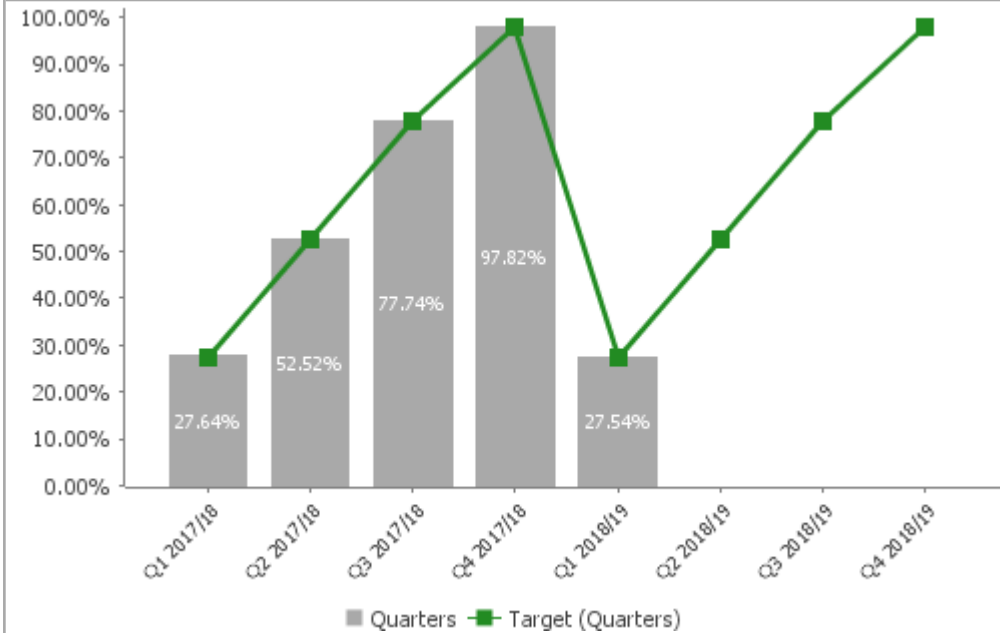
Corporate or Partnership indicator

Corporate

Annual trend



Trend chart



Comments

03-Jul-2018 The performance is at or around the target

05-Apr-2018 The in-year collection rate target was achieved with 97.82%.

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%			77.84%			97.80%		

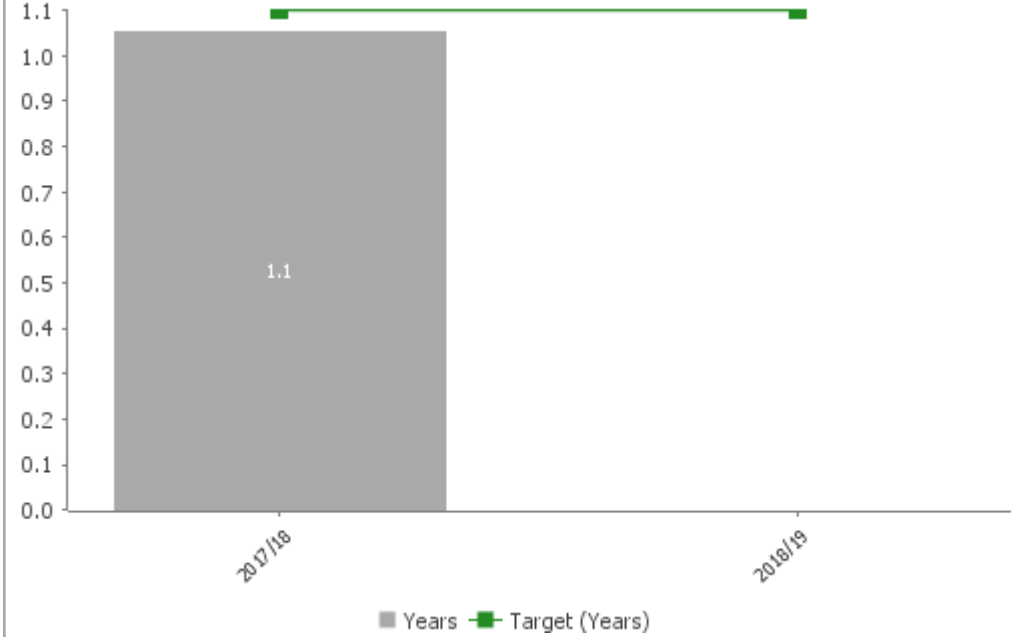
**✓ Performance indicator M10.3 Staff desks to head ratio**

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>
Head of Transformation	Aim to Minimise	Corporate	?

*Trend chart* *Comments*



*Corrective action*

Measure due in Q4 2019

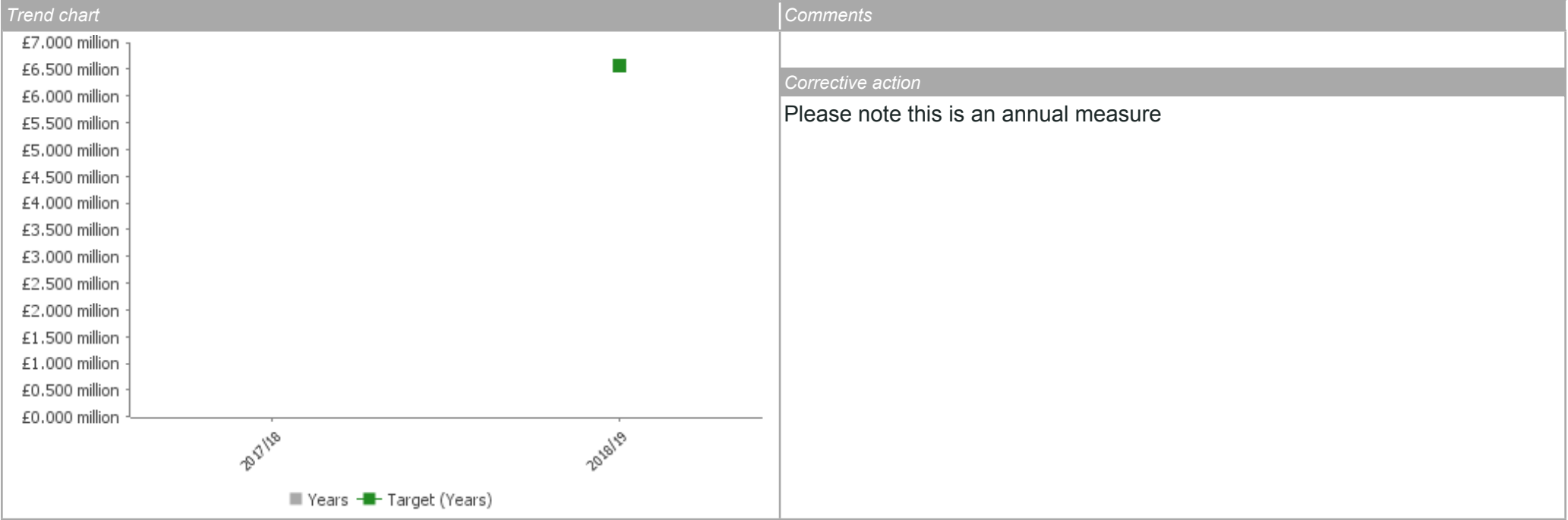
2018/19		
<i>Target</i>	<i>Value</i>	<i>Status</i>
1.1		

**?** 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.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
⚠️ Uncertain	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	?



2018/19		
Target	Value	Status
£6.560 million		



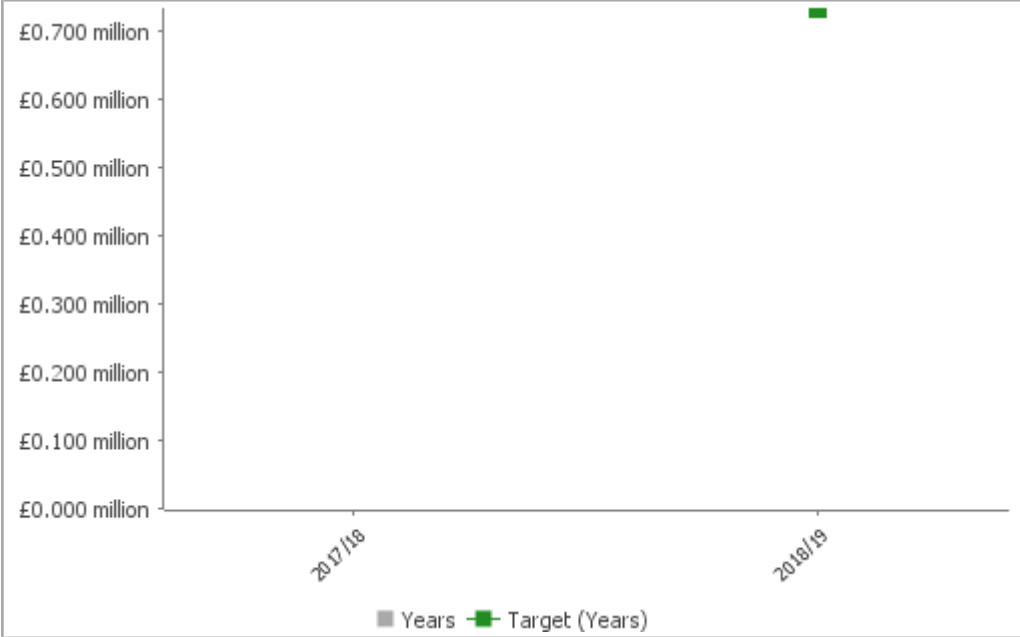
**?** Performance indicator **M10.5 Income from service contracts**

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.

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

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Assistant Director - Accountancy (RAC01)	Aim to Maximise	Corporate	



*Trend chart* *Comments*



*Corrective action*

Please note this is an annual measure

2018/19		
Target	Value	Status
£0.734 million		

 <i>Performance indicator</i> <b>M10.6 Adoption of a Commercial (Estates) Strategy</b>				
This indicator aims to ensure that a new Commercial (Estates) Strategy is adopted by the Council.	<i>Is year-end target likely to be achieved?</i>		<i>Live from</i>	<i>Scrutiny</i>
	 <b>Uncertain</b>		2018	NSC
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>		<i>Annual trend</i>
Chief Estates Officer (NEV01)	Aim to Maximise	Corporate		
<i>Trend chart</i>	<i>Comments</i>			
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	<i>Corrective action</i>			
	Please note this is an annual measure			

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