



Fourth Quarter and Annual Performance Management Report

(1st January 2010 to 31st March 2010)

26th May 2010

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Section 1: Introduction and Summary

Purpose of the Report





The purpose of the report is to demonstrate the performance of the Council for the fourth quarter of the year (January to March 2010). The report provides updates on projects, reflects upon achievements and key improvements in the last three months and provides a summary of the Council's performance against local and National Indicators. Further detail is given in relation to an evolving set of business performance indicators covering finances, customer focus, our people and health and safety. As we are also at the end of the 2009/10 period, details are provided on the overall performance for the year.

Summary of the Projects overall position for the fourth quarter

The following table provides updates for the fourth quarter in relation to the projects reported within the Annual Plan.

Corporate Priorities	Status of projects and actions			
				
The Environment is Clean and Green	5	0	0	0
Business is Encouraged and the Local Economy Prospers	3	1	2	0
Everyone can Enjoy a Healthy Lifestyle	4	6	1	0
Housing and Transport meet Local Needs	4	0	0	0
People take Pride in their Local Areas	2	0	0	1
We deliver Excellent, Cost-Effective and Valued Services	5	1	4	2
TOTAL	23	8	7	3




KEY:

-  Project completed
-  Project on target
-  Project scope/target date requires amendment
-  Project aborted or closed

For the fourth quarter, over 75% of the projects have been completed or are within budget and timescales to be delivered on time. There are seven amber projects which will be carried over to 2010/11 and the reasons for the delays are detailed in the full report.

Summary of the Projects overall position for 2009/10

The following table provides details of the overall status of all the projects throughout 2009/10 within the Annual Plan.




Corporate Priorities	Status of projects and actions			
	Total			
The Environment is Clean and Green	12	8	4	0
Business is Encouraged and the Local Economy Prospers	9	6	3	0
Everyone can Enjoy a Healthy Lifestyle	17	13	3	1
Housing and Transport meet Local Needs	9	7	1	1
People take Pride in their Local Areas	8	7	0	1
We deliver Excellent, Cost-Effective and Valued Services	34	20	12	2
TOTAL	89	61	23	5

Overall for the year, 61 projects have been, or are being delivered on time and within the budget set. Throughout the year, 21 projects were delayed and revised target dates agreed, two projects required amendments to the scope of the project and five projects were aborted or stopped. A full review of all the projects has been carried out and details will be published on our website.




Better recognition of issues and more thorough reporting of changes in projects to Programme Boards have enhanced the accuracy in reporting the project status. This improved reporting and monitoring helps ensure that projects can be re-prioritised or re-scoped as necessary to accommodate new and competing demands on the Council.

Summary of the Performance Indicators position for the fourth quarter

The following table shows the performance in relation to the 45 quarterly reported Performance Indicators that have targets set for the fourth quarter within the Annual Plan.

Corporate Priorities	Status of indicators		
			
The Environment is Clean and Green	12	1	2
Business is Encouraged and the Local Economy Prospers	-	-	-
Everyone can Enjoy a Healthy Lifestyle	4	0	0
Housing and Transport meet Local Needs	3	0	1
People take Pride in their Local Areas	-	-	-
We deliver Excellent, Cost-Effective and Valued Services	18	1	3
TOTAL	37	2	6




KEY:

-  Performance Indicator has achieved target
-  Performance Indicator is up to 5% below target
-  Performance Indicator is 5% or more off target

For the fourth quarter, over 80% of the quarterly reported performance indicators have achieved or exceeded their target indicating that the Council has performed well in the last quarter of the year.

Summary of the Performance Indicators overall position for 2009/10

The following table provides details of the overall status for 2009/10 of the 45 quarterly and 23 annually reported indicators that have targets set as detailed within the Annual Plan.

Corporate Priorities	Status of indicators		
			
The Environment is Clean and Green	17	4	4
Business is Encouraged and the Local Economy Prospers	-	-	-
Everyone can Enjoy a Healthy Lifestyle	5	0	1
Housing and Transport meet Local Needs	10	0	1
People take Pride in their Local Areas	-	-	-
We deliver Excellent, Cost-Effective and Valued Services	20	3	3
TOTAL	52	7	9

Overall for the year, over 75% of our performance indicators have achieved or exceeded their target. The performance indicators that have not met target relate to waste services, planning appeals, levels of sickness and response times of services. The reason for not meeting targets has in many cases been identified or further analysis of the results will show actions that need to be taken to turn performance around. 17 of the 68 performance indicators have a downward direction of travel, identifying that there is still room for improvement in some key areas of the business. Local Performance indicators will be reviewed annually to ensure we are measuring the right information to drive the continual improvement of our services

We are under continued pressure to improve services, reduce costs and meet continuing high standards and as performance management continues to improve and underlying reasons for poor performance are identified, we are able to make better informed decisions and take action to focus on areas of the business that are under-performing whilst directing our resources to deliver and achieve our corporate objectives.

Section 2: Reflection on the Last Three Months

Key Achievements

Below are some of the key projects and actions that have been achieved between January and March 2010.

The Environment is Clean and Green

- Additional 40 allotment plots provided at Cut Throat Lane, Witham encouraging people to become more self-sufficient
- The biodiversity of the district has been enhanced with the planting of over 20,000 trees
- The introduction of the new food waste collection and the delivery of a further 10,000 wheeled bins to the district has boosted the districts recycling rate up to 53%.

Business is Encouraged and the Local Economy Prospers

- A number of initiatives and incentives to support local businesses and help them to survive through the recession have been very successful and will be continuing throughout 2010/11
- Contacted 150 local businesses through the Heart of Essex business survey to identify issues and priorities

Everyone can Enjoy a Healthy Lifestyle

- New vehicle acquired for reintegrating low level offenders back into the community by getting them to undertake a variety of unpaid projects that can now benefit the wider community
- Worked in partnership with Braintree Athletic Club to organise the Braintree 5 mile Sky Run and Sports Relief Mile at Braintree Leisure Centre

Housing and Transport meet Local Needs







- Shopper bus service launched for residents who live in rural locations and don't have easy access to a regular bus service.
- A further 60 affordable homes were completed taking the yearly total to 171 which is 45 more than anticipated enabling up to 503 people to be housed.







People take Pride in their Local Areas







- Community achievement awards in March recognised and rewarded individuals from the district who have made a valuable contribution to the local community and area






Section 3: Delivering our Corporate Strategy

Project Overview - Projects completed during Quarter 4






Project ref	Project Title and Description	Target completion date	Status
C&G 5 RW	<p>Cemetery Improvements - Improve the road and path networks at: Halstead Bocking Cemetery Braintree Cemetery Repair the perimeter wall at Halstead Cemetery</p> <p><i>Comments – Cemetery improvements completed providing well maintained and a safer environment for visitors.</i></p>	Sept 2009 Oct 2009 Nov 2009 March 2010	
C&G 6 RW	<p>Provide new allotments - Expand Cut Throat Lane allotments at Witham to create 40 new plots and install fencing around the extension. Look at opportunities for creating more allotment plots in Braintree.</p> <p><i>Comments – Project completed. Additional plots provided at Cut Throat Lane and agreement reached to develop the former allotment site at station field which will provide a further 30 plots in Braintree.</i></p>	February 2010	
C&G 8 RW	<p>A New Local Nature Reserve Protect and enhance biodiversity in the district by designating one additional nature reserve in Gosfield.</p> <p><i>Comments - This has now been formally designated.</i></p>	March 2010	
SOC 1 RW	<p>Reducing Fuel bills for low income households in the Braintree District Carry out a comprehensive survey of the level of fuel poverty in the District, and developing an associated action plan.</p> <p>Completing those actions and projects which are scheduled for 2009/2010</p> <p><i>Comments – The 09/10 survey identified the level of energy efficiency of properties under different tenure. The results were submitted to Government-East in March 2010 and approved. The results showed an improvement in the energy efficiency of properties on the previous year which demonstrates that the various domestic schemes the council operates in partnership with the energy companies are having a positive effect (These include loft and cavity wall insulation, renewable energy installations, delivery of energy saving devices).</i></p>	Analysis and plan completed by March 2010 Actions as scheduled	
C&G 11 RW	<p>Increased Tree Planting Protect and enhance biodiversity in the District by planting and/or securing the planting of 5,000 trees</p> <p><i>Comments - In excess of 20,000 trees have been planted and/or secured across the district.</i></p>	March 2010	
E&I 3 NH	<p>Use of Growth Area Funding - Produce a spending plan with associated land and infrastructure projects and milestones for the allocation of £3m of Growth Area Funding between 2009 and 2011</p> <p><i>Comments – Priorities have been agreed by the LDF panel in February</i></p>	February 2010	





Project ref	Project Title and Description	Target completion date	Status
E&I 6 NH	<p>Supporting Local Businesses Through the Recession Develop and put in place a series of initiatives and incentives to support local businesses and help them to survive through the recession</p> <p><i>Comments - The Town Centre Development Manager worked with Town Centre Strategy Groups and Chambers of Commerce to investigate the closure of High Street and Bank Street on market days in Braintree, and to move the Witham Saturday market into Newlands Street. More frequent closures to increase footfall are also being discussed in Witham. Continental markets are now being organised in Braintree for June and October. The Council will be supporting Halstead's continental market in May, and meeting the cost of customer service best-practice workshops for local traders. Installation of power bollards for the market area in Halstead has been delayed by winter weather.</i></p>	Ongoing through 2009/2010	
E&I 7 NH	<p>Business and Enterprise Park Identify a location for a new Business and Enterprise Park in Braintree</p> <p><i>Comments – This is now complete and location identified in the Core Strategy Submission Draft.</i></p>	March 2010	
SOC 4 WS	<p>Improve Play Areas - Refurbish the play areas at: Braintree & Bocking Public Gardens Silver Street, Silver End Bridport Way, Braintree Albert Moss, Rivenhall.</p> <p><i>Comments – Braintree and Bocking Public Gardens completed in May 09. Bridport Way and Albert Moss are due for completion in February 2010. In response to the local community and the parish council the funding for Silver Street has been reallocated to provide a BMX track at another location which will result in a better facility being provided for the local community. This aspect of the project will restart when match funding has been secured.</i></p>	March 2010	
SOC 8 LPN	<p>A Replacement Swimming Pool in Witham - Work in partnership with others to develop plans for a replacement swimming pool in Witham as part of the Academies Programme for Witham.</p> <p><i>Comment – Design options and capital funding for the Witham Leisure Centre were approved by Council in April 2010. Specialist consultants have now been commissioned to undertake the detailed design phase of the project.</i></p>	March 2010	
SOC 16 LPN	<p>Research on Older People's Services (Task and Finish Group Project) - Carry out a research exercise to examine the future demands, needs and provision of all the public services provision for older people</p> <p><i>Comments – Task and Finish Group has met in February and March 2010. At the March meeting, ECC gave an informative presentation on their services for older people. This project has been marked as completed as the works allocated for 2009/10 will be ongoing and continuing as stated in the housing business plan for 2010/11.</i></p>	To be agreed by Overview and Scrutiny	
SOC 15 WS	<p>Supporting our Communities through the Recession – Publish a programme of activity for providing focussed support to local people and communities through the recession and deliver the projects in it within the specified timescales</p> <p><i>Comments – Programme of activities provided focussing on providing support to local people and communities through the recession. As a result of the programme of works, CAB funding increased due to the high number of contacts in the last six months mainly relating to benefits, housing, taxes and money advice. Several hundred people attended wellbeing days, 337 pre-</i></p>	As scheduled	

Project ref	Project Title and Description	Target completion date	Status
	<i>start clients have been seen and supported by BDS ad 57 established businesses have been helped. Market traders have been consulted with and a plan being worked on to help boost trade.</i>		
MB1	<p>Plan for Future Growth and Development in the District Prepare and approve the Core Strategy of the Local Development Framework for submission to government</p> <p><i>Comments – Core Strategy submission draft approved by Council in February 2010. To be published for consultation in April until June 2010.</i></p>	February 2010	
SOC 19 LPN	<p>Affordable Housing Strategy Action Plan 2009/10 - Implement those projects which are scheduled for completion during 2009/2010 in the Affordable Housing Strategy Action Plan</p> <p><i>Comment – The projects scheduled for completion in 2009/10 have been completed resulting in 171 affordable homes</i></p>	March 2010	
SOC 20 LPN	<p>Choice Based Lettings Scheme - Implement the second phase of the 'choice-based lettings' scheme for homes rented from Registered Social Landlords which allows people to have more choice about where they live</p> <p><i>Comments – The choice-based lettings scheme has been successfully implemented and 470 applicants have been housed in the Braintree district. Applicants are able to move across seven districts and have greater choice over the homes they want to be considered for.</i></p>	March 2010	
SOC 21 LPN	<p>Affordable Housing Schemes scheduled for completion this year - Work with Housing Associations to help them provide affordable housing schemes in: Gestingthorpe – 6 homes Pebmarsh – 10 homes Halstead - 2 schemes (13 and 8 homes) - 21 homes Rayne – 25 homes Witham – 50 homes Braintree – 15 homes Silver End – 2 homes</p> <p><i>Comments – Project completed. A total of 171 affordable homes have been provided which includes an additional 36 homes in Witham and an additional 9 homes in Braintree.</i></p>	March 2010	
MB 2	<p>Community Achievement Awards - Further develop, organise and hold the 2nd Community Achievement Awards Ceremony</p> <p><i>Comments – Event to recognise and reward individuals who make a valuable contribution to the community was held on 26th March. 770 public votes were cast to decide the winner in each category.</i></p>	March 2010	
LGRCSG 5 GB	<p>Local Committees working to improve Local Areas - Develop a programme of work for each of the Local Committees to work with and support community groups and parish councils on a range of initiatives to improve services in their local areas</p> <p><i>Comments - Work programme for each Local Committee agreed for 2010/11. Programme takes forward a number of priorities identified through Local Committee engagement events</i></p>	February 2010	

Project ref	Project Title and Description	Target completion date	Status
PI&E 2 JB	<p>Customer Service Excellence Award - Complete the Customer Service Excellence Standard pre-assessment. Establish any gaps and identify areas that require additional work as part of the wider project to achieve the standard for the whole authority</p> <p><i>Comments - This stage of the Customer Services Excellence Standard has been completed and additional work is currently on-going to address any gaps in the evidence to be provided at a local level for the services. Customer Services and ICT will be commencing the Customer Service Standard in April</i></p>	March 2010	
MB 10 ML	<p>Clearer and more Understandable Financial Reporting Develop a more proactive and clearer approach to communicating the Medium Term Financial Strategy to key stakeholders in an easily understandable format</p> <p><i>Comments – The budget setting process for 2010/11 provided a wider range of opportunities for members of the public and stakeholders to voice their opinions on and to help understand the various service options proposed by the Cabinet, in meeting the financial constraints faced by the Council for 2010/11 and beyond. Regular updates on the Council's finances and service options presented to managers at Manager's Briefings. An easy to read summary of the Council's finances was provided in the Annual Report for 2008/09.</i></p>	January 2010	
PI&E 11 ML	<p>More Efficient Printing and Copying - Undertake a review of existing departmental photocopiers and desktop printers and print facilities throughout the organisation</p> <p><i>Comments – Management Board considered report in March and agreed an option that will be integrated into the Accommodation Project. The review has identified cashable savings and considerable climate change benefits following implementation of the above.</i></p>	March 2010	
PI&E 12 ML	<p>Fees and charges review - Develop and implement an annual process for dealing with fees and charges</p> <p><i>Comments – New schedule of fees and charges agreed by full Council in February 2010. A single rate of 25% for concessions was also agreed.</i></p>	February 2010	
PI&E 17 RW	<p>Waste Management Options Appraisal To identify the most cost effective option for the future delivery of the refuse and recycling services</p> <p><i>Comments – Options appraisal completed</i></p>	March 2010	






Projects ongoing – to be carried forward to 2010/11



Project ref	Project Title and Description	Target completion date	Status
PRIDE9 RE (2008/09)	<p>The Cultural Olympiad – develop a four year programme of events and establish task groups to take them forward as the districts contribution in the run up to the London Olympic games in 2012.</p> <p><i>Comments - A two year plan has been agreed that provides a programme of events and an expression of interest in the 'big event' being organised by ECC in 2012. As the national and regional programme is developed, the opportunity to expand the Cultural Olympiad contribution from the district will continue to grow within the resources available.</i></p>	June 2010	
E&I 4 NH	<p>Personal Advice and Support Services to New and Young Businesses (LOCAL AREA AGREEMENT PROJECT) - Establish a service which provides face to face and direct support and advice to people setting up and running new and young businesses. This will be delivered by Business Development Services (BDS)</p> <p><i>Comments – Business networking evenings have proved a great success with local enterprises. The network now has 40 members and is anticipating additional interest in May. 2,971 pre-start clients have been seen by BDS between April 2009 and March 2010. 4 day business planning courses have been held during each month, and a total of 57 established businesses have been helped during the past 12 months. In partnership with Braintree District Council, BDS will also be organising a further 'meet the buyer' event in July 2010.</i></p>	March 2011	
SOC 7 LPN	<p>Improved cycle ways, footpaths and cycle parking Promote cycling and walking by improving and constructing new cycle-ways and/or footpaths and/or by providing additional cycle parking at: Gypsy Corner, Braintree</p> <p><i>Comments - Gypsy Corner is on track – Plans and drawings have been sent to Essex County Council Highways for approval. Still waiting for a response. The necessary forms for the closure of the Public Footpath whilst construction works takes place have been submitted to Essex County Council to process. Lighting design has been completed.</i></p>	June 2010	
E&I 9 NH	<p>Foot/cycle bridge at Braintree Freeport Work in partnership with others to secure the construction of a foot / cycle bridge providing a key link between Freeport Station and the residential area south of Mill Hill, Braintree</p> <p><i>Comments - This is an Essex County Council project. Braintree District Council performs a 'watching' brief on this project. The position is that the bridge was the subject of public consultation last November and that the consultation responses are currently being evaluated by ECC and their consultants. They will then publish a report on the public consultation. The next stage after that will be to submit a planning application, which is expected to be during the Summer.</i></p>	By end of 2011	
SOC 11 LPN	<p>Teenage Pregnancy Reduction Project (LOCAL AREA AGREEMENT PROJECT) - Identify, and put into operation, a range of ways in which the Council can support NHS Mid Essex in their multi-agency project to reduce teenage pregnancy</p> <p><i>Comments – A number of sessions have been set up around health at a number of children centres including a young parents group. Continuous monitoring and development is being undertaken to ensure the best, and most accessible service is available for young people.</i></p>	March 2011	

Project ref	Project Title and Description	Target completion date	Status
SOC 12 WS	<p>Village Agents Project - Community Transport provision (LOCAL AREA AGREEMENT PROJECT) - To provide a paid driver for two years to carry out work identified by the Village Agents</p> <p><i>Comments –Community transport driver commenced in February 2010. Shopper bus launched on 31st March – this is a new service established by ECC in partnership with BDC Community Transport, Parish Councils and Village agents for people living in rural locations who do not have access to a regular bus service. Village agents website now up and running providing information about the service, advice and links.</i></p>	March 2011	
SOC 13 WS	<p>Creative Communities Project (LOCAL AREA AGREEMENT PROJECT) - A project in residential areas using a range of activities as the mechanism for engagement between all age groups</p> <p><i>Comments - Nottage Crescent, Braintree - Officers are working with volunteers from the Nottage Crescent Residents Association to organise the second of three Creative Communities funded events in there area. This event will be an Easter themed community event taking place on the public green on Sunday 11th April.</i></p> <p><i>Great Yeldham - Community Development Officers have been undertaking a public consultation in the area and have consulted with over 140 young people in the village as well as their parents and other residents. The information is being used by officers and volunteers from the community to plan what events and activities would be most suitable to bring the community together. Volunteers are still being recruited and are being referred to BDVSA for advice on how to become a fully constituted community group.</i></p> <p><i>Braintree East - Officers have been working with a multi-agency community group to discuss the issues affecting the area and have undertaken an initial engagement activity to get residents views about where they live. A comprehensive consultation will be undertaken in April to inform the group's future actions.</i></p>	March 2011	
SOC 14 WS	<p>Community Reparation Project (LOCAL AREA AGREEMENT PROJECT) - To reintegrate low level offenders back into the community by getting them to undertake a variety of unpaid projects that benefit the wider community</p> <p><i>Comments – 405 hours of unpaid work completed so far. Officers are continuing to seek additional activities that can be undertaken by community payback workers.</i></p>	March 2011	
PI&E 10 NH	<p>Define working arrangements between BDC and Braintree District Museum Trust Ltd. – Review the work of the Museum Trust and seek to address the serious financial shortfall being experienced by the Trust with regards to the Warner's Textile Archive.</p> <p><i>Comments – A partnership project has been developed between Braintree District Council, Braintree District Museum Trust Ltd and Colchester & Ipswich Museums to examine future options for the delivery of the Museum Service, to be reported to Cabinet in September 2010. This work has been supported by a grant from the Museums Libraries and Archives Council for £30,000 with access to an additional £15,000.</i></p>	September 2010	




Projects delayed during Quarter 4

Proposed revised target date is written in **BOLD** within the target completion date column

Project ref	Project Title and Description	Target completion date	Status
E&I 1 NH	<p>Regeneration of town centres – Braintree - Redevelopment project to rear of town hall. Selection of development partner. Preparation and receipt of design brief</p> <p><i>Comments – Outline solutions were submitted by 3 of the 4 selected developers. Progress to the detailed solutions stage was temporarily put on hold whilst the Council considered its office accommodation options following the agreement to acquire Mayland House. The project is now being re-scoped on the basis that the Council will not need office space in the development as it is to keep Causeway House as its main offices</i></p>	<p>June 2010</p> <p>Proposed revised target date 30th November 2010</p>	
E&I 2 NH	<p>Regeneration of town centres – Witham - Redevelopment project at Newlands precinct. Selection of development partner. Preparation and receipt of development brief</p> <p><i>Comments - The project stalled for a period of time as the current owner of the shopping precinct is reluctant to respond to communication from the Council. However the Council is now actively seeking a development partner with the view to making a joint approach to the owner.</i></p>	<p>June 2010</p> <p>Proposed revised target date TBA</p>	
SOC 9 WS	<p>CCTV project - Halstead - Provision of CCTV cameras in Halstead Town Centre</p> <p><i>Comments – Although the cameras have been installed the project is not complete and operational due to problems and delays with the works to be undertaken by BT. The issue of non-performance has been taken up with senior managers at BT. A revised date needs to be agreed with BT</i></p>	<p>February 2010</p> <p>Proposed revised target TBA</p>	
PI&E 13 ML	<p>Review of payroll - Review of payroll system together with HR system to achieve efficiencies and provide solutions to improve the resilience of the service</p> <p><i>Comments – Review has been undertaken and a specification has been prepared. The required notice, seeking expressions of interest, has been issued in the European Journal. The project is currently behind time due to the work commitments of the two small teams involved in the project.</i></p>	<p>January 2010</p> <p>Proposed revised target date 31st March 2010</p>	
PI&E 14 ML	<p>Procure-to-Pay review - Provision of an electronic link between procurement and payments systems. Enabling the receipt and processing of electronic invoices from suppliers</p> <p><i>Comments - A review of the options has been undertaken and a preferred method of providing the link has been determined based on value for money. The method is in operation at Southend BC and a site visit has been arranged for relevant officers to ensure it is appropriate and will be effective for the lower volume of transactions. A recommendation and implementation plan if appropriate will be made on the basis of the findings of the visit. The project is currently behind time due to the work commitments of the two small teams involved in the project.</i></p>	<p>Review enabling consideration of options - December 2009 Implementation – February 2010 Revised target date for decision 30th June 2010</p>	

Project ref	Project Title and Description	Target completion date	Status
PI&E 15 ML	<p>Review of legal spend - Reduce the external legal spend by undertaking a detailed options appraisal and implementing the most appropriate options for the provision of legal services across the council</p> <p><i>Comments – Work on the option was approved by the Board in Q3 and substantial progress has been achieved in relation to Licensing. This work has identified cultural change issues and other learning points which indicates that a phased approach is needed for the pilot stage. Accordingly, in the period up to June, the pilot will focus on procuring provision of services to Licensing and Asset Management. This will be taken through the Programme Board in June 2010.</i></p>	October 2009 – complete Options Appraisal March 2010 – Implementation Revised date to be agreed	
LGRCSG 10 ML	<p>Financial Regulations - Review the financial and other regulations in the Council's Constitution</p> <p><i>Comments – Service Unit managers have been consulted on what does or does not work with regards to the current regulations. Draft proposals to be considered by Audit Committee in June 2010 before submission to the Local Government Reform Sub-Group and Cabinet. The drafting of proposed changes to the Financial Regulations and other regulations has been delayed due to other work commitments.</i></p>	April 2010 Revised target date 30th June 2010	

Projects aborted or closed during Quarter 4

Project ref	Project Title and Description	Target completion date	Status
LGRCSG 6 JB	<p>Making it easier to contact local councillors - Improve the ways in which local constituents can contact their local Councillors by:</p> <ul style="list-style-type: none"> raising the profile of local Councillors in their wards Carrying our a feasibility study into other more innovative ways of holding councillor surgeries (including telephone and walkabout surgeries) <p><i>Comments - Project is taking a new shape with greater reliance on technological solutions that have yet to be developed. Project scope will be reviewed and take into account other work that is being undertaken at a County level. A new project bringing together LGRCSG 6 and LGRCSG 9 will be developed for 2010/11.</i></p>	March 2010	
LGRCSG 7 JB	<p>Improved Council and Democracy web pages - Improve the appearance, content and functionality of the Council and Democracy web pages to make them more accessible and relevant to the public.</p> <p><i>Comments – Profile of local Councillors has not been raised in the ways envisaged by this project due to under-estimated resources being allocated to it. The feasibility study was completed and different ways of raising the profile have been identified and will be implemented during 2010/11.</i></p>	March 2010	
PI&E 18 ML	<p>Workstyle Project - Review our office accommodation requirements in light of the amount of space which will become available when Greenfield's Community Housing Association move to their new premises in September</p> <p><i>Comments - This project has been superseded by the Accommodation Project.</i></p>	March 2010	

Update on the Corporate Improvement Programme

Our Corporate Improvement Programme focuses on the four themes collectively known as our 'Shaping up for Excellence' theme

- **Customer Service**

- **People and Performance**

- **Communications and Engagement**

- **Innovation and Efficiency**

Each theme has an action plan. The following improvements have been put in place during January to March 2010:

Customer Service

- The Customer Service Centre have increased the services they deliver by taking payments for Land Charges and Planning
- First successful Mortgage Rescue Scheme completed enabling a family to remain in their own home
- The re-text, website, and PR links were used to keep residents informed following disruptions to the refuse collections in January and February caused by severe weather.
- Electronic Licensing Management System – A new online system for applying and paying for licences has been introduced to make the service more accessible.

People and Performance

- Four modern apprentices started in Housing, Finance, Museum and People and Democracy
- Talent Management and Succession Planning for Senior Managers and Service Unit Managers have been completed.
- 6 members of staff successfully passed NVQ qualifications
- Braintree District Council's learning pool site 'VISION' updated and launched to all Managers

Communications and Engagement

- LSP Communications Strategy and Action Plan approved which guides the way in which the LSP communicates, both internally within the Partnership and to external audiences.
- First edition of the LSP Newsletter issued providing updates on partnership matters such as the progress of projects and activities, performance, events, consultations and news.
- Spring issue of Contact magazine focused on housing and transport meeting local needs and included a guide to planning permission for residents who may be considering extending or enhancing their home.

Innovation and Efficiency

- Low wattage lighting installed in the Museum and Town Hall Centre
- £15,000 funding secured from Improvement East to look at working arrangements regarding the Choice Based Lettings scheme
- Childcare voucher scheme launched benefiting more staff than before as it now includes children up to the age of 16
- £10,000 funding secured from Improvement East for Management Development and Member training
- Savings of 20,000 for the 2010/11 budget have been achieved following the reduction of the number of telephone lines and changing the provider.







Section 4: Managing the Business

Performance Indicator Overview

The information in the tables below details the performance of the quarterly and annually reported indicators for the fourth quarter and overall for the year. Not all performance indicators have targets set and the outturn figures are for information purposes only. A sample of performance indicators are also checked to ensure data quality.

At the end of the year:

The following table shows the overall performance in relation reported Performance Indicators at the end of the year and how the performance compares with 2008/09.

Trend compared with last year		Status of indicators			
					<i>TOTAL</i>
	Performance has improved	31	2	1	34
	Performance has deteriorated	5	4	8	17
	Performance is the same	16	1	0	17
TOTAL		52	7	9	68



Currently 61 of our Performance Indicators can be placed into national quartiles (i.e. they can be compared with the performance of other District Councils nationally). At the end of 2009/10:







- **36 are in the top quartile**
- **14 are in the second quartile**
- **9 are in the third quartile**
- **2 are in the bottom quartile.**









The quartile positions for the Best Value performance indicators (e.g.BV82b) is taken from the latest relevant data published by the Audit Commission in 2007/08 (based on 2006/07 outturn figures) and the National Indicator quartile positions are based on the quartiles published in 2009/10 (based on 2008/09 outturn figures).

Our Performance Indicators in Detail

The table below details the quarterly reported indicators and their status at year end:

Indicator	Performance as at end of:				Target for end of this quarter	Status for Qtr	Year outturn	Target for year	Trend compared to last year	Projected quartile position		Year status	Comments
	Q1	Q2	Q3	Q4						At start of year it was	Is now		
	BV82a(ii) – Tonnes of household waste recycled	3335.57	3377.47	3643.22						3870.84	4248.00		
PLP1 – The number of passenger journeys made on the Community transport scheme	13342	13150	13828	11364	13618.5		51684	54474	↓				The Q4 target has not been met due to the severe weather conditions in January and February. This has also impacted on the overall yearly performance as the elderly did not make as many bookings in the winter months. The loss of a driver and the delay in receiving the CRB check for the new driver meant not all bookings could be catered for.

Indicator	Performance as at end of:				Target for end of this quarter	Status for Qtr	Year outturn	Target for year	Trend compared to last year	Projected quartile position		Year status	Comments
	Q1	Q2	Q3	Q4						At start of year it was	Is now		
	BV12 - Working Days Lost Due to Sickness Absence	2.14	2.05	2.75						2.58	2		
BV204 - % of planning appeals allowed	33.33%	33.33%	30%	47.37%	25.9%		38%	25.9%		Second	Third		Q4 result - 9 out of 19 appeals allowed. Department are undertaking an analysis of the reasons behind the figures. Cumulative for the year 19 out of 50 appeals allowed (38%).
BV82a(i) – % of household waste recycled	22.55%	25.29%	28.37%	28.73%	29%		26.23%	29%		Top	Second		The yearly target set has been over estimated as this was based on an anticipated increase following the wheeled bin roll out in October. Recycling has increased since the bin roll out and anticipate that target will be achieved next year.

Indicator	Performance as at end of:				Target for end of this quarter	Status for Qtr	Year outturn	Target for year	Trend compared to last year	Projected quartile position		Year status	Comments
	Q1	Q2	Q3	Q4						At start of year it was	Is now		
	BV218b - Abandoned Vehicles - % removed within 24 hours of required time	87.5%	91.67%	100%						100%	100%		
WCLP1 – Number of bins not collected within 24 hours of being reported per 100,000	11.27	9.35	96.27	21	25		34.86	25	↓				The wheeled bin roll out to the remainder of the district and re-routing together with adverse weather conditions in December impacted on performance in Q3 resulting in not meeting the overall yearly target .
CHLP7 - The average telephone response time in the Customer Service Centre	12.54	17.46	22.58	10.75	15		15.83	15	↑				Call times did not meet target in Q2 and Q3 due to the unprecedented high volume of calls received in Sept and Oct regarding the wheeled bin roll out to the remainder of the district,. The loss of six Greenfield staff at the end of September coincided with this leaving a reduced team of eight customer advisers to answer the calls.
WCLP2 - % of Fly Tips cleared within 24 hours of being reported	98.49%	96.82%	97.12%	100%	98.8%		97.99%	98.8%	↓				Out of 1,093 tips collected, 1,071 were completed within 24 hours, 20 by the next day and 2 within 2 days.
WCLP3 - % of cases of graffiti removed within 5 days	100%	100%	90%	100%	100%		98.8%	100%	↓				Represents one case not dealt with in the time period specified.










Indicator	Performance as at end of:				Target for end of this quarter	Status for Qtr	Year outturn	Target for year	Trend compared to last year	Projected quartile position		Year status	Comments
	Q1	Q2	Q3	Q4						At start of year it was	Is now		
	BV78a - Speed of processing - new HB/CTB claims	20	18.7	17.3						18	18		
NI 181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	10	9.3	7.7	6	8		8.3	8					
The Environment is Clean and Green													
BV82b (i) - % of Household Waste Composted	26.06%	25.63%	23.96%	23.77%	19%		25.85%	19%		Second	Top		
BV82b(ii) - Tonnes of household waste composted	3848.02	3430.89	3167.38	3104.48	2874		13550.77	11496		Top	Top		
NI 191 - Residual household waste per household	124.2	107.84	98.54	101.26	126		431.84	513		Top	Top		
NI 192 - % of household waste sent for reuse, recycling and composting	48.61%	50.91%	53.05%	53.08%	48%		51.41%	48%		Top	Top		Increase of just under 6% from last year
NI 195a - Improved street and environmental cleanliness: Litter	N/A	4%	3%	8%	6%		5%	6%		Third	Third		Result for the third tranche is due to less foliage in the hedges /ditches which usually hides litter, and weather conditions make it difficult to litter pick.
NI 195b - Improved street and environmental cleanliness: Detritus	N/A	17%	7%	10%	12%		12%	12%		Third	Third		
NI 195c - Improved street and environmental cleanliness: Graffiti	N/A	1%	0%	0%	0%		0%	0%		Top	Top		

Indicator	Performance as at end of:				Target for end of this quarter	Status for Qtr	Year outturn	Target for year	Trend compared to last year	Projected quartile position		Year status	Comments
	Q1	Q2	Q3	Q4						At start of year it was	Is now		
BV218a - Abandoned vehicles - % investigated within 24 hrs	98.91%	100%	100%	100%	99.5%		99.73%	99.5%		Second	Second		
WCLP4 - % of cases of Graffiti removed within 24 hours of being reported	100%	100%	100%	100%	100%		100%	100%					
Everyone can enjoy a Healthy Lifestyle													
BV170a - visits to/usages of local authority funded or part-funded museums & galleries in the per 1,000 population	102	98	124	127	46		451	341		Third	Second		
BV170b - visits to Local Authority funded, or part-funded museums & galleries that were in person, per 1,000 population.	27	32	40	49	45		148	142		Third	Third		
BV170c - The number of pupils visiting museums and galleries in organised school groups	1347	541	1578	3452	3400		6918	6800		Top	Top		
BV126 - Domestic burglaries per year, per 1,000 households in the Local Authority area.	1.3	1.0	1.4	1.2	N/A	N/A	4.8	N/A		Top	Second	N/A	The quarterly figures are rounded up to 1 decimal place. For the year, there were 294 domestic burglaries
BV127a - Violent crime per year, 1,000 population in the Local Authority area	2.5	2.7	2.1	2.3	N/A	N/A	9.6	N/A		Second	Top	N/A	The quarterly figures are rounded up to 1 decimal place. For the year, there were 1332 violent crimes
BV127b - Robberies per year, per 1,000 population	0.1	0.1	0.0	0.1	N/A	N/A	0.3	N/A		Second	Second	N/A	The quarterly figures are rounded up to 1 decimal place. For the year, there were 35 robberies
BV128 - The number of vehicle crimes per year, per 1,000 population	1.2	1.3	1.4	1.6	N/A	N/A	5.5	N/A		Top	Top	N/A	The quarterly figures are rounded up to 1 decimal place. For the year, there were 768 vehicle crimes

Indicator	Performance as at end of:				Target for end of this quarter	Status for Qtr	Year outturn	Target for year	Trend compared to last year	Projected quartile position		Year status	Comments
	Q1	Q2	Q3	Q4						At start of year it was	Is now		
	BV174 - The number of racial incidents reported to the local authority, and subsequently recorded, per 100,000 population	0.7	0.7	1.41						0.00	N/A		
BV175 - The percentage of racial incidents reported to the local authority that resulted in further action	100%	100%	100%	100%	N/A	N/A	100%	N/A	▬	Top	Top	N/A	
NI 184 - Food establishments in the area which are broadly compliant with food hygiene law	91%	94%	93%	94%	93%	✓	93%	93%	↑			✓	
Housing and Transport meet local needs													
BV64 - The number of non-local authority owned vacant dwellings that are returned into occupation or demolished during the current financial year as a direct result of action by the local authority	16	19	26	27	17.5	✓	88	70	↓	Top	Top	✓	
NI 156 - Number of households living in temporary accommodation	39	32	32	36	63	✓	36	63	↑	Third	Third	✓	Performance is judged on Q4
BV183b - The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need.	9.71	10.74	10.74	10.5	10.42	✓	10.46	12	↓	Third	Third	✓	
We Deliver Excellent, Cost Effective and Valued Services													
CHLP3 - Percentage of complaints responded to in 7 working days	82.3%	88.3%	87.6%	89.5%	82%	✓	87.6%	82%	↑			✓	
CHLP4a - Availability of telephone network	100%	100%	100%	100%	99%	✓	100%	99%	▬			✓	

Indicator	Performance as at end of:				Target for end of this quarter	Status for Qtr	Year outturn	Target for year	Trend compared to last year	Projected quartile position		Year status	Comments
	Q1	Q2	Q3	Q4						At start of year it was	Is now		
	CHLP4b - Availability of data network	99.98%	99.99%	100%						100%	99%		
CHLP4c - Availability of website network	99.99%	99.83%	99.98%	99.89%	99.5%		99.92%	99.5%					
CHLP5 - Percentage Enquiries resolved at first point of contact within the Customer Service Centre	89.33%	91.33%	93%	91.67%	85%		91.33%	85%					
CHLP6 - The number of transactions carried out via the Council's web-site	12037	12441	8593	7813	8750		40884	35000					The number of transactions has reduced in Q3 and Q4 as there are no longer transactions being processed on behalf of Greenfields. As part of our development of the website, there will be more transactions becoming available online so we are expecting an increase in future transactions.
NI 14 - Avoidable contact:: the percentage of customer contact that is of low or no value to the customer	7.5%	8.4%	31.3%	15.2%	N/A	N/A	14.6%	N/A		Top	Second	N/A	Q1, Q2 and Q3 represents NI 14 in the Customer Services Centre only. Q4 includes a sample week of avoidable contacts in District Development, Environmental and Revenue & Benefits.
BV156 - Buildings Accessible to People with a Disability	78.26%	78.26%	87%	87%	70%		87%	70%					
NI 182 - Satisfaction of business with local authority regulation services	89%	92%	85%	85%	88%		88%	88%					
BV11a - Top 5% of Earners: Women	30.3%	37.93%	30.55%	30.3%	N/A	N/A	32.27%	N/A		Top	Second	N/A	

Indicator	Performance as at end of:				Target for end of this quarter	Status for Qtr	Year outturn	Target for year	Trend compared to last year	Projected quartile position		Year status	Comments
	Q1	Q2	Q3	Q4						At start of year it was	Is now		
	BV11b - Top 5% of Earners: Ethnic Minorities	4.35%	4.76%	4.76%						4.76%	N/A		
BV11c - Top 5% of Earners: with a disability	4.35%	4.76%	4.76%	4.76%	N/A	N/A	4.66%	N/A	↓	Second	Second	N/A	
BV14 - Percentage of Early Retirements	.00	.00	.00	.00	N/A	N/A	.00	N/A	▬	Top	Top	N/A	
BV15 - Percentage of Ill-health Retirements	.00	.00	.20	.00	N/A	N/A	.20	N/A	↑	Bottom	Second	N/A	
BV16a - Percentage of Employees with a Disability	9.5%	9.6%	9.71%	9.83%	N/A	N/A	9.66%	N/A	↑	Top	Top	N/A	
BV17a - Percentage of local authority employees from ethnic minority communities	2.85%	2.81%	2.84%	2.87%	N/A	N/A	2.84%	N/A	↑	Second	Second	N/A	
BV8 - % of invoices paid on time	99.00%	98.23%	98.70%	98.40%	98%	✔	98.58%	98%	↑	Second	Top	✔	
BV9 - Percentage of Council Tax collected by the Authority in the year	30.85%	59.66%	87.56%	98.46%	98.45%	✔	98.46%	98.45%	↑	Second	Second	✔	
BV10 - The percentage of non-domestic rates due for the financial year which were received by the authority	30.87%	59.02%	86.37%	98.38%	97%	✔	98.38%	97%	↑	Bottom	Bottom	✔	
BV78b - Speed of processing - changes of circumstances for HB/CTB claims	7	6.7	5.7	4	6	✔	5.8	6	↑	Top	Top	✔	
BV79a - Accuracy of processing - HB/CTB claims	98.4%	100%	100%	99.2%	99%	✔	99.4%	99%	↑	Top	Top	✔	Q1 represents 2 errors found out of a random sample of 125 benefits cases. Q4 represents 1 error found out of a random sample of 125 benefits cases.
BV205 - The local authority's score against a 'quality of planning services' checklist	100%	100%	100%	100%	100%	✔	100%	100%	▬	Top	Top	✔	



Indicator	Performance as at end of:				Target for end of this quarter	Status for Qtr	Year outturn	Target for year	Trend compared to last year	Projected quartile position		Year status	Comments
	Q1	Q2	Q3	Q4						At start of year it was	Is now		
	NI 179- Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	842	N/A	1321						N/A	N/A		
NI 157a - Processing of planning applications: Major applications within 13 weeks	85.71%	80%	90.91%	100%	87%		88.64%	87%		Second	Second		
NI 157b - Processing of planning applications: Minor applications within 8 weeks	81.82%	92.47%	90.41%	86.11%	86%		87.94%	86%		Top	Top		
NI 157c - Processing of planning applications: Other applications within 8 weeks	93.31%	93.45%	95.37%	94.35%	93.5%		94.12%	93.5%		Top	Top		

The table below details the annually reported indicators and their status at year end:

Indicator	Performance as at end of the year	Target for end of the year	Trend compared to last year	Projected quartile position		Year status	Comments
				At start of year it was	Is now		
NI 8 - Adult participation in sport and active recreation	13%	23.3%		Bottom	Bottom		The participation rate measured by the Active People Survey has shown a reduction of 0.8% compared to the previous 12 months. This is not a statistically significant change to the previous year. The target of 23.3% was based on a number of assumptions, including the survey scope and number of residents surveyed which has reduced from 991 in 2006 when participation was measured at 20.9%, to 497 residents in 2009 when participation was measured at 13%. Swimming participation in the District has increased by 21% from 08/9 results for 60+ group, and 15% for 16 and under age group.
The Environment is Clean and Green							
BV86 - Cost of household waste collection per household	£68.64	£68.50		Bottom	Bottom		The changes made to the waste collection service in October are still being embedded and thus we hope to continue to improve on the cost of waste collection per household.
BV91b - % of residents serviced by a kerbside collection of at least two recyclables	100%	100%		Top	Top		
NI 196 - Improved street and environmental cleanliness – fly tipping	2	1		Second	Top		BDC have received an 'effective' score for 2009/10. This means that we are in a position where the number of incidents is decreasing and the number of actions is the same or decreasing.
BV216a - Identifying Contaminated Land sites of potential concern	6	N/A				N/A	This is an activity indicator and for information purposes only.
BV216b - Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'.	44%	44%		Top	Top		
BV217 - Percentage of pollution control improvements to existing installations completed on time	100%	100%		Top	Top		
BV219a - Total number of conservation areas in the local authority area	39	N/A				N/A	

Indicator	Performance as at end of the year	Target for end of the year	Trend compared to last year	Projected quartile position		Year status	Comments
				At start of year it was	Is now		
BV219b - Percentage of conservation areas in the local authority area with an up-to-date character appraisal	15.4%	15.4%		Third	Third		The Annual Plan did not require any additional appraisals to be carried out in 2009.10. Their preparation is funded by Housing and Planning Delivery Grant (HPDG).
NI 197 - proportion of Local Sites where positive conservation management has been or is being implemented	28%	17%		N/A	N/A		This represents 71 sites under positive management out of 251 sites in the local Authority area. The target was to get 43 sites under positive management.
NI 186 - Per capita reduction in CO2 emissions in the LA area	9.5%	6.7%		Top	Top		
NI 188 - To ensure local authority preparedness to manage risks to service delivery, the public, local communities, local infrastructure, businesses and the natural environment from a changing climate, and to make the most of new opportunities	2	1		Second	Top		Completed Level 2 and commencing level 3 to have a comprehensive action plan and prioritise action in all priority areas.
BV106 - % of new homes built on previously developed land	Available December 2010	47%	N/A	Third	Top	N/A	This data is not available for the reporting year for corporate performance monitoring purposes, because of the time needed to carry out site checks and analyse the results. The most recent data is for 2008/9, which is 77.59%, as reported in December 2009 as part of the District Annual Monitoring Report. Quartile position is based on 08/09 outturn.
NI 185 - CO2 reduction from local authority operations	7%	7%					BDC advantageously completed its Carbon Management Programme and started implementation and monitoring of its projects in 2008. The production of an annual monitoring report mirrors the reporting requirements of NI 185 and will be delivered accordingly. The authority has implemented a number of projects to further reduce emissions
NI 194 - Air quality – % reduction in NOx and primary PM10 emissions through local authority's estate and operations		N/A	N/A			N/A	This is directly linked to NI 185 and when data is submitted to DEFRA, they provide the outturn figure for this indicator. We are currently awaiting the dates for submission of the NI 185 data so are unable to provide the outturn for NI 194 at present
Everyone can enjoy a Healthy Lifestyle							
BV225 – Provision and effectiveness of local authority services designed to help victims of domestic violence and prevent further domestic violence	91%	91%					Yes" responses to 10 out of the 11 criteria The only "no" response was to the following: "Is there within the LA area a minimum of 1 refuge place per ten thousand population"

Indicator	Performance as at end of the year	Target for end of the year	Trend compared to last year	Projected quartile position		Year status	Comments
				At start of year it was	Is now		
Housing and Transport meet local needs							
NI 154 - The net number of additional homes provided in the Braintree District to address the long term housing affordability issue	342	235	↓	Top	Third	✓	Data for 2009/10 will not be available until December 2010. The outturn figure provided is the net number of additional homes provided for 2008/09.
NI 159 - Supply of ready to develop housing sites	145%	100%	↓			✓	Data for 2009/10 will not be available until December 2010. The outturn figure provided is the supply of ready to develop housing sites for 2008/09. 2009/10 outturn figure will be published in the Annual Monitoring Report in December.
HLP4 - % of Private Homes Remaining Vacant	1.9%	N/A	↓			N/A	
2.2 – The gross numbers of affordable houses built or acquired per year	171	100	↑			✓	
HLP6 - Affordable Housing Completions per thousand dwellings	2.77	2.1	↑	Second	Top	✓	
HLP7 - The number of low demand homes per thousand dwellings	0	0	▬	Top	Top	✓	Not required to report on this as we have less than 50 dwellings
BV202 - The number of people sleeping rough on a single night within the area of the authority	0	0	▬	Top	Top	✓	Fewer than 10 are counted as zero. We had no use of the emergency cold weather facilities aimed at rough sleepers throughout the winter
BV213 - Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation	6	5	▬	Top	Top	✓	339 cases prevented - 339/ 61.556 (61,556 households as at 31.3.10) = 5.5 - rounded up = 6
We Deliver Excellent, Cost Effective and Valued Services							
CHLP10 - The average number of days taken to respond to complaints made to the Local Government Ombudsman	29.5 days	28 days	↓			⚠	
BV2a - The level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability.	3	3	▬	Top	Top	✓	Implemented improvements from Equality Standard Level 3 assessment. 1. Engaged with BMES - Faith Event 2. Implemented new Equality Impact Assessment progress
BV2b - The quality of an Authority's Race Equality Scheme (RES) and the	89%	88%	▬	Top	Top	✓	Currently in a transitional period of developing a single equality scheme for the Authority which will

Indicator	Performance as at end of the year	Target for end of the year	Trend compared to last year	Projected quartile position		Year status	Comments
				At start of year it was	Is now		
improvements resulting from its application.							encompass race, gender, disability and age and will focus on the needs of the district. This is an action following the level 3 assessment of the local government equality standard.
BV166a - Score against a checklist of enforcement best practice for environmental health.	100%	100%		Top	Top		

Customer Services & Views

The following is a selection of our customer service performance measures:

Customer Service: Indicators of Performance	2009/10					
	Q1	Q2	Q3	Q4	Target	Yearly Outturn
Percentage of enquiries resolved at first point of contact	89.33%	91.33%	93%	91.67%	≥ 75%	91.33%
Average telephone response time in the Customer Service Centre	12.54 secs	17.46 secs	22.58 secs	10.75 secs	≤ 15 secs	15.83 secs
Number of transactions carried out via the Council website	12,037	12,441	8,593	7813	≥ 8,750	40,884
Number of unique visitors to the Council website	92,571	84,333	82,819	99,777	N/A	359,500
Percentage of customer complaints responded to in seven working days	82%	88%	87.6%	92%	≥ 82%	87.7%
Number of positive articles reported in the local press	186	228	320	331	N/A	1,065
NI 14 – the proportion of customer contact that is of low or no value to the customer	7.5%	8.4%	31.3%	15.2%	N/A	14.6%

Complaints

Quarterly category analysis trend for 2009/10 compared with 2008/09

Complaint Category	Q1 2008/09	Q1 2009/10	Q2 2008/09	Q2 2009/10	Q3 2008/09	Q3 2009/10	Q4 2008/09	Q4 2009/10
Justified	33	48	50	79	44	181	37	143
Not Justified	38	50	56	79	52	79	47	75
Partially Justified	9	12	15	11	12	22	9	22
Not known	0	1	0	0	0	0	0	0
Total	80	111	121	169	108	282	93	240

Comments –

Q1 – The majority of complaints for this quarter related to parking issues following the launch of the new Parking Partnership and delays in issuing clear sacks due to supplier problems

Q2 – The increase in complaints is due to the change to the waste collection days

Q3 – There has been a significant increase in complaints since the end of September as a result of the Council implementing and 'bedding in' major changes to the waste collection service such as the introduction of food caddies, re-routing of the district, rolling out wheelie bins to the remainder of the district.

Q4 – Adverse weather conditions in January and February disrupted the Waste Management Service and resulted in increased complaints for this quarter.

A summary of the local ombudsman cases for the fourth quarter period is - 4 cases:

There were four Local Ombudsman cases determined by the Ombudsman during this quarter. In two cases, the Ombudsman decided that there was no or insufficient evidence of maladministration, and the investigation was terminated. The other two cases were determined by the Ombudsman as being 'premature', and the Council asked to put the complaints through its complaints procedure first.

Our Organisation

The following is a selection of our people performance measures:

People: Indicators of Performance	Q1	Q2	Q3	Q4	Change on previous period	Target	Target
Total headcount	572	561	551	541	-10	N/A	N/A
Number of temporary staff	43	45	45	43	-2	N/A	N/A
Total staff FTE	512.91	504.97	496.50	487.46	-9.04	N/A	N/A
Permanent staff FTE	480.27	469.97	461.15	452.45	-8.7	N/A	N/A
Temporary staff FTE	32.64	35	35.35	35.01	-0.34	N/A	N/A
Level of employee turnover	2.80%	3.20%	3.27%	3.51%	+0.24	N/A	N/A
Number of vacant posts	27	26	18	16	-2	N/A	N/A
Number of vacancies (FTE)	25.24	25.06	17.06	15.15	-1.91	N/A	N/A
Number of appointments on first attempt	100%	90%	80%	100%	+20%	N/A	N/A
Number of temporary leavers	6	14	6	9	+3	N/A	N/A
Number of permanent leavers	10	13	11	10	-1	N/A	N/A
Number of starters	27	18	6	0	-1	N/A	N/A
Working days lost to sickness per employee	2.25 days	1.96 days	2.95 days	2.57 days	-0.38 days	8.0 days	8.0 days
Number of learning days	811	696	638	1059.50	+421.50	N/A	N/A
Average learning days per employee	1.42	1.24	1.16	1.96	+0.80	≥3.5 days	≥3.5 days
Number of staff reaching retirement age in five years	7.5%	7.84%	8.33%	8.13%	-0.20%	N/A	N/A

Year on Year Headcount Analysis	2006-2007	2007-2008	2008-2009	2009-2010
	772	586	567	541

Health & Safety

The following is a selection of our Health and Safety performance measures:

Health & Safety: Indicators of Performance	2009/10					
	Q1	Q2	Q3	Q4	Target	Notes
Percentage of reported accidents/incidents to employees	1.25%	2.32%	2.18%	3.70%	N/A	Increase in Q4 due to the harsh weather conditions
Number of reported accidents/incidents to contractors	3	1	0	0	N/A	
Number of reported accidents/incidents to non-employees	0	10	6	1	N/A	
Top category of cause of accident	Slip/Trip/ Fall	Wasp Stings	Slip/Trip/ Fall	Slip/Trip/ Fall	N/A	The Health and Safety programme for next year will be to address slips, trips and falls
Number of health and safety inspections/tours/fire risk assessments/audits carried out	9	4	9	12	N/A	8 health and safety inspections and 12 fire risk assessments to be carried out each year
Number of non-conformances with legal or corporate standards in safety	0	1	0	0	N/A	Enforcement notice under RRFO Silver Hall End
Time lost in days due to employee accidents/incidents	9	0	10	58	N/A	High outturn for Q4 due manual staff slipping/falling due to the severe weather conditions. They are unable to continue with their day to day work due to the nature of their work.
Expenditure incurred in allocating additional resource due to accidents/incidents	£360	£440	£400	£2320	N/A	This is based on an average of £40 per hour. Will be looking to make this more accurate.
Percentage of management attendance at the Corporate Health & Safety Committee meetings	1%	80%	30%	50%	N/A	All Heads of Service are required to attend one meeting at least once a year
Percentage of Committee actions implemented each quarter	87.5%	100%	91%	50%	N/A	There are a number of long term actions that remain outstanding at the end of 2009/10 which are likely to be completed in Q1 and Q2 2010/11.

Managing our Business Key Performance Indicators

Financial Performance

The outturn on General Fund services is a net spend of £18.530 million, compared with a budget of £18.646 million, giving an overall **favourable variance** of £114,601.

The outturn for the Housing Revenue Account is a deficit of £124,686 compared with the original estimate for the year of a surplus of £114,820, providing an adverse variance of £239,506.

General Fund Commentary:

The favourable variance for the General Fund is £114,601 or less than 1% against budget. This is an improvement over the position reported at the third quarter where an adverse variance of £282,660 had been projected. Whilst previously identified shortfalls on major income areas remain – and these have been reflected in 2010/11 budget plans and medium term forecasts - the main reason for the turn-round in position concerns the outturn spend against expenditure budgets. Part of which comes as a consequence of the financial review conducted at the second quarter, whereby all managers were requested to give additional consideration to every item of expenditure and whether it was essential or could be delayed or cancelled over the remainder of the year without significant impact on the service.

The 2009/10 Budget assumed a drawdown from balances of £278,000, therefore, taken with the outturn variance the net drawdown from balances to the revenue account is £163,399.

Key Issues:

Key service issues that are contained within the projections are:

Issues that have direct impact on variances

- Income budgets – across a range of service areas the economic down-turn has had a detrimental impact on achievement of income. Service areas particularly affected are: building control (£177,344), car parking (£105,403), local land charges (£116,170), and development control (£82,759). The overall net position for all these areas has worsened since Quarter 3 by £22,176. Part of the shortfall on building control has been met by a drawdown from the Fee Earning Account reserve (£49,011), along with some savings on staffing and use of specialist consultants.

- The net effect of service level agreements (SLA's) with Greenfields CH during the year is a net £198,217 of additional income. This reflects the extended occupation by Greenfields of Causeway House, Millennium Towers, and Cordons Farm, together with inflationary increases across all SLA's and ad hoc work requested from the Council's graphic design and printing service, and other services. This position is better than that at Quarter 3 by around £50,000 as Greenfields continued to use the graphic design and printing service despite the Council's decision not to tender for renewal of the SLA during the year. There was a shortfall of rental income of £203,000 from Causeway House and Millennium Towers which had originally been planned to be received from a third party following Greenfields vacating; however, these arrangements were superseded by the review of future office accommodation, and the on-going review of depot facilities. Mitigating the shortfall in income is a reduction in operating costs of £91,300, which largely comprises utilities and business rates as office and depot space has remained vacant and unused.
- The overall cost of housing and council tax benefits is £106,159 higher due to a combination of: a one-off audit adjustment to the 2008/09 Final Subsidy; an increased in-year cost due to higher benefit payments (£45 million – an increase of £8 million over the previous year); and a slight decrease in the percentage recovery rate via government subsidy than was originally anticipated.
- The original budget assumed a pay award from April 2009 of 2.5%; this was settled at 1% for most pay points (along with some adjustments to annual leave and a slightly higher percentage increase for the lower grades). The 2009/10 budget was set prior to the April 2008 award being finalised, which was slightly higher by 0.3%. The net impact of these factors has been a reduction in pay costs of £190,060 in the year. After adjusting salary budgets for the pay award variance a further overall under spend on salaries of £311,218 was made, more than covering the efficiency/ vacancy target of £261,330 set in the budget.
- Across the Council there is an under-spend against utility budgets for gas and electricity of £169,283, of which £63,930 had been forecast at Quarter 3. The original budget included assumptions around the cost of electricity and gas, that were forecast to rise as contracts were renewed in October 2008, albeit then offset by an expected reduction in the following October. The baseline for the cost estimates were the previous year outturns on the related budgets. Since that time a number of factors have changed: the level of consumption has reduced due to: lower levels of building occupation as Greenfields vacated Millennium Towers and Causeway House; increased campaigning and introduction of measures aimed at saving energy usage; and the transfer of utility responsibilities to third parties under the management arrangements for some community centres. In addition, during the final half of the year the Council has been working with a specialist utility cost management consultancy who have been working on unifying site contacts, reviewing and querying billing information,

and establishing regular meter readings, the absence of which has previously led to erratic and inconsistent billing by the utility companies making it difficult to be precise about the underlying base cost.

- The year-end position, service by service, is a net favourable variance of £217,300, comprising an under-achievement of income of £458,100 and reduced spending of £675,300. The Council set an efficiency/ staff vacancy target of £261,330 for the year, which has to be netted off against the expenditure, producing a net under spend of £413,970. This compares with a net over spend of £6,200 projected at Quarter 3. Utility costs were £105,000 lower than anticipated at Quarter 3, which is the main reason for the change between quarters for Community Services and Finance. Also, within Finance, expenditure on maintenance of the revenue and benefits system was lower due a change made to the timing of contract maintenance payments as well as additional grants provided by Government to support specific legislative changes. Customer & ICT Services achieved savings on both mailing and telephone call costs, and within Operations, vehicle maintenance costs were lower than previously forecast albeit still higher than originally budgeted. The “set-up” costs for the car parking partnership have also been less than anticipated, although the formal partnership accounts have yet to be finalised by the lead authority.

Issues that do not impact on variances in 2009/10

- As predicted throughout the year, investment income was less than budgeted due to the continued low interest rate environment and the tighter lending policy restricting investments to a small number of counterparties. The outturn variance of £240,289 is however slightly improved from the last forecast (£248,000), with the impact on General Fund being a reduction of £58,813 compared with a previous forecast of £64,120. This combined with additional interest earned from other sources and less costs incurred in relation to the on-going legal and other joint action being taken over investments at risk, reduced the impact on the General Fund to £46,378, which is then met with a withdrawal from the treasury management reserve.
- It has previously been reported that the Council received an additional allocation of housing benefit administration subsidy of £140,800, to assist in meeting an increasing number of applications during the current economic climate. The grant is ring fenced and is being used to fund: 2 additional benefit officers and a scanning assistant on fixed term contracts; and system enhancements e.g. on-line application forms and interfacing with systems of the Department for Work and Pensions. The unspent balance of grant of £38,770 is being carried over into 2010/11 to fund the remaining term of fixed term staff contracts and the system development.

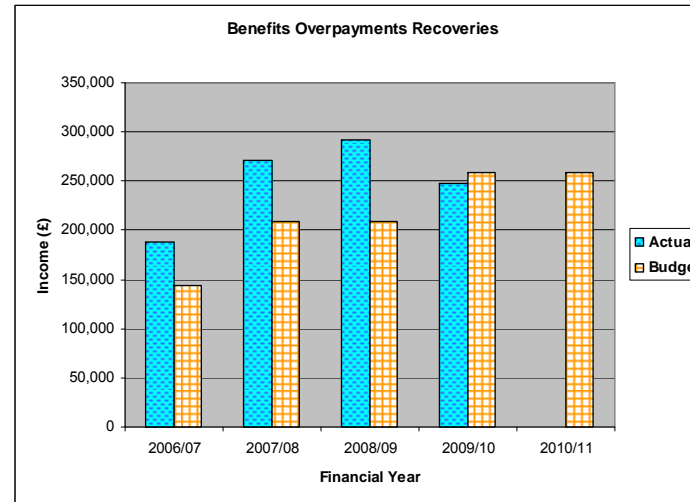
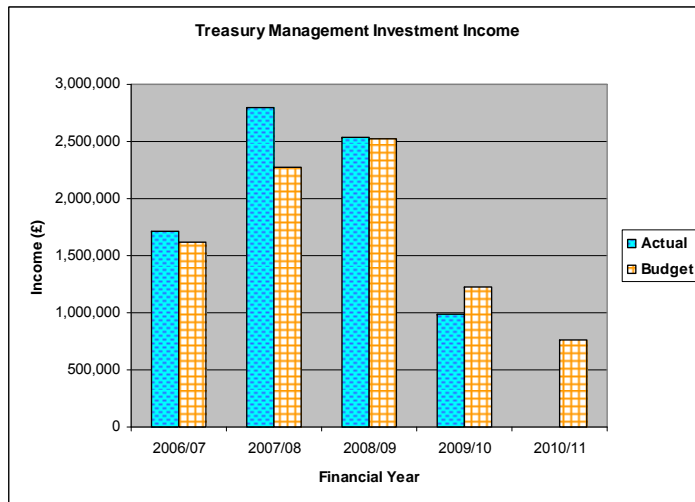
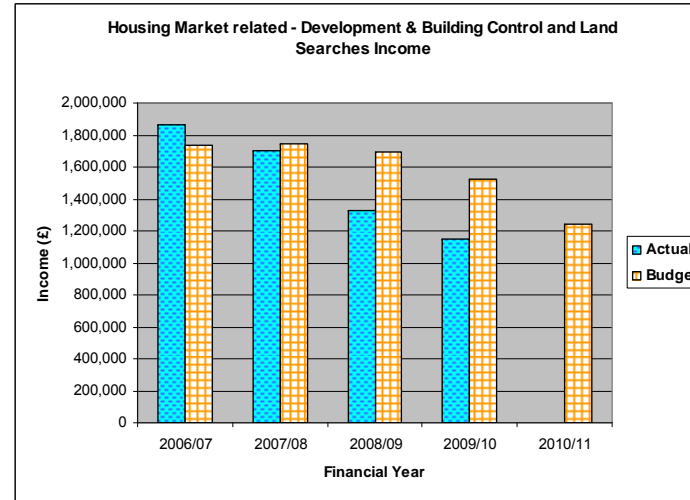
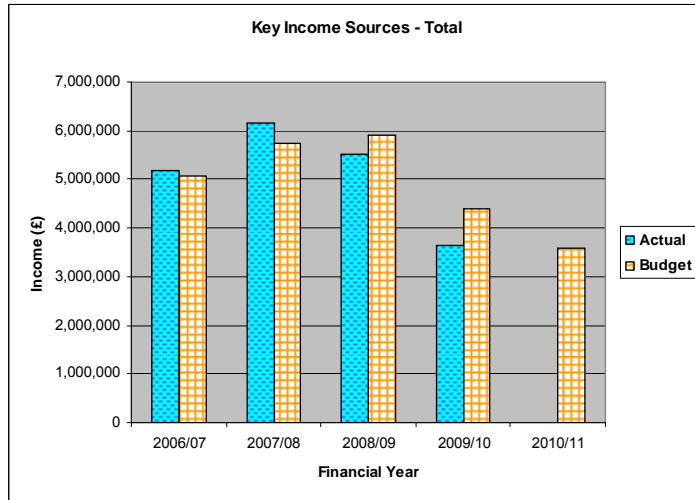
The following table provides a breakdown of the projected variance by Business Plan service area:

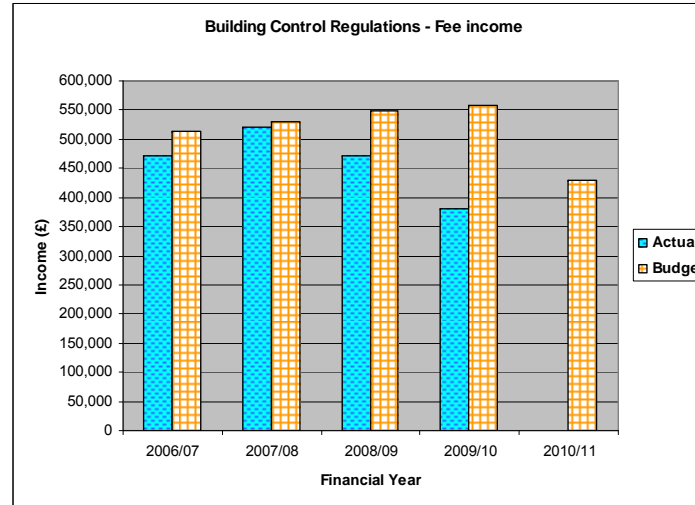
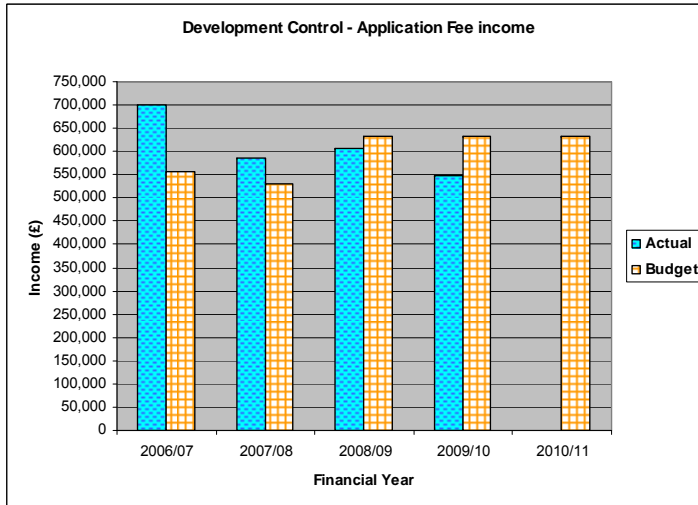
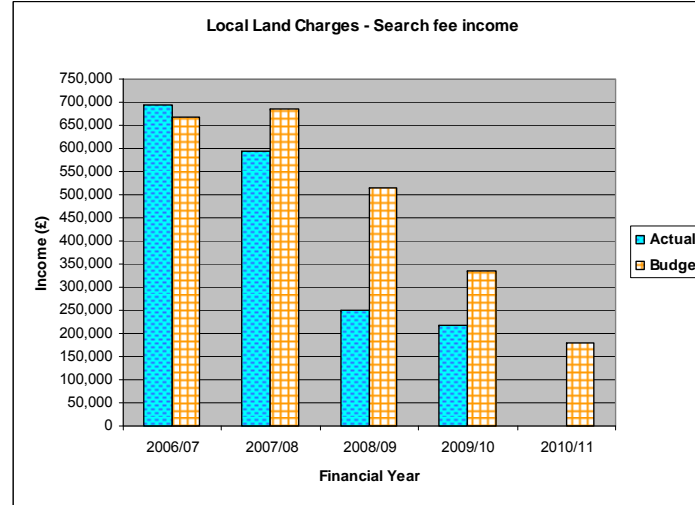
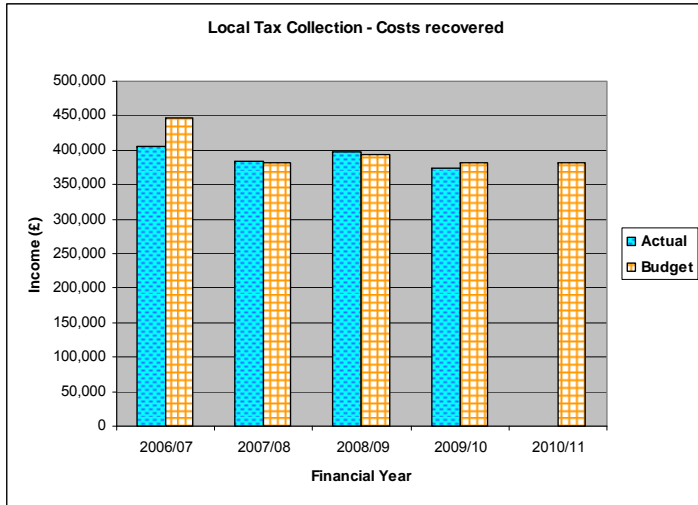
Business Plan	Original Controllable Budget £'000	Updated Controllable Budget £'000	Full year projection £'000	Budget Exp. £'000	Variance Income £'000	Variance Adverse/ (Favourable) £'000	RAG Status
Community Services	1,994	2,010	1,908	(111)	9	(102)	-5%
Corporate Management	734	726	728	3	(1)	2	-
Customer and ICT	1,885	1,896	1,679	(142)	(75)	(217)	-11%
District Development	787	839	1,008	(24)	193	169	20%
Enterprise and Culture	1,816	1,864	1,836	4	(32)	(28)	-2%
Environmental Health	981	1,103	1,178	(49)	124	75	7%
Financial Services	481	527	615	(168)	256	88	17%
Housing Services	774	765	694	(98)	27	(71)	-9%
Operations	5,273	5,216	5,265	(24)	73	49	1%
People and Democracy	2,162	2,227	2,045	(66)	(116)	(182)	-8%
Service Total	16,887	17,173	16,956	(675)	458	(217)	-1%
Corporate Efficiency Target	(261)	(261)	-	261	-	261	
Pay Award Savings	-	-	(190)	(190)	-	(190)	
Corporate Financing	2,020	1,732	1,764	63	(31)	32	
General Fund Total	18,646	18,644	18,530	(541)	427	(114)	-1%

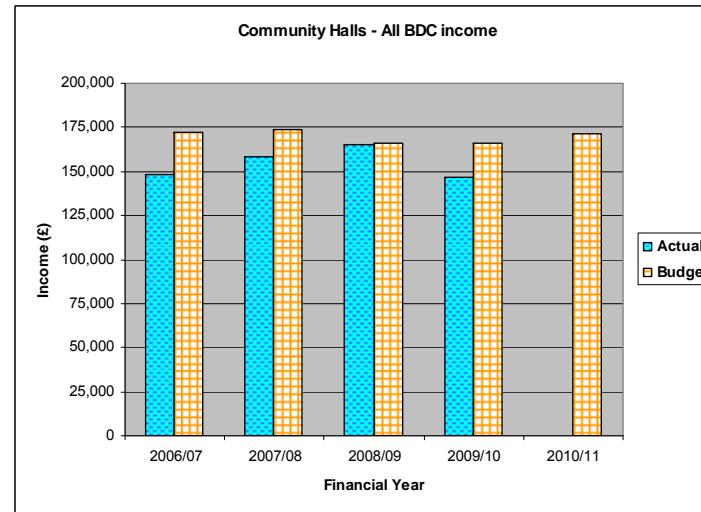
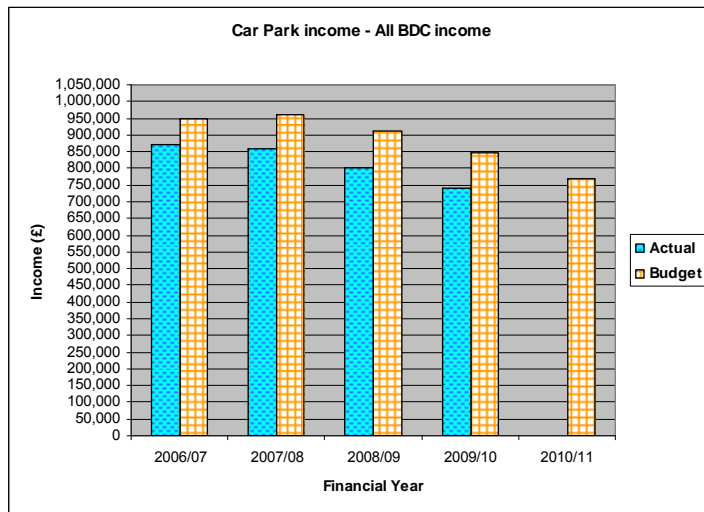
RAG Status: G = favourable or nil variance, A = up to £50k adverse variance, R = > £50k adverse variance

Income Streams

A significant proportion of the Council's budget is reliant on income. The following charts show the trend on the key income streams:







Housing Revenue Account Commentary:

The main transactions for the year include:

- Income and expenditure relating to liabilities prior to the housing transfer and to the management and maintenance of the small number of properties retained by the Council. – Net income £21,149.
- Contribution towards corporate overheads for on-going financial and housing management support, along with a charge for pensions relating to ex-employees and pensioners who had worked for services under the HRA – overall charge £369,701.
- Investment income on HRA related balances and mortgage interest net of management charges – credit of £245,931.
- Amortised debt costs of £1.18 million, offset entirely by Government housing subsidy.
- A revenue contribution to capital of £22,065.

The net effect of these transactions is a deficit for the year of £124,686. This compares with an original estimated surplus of £114,820 (and projection at the third quarter of a deficit of £148,249). The budget variance of £239,560 is mainly due to lower investment income and a contribution towards redundancy costs.

Earmarked Reserves

The outturn is after taking account of the following movements in earmarked reserves:

	Earmarked reserves £'000
Reserves b/fwd at 1st April 2009	4,015
Add	
Net transfer from General Fund balances	408
Capital financing items	268
Other additions in the year	290
Less:	
Applied in the year	(649)
Reserves at the year-end	4,332

- Net transfer from General Fund balances, includes £1 million (2 x £500,000 allocations agreed by Council) set aside to meet redundancy and retirement costs necessary to achieve longer term savings, less reserve balances previously identified as not required and returned to general balances.
- Capital financing items comprise mainly of internal leasing charges (£224,520) where refuse vehicles, previously financed by external leases, were purchased outright instead. Other items included are similarly related to capital projects. The addition to the capital reserve effectively replenishes capital resources, but still gives the option of either been used to fund new capital expenditure or, if required, be returned to general balances.
- Other additions reflect amounts set aside from revenue where funds not spent are related to the purpose of the reserve – usually to provide a medium term financing provision.
- Reserves applied in the year comprise the planned use of the reserves on relevant expenditure in the year.

General Fund and Housing Revenue Balances

Based on the outturn set out above, the movement on balances is as follows:

	General Fund	Housing Revenue Account
	£'000	£'000
Balance b/fwd at 1st April 2009	2,834	5,148
Add:		
VAT refund and interest	969	-
Less:		
Use of balances (Budget less outturn)	(163)	(47)
Redundancy/ retirements	(326)	(78)
Rivenhall Call-in inquiry	(78)	-
Net transfer from General Fund balances	(408)	-
Balance at the year-end	2,828	5,023

Movements shown on the General Fund balance are in respect of:

- One-off exceptional refund of VAT and related statutory interest the opportunity for which was created by rulings against HMRC concerning how EU VAT legislation had previously been applied.
- Use of balances: the original General Fund budget assumed a withdrawal of £278,000 from balances, which has been reduced by the outturn under spend of £114,601 resulting in a net withdrawal of £163,399. The withdrawal from the HRA balance reflects the deficit for the year (excluding a share of redundancy costs – see below).
- Redundancy and early retirement costs incurred during the year (part of the overall total incurred, the balance being met from earmarked reserves) with a share met by the HRA proportional to time previously spent on HRA related activities.
- Funding costs relating to the Rivenhall planning inquiry.
- Net transfer to reserves as detailed in the comments above under Earmarked Reserves.

Risks to the Outturn for the Year

The outturn is subject to finalisation of the draft Statement of Accounts, which will be considered by Audit Committee in June before the external audit commences in July.

A review of the outturn will be undertaken to ensure that any implications for the 2010/11 budget and medium term financial strategy are identified. Where income shortfalls have occurred, in the main these have already been taken into account in the 2010/11 budget.

Capital Programme and Resources

Capital spend for the year

The capital programme approved for the year was originally £6.726 million. The 2009/10 programme for reporting purposes is currently £4.893 million determined as follows:

	£'000s
Approved programme (including £987k anticipated carry forward budgets from 2008/09)	6,726
<u>Less:</u>	
Projects still be approved:	
• Subject to Cabinet approval	(235)
• Growth Area Funding	(2,338)
Social Housing Grant (Part of the total £1m reduction approved at Council in June 2009)	(550)
<u>Add:</u>	
• Additional budgets b/fwd from 2008/09	1,208
• Projects approved in year (BDC capital resources)	90
• Projects approved in year (External/ revenue funding)	1,037
• Financing Decision – Refuse Freighters	676
• Mayland House - Lease Surrender	120
• Increase in Capital Salaries	19
<u>Less</u>	
• Budgets re-profiled/ carried over into 2010/11	1,810
• Budgets to be financed from Revenue	50
Current Programme for 2009/10	4,893

The capital programme is reported over two themes:

- General Fund – Spending on Council owned assets and supporting local communities through local area committee grants
- Housing investment – mainly spent on partnership schemes with other social landlords (e.g. Bailey Bridge Road scheme) and providing disabled facilities grants and home improvements grants.

Progress with the delivery of the major capital projects is monitored regularly by the Programme Boards. The Local Development Framework Panel has been given responsibility for determining priorities over the use of Growth Area Funding.

The final spend against the programme for the year is shown in the table below:

	Programme 2009/10	Actual spend	Budget Variance	Spent at 4th Qtr
	£'000	£'000	£'000	%
General Fund	3,063	3,043	(20)	99.3%
Housing Investment	645	670	25	103.9%
Capital Salaries	389	369	(20)	94.9%
Capital Programme	4,097	4,082	(15)	99.6%
Other Capital Items	796	796		
Total Capital Spend	4,893	4,878	(15)	

Other capital items included in the figures above are £675,752 financing of refuse freighters (originally acquired for lease), and £120,194 in respect of professional fees for the surrender of the Mayland House lease.

A Final Account has recently been issued for the Braintree Swimming Centre taking into account the extension of time awarded to the contractor by the Arbitrator. The account discounts certain aspects of the contractor's claim subject to contractual liability being demonstrated. The financial impact of the Final Account is currently being assessed with advice from the Council's legal advisor.

The main budget variances on the General Fund relate to under spends on Millennium Towers improvements (£19k), Braintree Leisure Centre car park lights (£18k), Great Notley Multi Use Games Area (£11k) and Silver End Park Toilet (£12k). Over spends relate to some preparatory works on space planning for Causeway House (£11k), additional electrical works for Braintree swimming centre (£20k), final demolition costs of Riverside (£9k).

The housing investment over spend (£25k) relates to a prior year adjustment relating to expenses incorrectly charged against the Bailey Bridge Road social housing scheme, which should have been treated as HRA capital, along with some minor capital works on properties retained by the Council which is being funded from the balance on a restricted HRA reserve (the Major Repairs Reserve).

Capital resources

The main source of new capital resources anticipated for the year was from preserved right to buy receipts (£400,000) and the Council's share of the VAT shelter established with Greenfields Community Housing (£1.486 million). Greenfields CH have reported that right to buy sales completed to the end of March 2010 were 8 house sales and 4 shared ownership properties, generating £612,000 for the council, an additional sum of £212,000. The VAT shelter income receivable for 2009/10, however, totalled £1.396 million – a shortfall of £90,000 on the estimate. Other significant capital receipts generated in the year total £475,000 (before costs) from the sale of 3 surplus housing dwellings, the transfer of College House to Family Mosaic, and the sale of some small general fund assets.

The proposed financing of the actual capital spend is as follows:

- Capital receipts from the sale of assets £2.626 million
- Government grants £877k (including £366k of Growth Area Funding)
- Developer and other external contributions £637k
- Reserves and revenue contributions £62k
- Prudential borrowing (drawing down on previously set-aside capital receipts) £676k