

## Fourth Quarter and Annual Performance Management Report

(1st January 2011 to 31<sup>st</sup> March 2011)



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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 2011) and for the end of the year in relation to the publication of 'Our plans for the District 2010/2011' which sets out our key activities and measures used to check our performance for the forthcoming year and along with the Corporate Strategy 2008-2012 sets out the priorities we are working towards. Further detail is given in relation to an evolving set of business performance indicators covering finances, customer focus, our people and health and safety.





This report does not contain details of the numerous activities on going in each service area that also contribute to delivering what is important and will make a difference to all in the district. Full details of all projects and local and national indicators used to measure the outcomes are available upon request.

### Summary of the Corporate Projects current position for the end of the year

The following table provides updates for the end of the year in relation to the key activities in 'Our plans for the District 2010/2011'




Corporate Priorities	Status of projects and actions				
					
The Environment is Clean and Green	6	0	-	-	
Business is Encouraged and the Local Economy Prospers	1	4	-	-	
Everyone can Enjoy a Healthy Lifestyle	2	2	-	-	
Housing and Transport meet Local Needs	2	1	-	-	
People take Pride in their Local Areas	1	1	-	-	
We deliver Excellent, Cost-Effective and Valued Services	4	1	-	-	
	<b>TOTAL</b>	<b>16</b>	<b>9</b>	<b>0</b>	<b>0</b>

#### KEY:




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

### Summary of the Performance Indicators position for the end of the year

The following table shows the performance for the end of the year in relation to the quarterly reported Performance Indicators that have targets set as defined in 'Our plans for the District 2010/2011'. There are 7 performance indicators that do not have targets and full details of these indicators can be found later on in the report.







Corporate Priorities	Status of indicators			
				No target set
The Environment is Clean and Green	4	0	0	0
Business is Encouraged and the Local Economy Prospers	-	-	-	3
Everyone can Enjoy a Healthy Lifestyle	0	1	0	3
Housing and Transport meet Local Needs	3	0	0	0
People take Pride in their Local Areas	-	-	-	-
We deliver Excellent, Cost-Effective and Valued Services	6	3	2	1
<b>TOTAL</b>	<b>13</b>	<b>4</b>	<b>2</b>	<b>7</b>






#### KEY:






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





The performance of the Council at the end of the year is good with all projects delivering what we said we would deliver in 2010/11 with just nine projects carried over to 2011/12 on track to complete on schedule. The Green Heart of Essex Campaign has been a great success actively involving many communities in schemes to keep the district an attractive and clean place to live. Overall satisfaction with the appearance of the district since the campaign started has increased to 76%. The campaign has also been nominated for a number of awards winning a national keep Britain tidy award for innovation in setting up the Galleys Corner Partnership to tackle environmental quality. The majority of performance indicators have achieved or exceed their target and out of the six performance indicators that did not meet target, four of them still improved on their performance from the year before. Although sickness has not met its target for this year, it has improved immensely from 2009/10 reducing from 9.66 days to 8.45 days. Overall, performance has been maintained at a high level across all service areas for the last year despite the challenges faced in dealing with the severe constraints on public expenditure including funding, and the difficult decisions taken on the services we provide.






## Section 3: Delivering our Corporate Strategy

Project description and comments	Target Date	Status
<b>The Environment is Clean and Green</b>		
<p><b>Improve the appearance of the District by raising our cleansing and litter picking standards</b></p> <p><i>Comments: The Green Heart has been an extremely visible campaign so far combining good media coverage and online communities with local activity involving many people and services. So far we have seen Green Heart volunteers increase from 38 to 76 including many groups and there is an active Green Heart online community Satisfaction appears to have increased - rolling phone research each month shows that 84% of people are now satisfied with the way the Council keeps the district clean. The People's Panel research in March 2011 said that overall satisfaction is 76% with the appearance of the district compared to 49% in September 2008 (Place Survey). Green Heart activities will be continuing into 2011/12.</i></p>	31 <sup>st</sup> March 2011	
<p><b>Improve the appearance of the District by planting more bulbs and shrubs</b></p> <p><i>Comments: This forms part of the Green Heart of Essex Campaign launched on the 18<sup>th</sup> June 2010. 125,000 bulbs have been distributed to parishes for planting and the remaining bulbs will be planted across the District.</i></p>	31 <sup>st</sup> March 2011	
<p><b>Improve the biodiversity of the District by providing 30 more allotments</b></p> <p><i>Comments: Sites cultivated &amp; offered to tenant's in January 2011.</i></p>	14 <sup>th</sup> January 2011	
<p><b>Improve the biodiversity of the District by planting at least 5,000 trees</b></p> <p><i>Comments: Current grant applications already approved will deliver a total of 7700 trees planted</i></p>	30 <sup>th</sup> April 2011	
<p><b>Reduce the amount of waste going to landfill and increase recycling performance to 53%</b></p> <p><i>Comments: At the end of the year, the recycling rate stands at 53.87% which is an increase of 4.33% on the previous year.</i></p>	30 <sup>th</sup> April 2011	
<p><b>Reduce our carbon footprint by a further 5%</b></p> <p><i>Comments: The current estimated outturn figure is that our carbon footprint has been reduced by 6.3%. Further activities will be continuing next year to reduce the carbon footprint even further.</i></p>	31 <sup>st</sup> March 2011	

Project description and comments	Target Date	Status
<b>Business is encouraged and the local economy prospers</b>		
<p><b>Develop and agree plans for improvements to the Newlands Shopping Centre in Witham town centre</b></p> <p><i>Comments: Braintree District Council intends to work in partnership with the proposed purchaser of the Newland Shopping Centre to develop and agree plans to improve the Centre. This project is ongoing continuing into 2011/12 and the target date has been amended to reflect this.</i></p>	31 <sup>st</sup> March 2012	
<p><b>Develop plans for Halstead town centre and Community Centre in partnership with Halstead residents</b></p> <p><i>Comments: Cabinet agreed at its meeting on 22nd November to undertake a business case for the local management of a new community centre. Any progression of a new community centre will be subject to a sound business case and sustainability for the future. Council also agreed to close the Halstead Community Centre and the date of closure is now the 31st July 2012.</i></p>	31 <sup>st</sup> July 2012	
<p><b>Develop a revised specification for the Braintree town centre development behind the town hall and appoint a developer</b></p> <p><i>Comments. A period of public consultation commenced on the 22nd January 2011 and concluded on the 15th March 2011. The Tender Evaluation process took place on the 23rd March 2011. The final Tender Evaluation scores are awaited and a full report and recommendation will go to Cabinet and onto Full Council in June.</i></p>	31 <sup>st</sup> July 2011	
<p><b>Develop partnership working with Business Development Services</b></p> <p><i>Comments: There is a strong relationship between BDC and BDS. A grant of £35000 has been allocated for the next financial year to support the organisation however this is on the basis that BDS merges with BEAU enterprise units at Springwood Industrial Estate. A tender process has been completed to identify a consultant to undertake this work and the contract will be awarded in May. The process of facilitation will be started in May and hopefully the new organisation should be up and running by Autumn 2011.</i></p>	31 <sup>st</sup> March 2011	
<p><b>Increase the prosperity and vitality of the three town centres through the provision and promotion of events to encourage visitors and shoppers</b></p> <p><i>Comments: Based on footfall figures, the events held to encourage visitors and shoppers attracted over 7000 additional people to the district. Successful promotional events included Continental Markets, Witham Puppet Festival, Love your high street awards, events leaflets and Christmas town centre band performances.</i></p>	31 <sup>st</sup> March 2011	

Project description and comments	Target Date	Status
<b>Everyone can enjoy a healthy lifestyle</b>		
<b>Commence building the Witham Leisure Centre</b> <i>Comments: Project proceeding according to plan. Reviewing and approving architects drawings and plans. Public consultation and planning application submission due to take place in April.</i>	31 <sup>st</sup> January 2013	
<b>Improve the facilities in Witham town park</b> <i>Comments: Many sources of external funding have been identified for the new toilet/store and play areas for children of all ages including children with disabilities. Work has commenced and will be phased over the next year. The first stage of the play area has been completed with the exceptions of seats and benches which will be installed in April.</i>	31 <sup>st</sup> March 2012	
<b>Replace the synthetic pitch at Braintree Leisure Centre</b> <i>Comments: Synthetic pitch has been replaced and project completed.</i>	31 <sup>st</sup> March 2011	
<b>Refurbish six play areas across the District: Beckers Green, Twelve Acres, Notley Community Hall, Witham Town Park, Kings Road Park and Mill Chase</b> <i>Comments: 6 sites are now refurbished and open for use. The site at Witham Town Park constitutes the first stage of planned improvements for this facility.</i>	28 <sup>th</sup> February 2011	
<b>Housing and Transport meets local needs</b>		
<b>Provide at least 113 Affordable homes across the District</b> <i>Comments: A total of 131 affordable homes have been provided in 2010/11 as follows:  55 units at Helen Court, Witham  11 Home Buyers Direct (HBD) units and 21 rental units at Ivory Place, Rifle Hill, Braintree  6 HBD units at Parsonage St, Halstead  5 HBD units at Maltings Lane, Witham  5 HBD units at Bocking Mill, Braintree  2 rental units at Surrex, Coggeshall  6 rental units at Silver End  8 rental units at Braintree Road, Shalford  8 rental units and 1 shared ownership at Rayne Foundry  3 mortgage rescue scheme</i>	31 <sup>st</sup> March 2011	

Project description and comments	Target Date	Status
<p><b>Work with our partners to improve access to housing options information, this includes an electronic toolkit which interprets customers needs and problems</b></p> <p><i>Comments: The original two year trailblazer programme is officially complete for all 42 participating councils and partnerships across the UK. The project has successfully implemented a sub-regional housing on line service, a fully accredited "independent living" learning module aimed at young people in supported housing to improve tenancy and life skills and through the "introduction to your new tenancy" workshop helped social tenants in bidding for accommodation through Greater Housing Gateway or RDS schemes.</i></p>	31 <sup>st</sup> March 2011	
<p><b>Produce a vision for the sustainable growth of the District over the next 15 years which will set out the social, economic, and environmental priorities for the people and communities within the District</b></p> <p><i>Comments: Council approved the submission of the Core Strategy in December. Pre-hearing meeting held at the end of March and formal hearing will be held mid May. Braintree District Council hearing proofs and statements of common ground being prepared.</i></p>	30 <sup>th</sup> September 2011	
<b>People take pride in their local areas</b>		
<p><b>Transfer local community facilities to groups in the community</b></p> <p><i>Comments: Goldingham Hall transferred October 2010. Glebe Hall progressing for transfer by 31<sup>st</sup> May 2011. Cabinet agreed to close Forest Hall Road on 31<sup>st</sup> March 2011. Negotiations progressing well regarding the Institute to be transferred in May/June 2011. Discussions ongoing with Witham Public Hall Trust who have submitted a business case for the transfer of Witham Public Hall later in the year. Dialogue continuing with Community groups for the transfer of Dengie Close and Silver End Village Hall.</i></p>	31 <sup>st</sup> December 2011	
<p><b>Develop and run a campaign on raising the awareness of the role of the Councillor</b></p> <p><i>Comments: Increasing the understanding of the Councillor role has taken place through the Green Heart of Essex Campaign launched to members to encourage them to be involved and offer support with 43 parish councils being involved in some way and the role of the lead member for Green Heart and other active Councillors has been very visible to the public. A new councillor pack has been promoted with over 170 packs sent out.</i></p>	31 <sup>st</sup> March 2011	

Project description and comments	Target Date	Status
<b>We deliver excellent, cost effective and valued services</b>		
<p><b>Reorganise our workforce, working methods and structure, seek tenants to share offices and reduce running costs to ensure that we provide the best value for money</b></p> <p><i>Comments: New phone system installed and s being phased in as staff move to their temporary desks. Refurbishments to the front of the ground floor and all of the first floor will commence in April with reception being temporarily moved next to cashiers. Works are to be carried out with minimal disruption to the public and staff will be kept up to date with all refurbishment progress and where services are temporarily located.</i></p>	31 <sup>st</sup> December 2011	
<p><b>Continually review all our services to ensure that we are delivering services that are considered to be value for money by our users and residents</b></p> <p><i>Comments: A fundamental review of all services has been undertaken as part of the budget setting process for 2011/12. Cabinet made a decision on reductions and more effective ways of working on the 14<sup>th</sup> February 2011.</i></p>	31 <sup>st</sup> March 2011	
<p><b>Become more efficient as an organisation by identifying joint working and management opportunities</b></p> <p><i>Comments: Joint working and management opportunities are currently being explored in a number of areas and further opportunities for greater efficiency through working with other public bodies and the private sector will continue to be explored in 2011/12</i></p>	31 <sup>st</sup> March 2011	
<p><b>Improve access to Council services by providing points of contact in the libraries across the District jointly with Essex County Council</b></p> <p><i>Comments: Project completed and service transferred smoothly to Halstead Library. Customers are now able to access both Braintree District Council and Essex County Council services from one location making transactions smoother for the customer and reducing costs for Braintree. Monthly meetings will be held to monitor the partnership between Braintree District Council and Essex County Council.</i></p>	31 <sup>st</sup> December 2010	
<p><b>Improve accessibility to the benefits service by implementing an on-line system to allow customers to apply for benefits</b></p> <p><i>Comments: Online application form and calculator now available for residents to utilise on the new benefits webpage. This allows customers to find out if they qualify for benefits and complete the applications without visiting Causeway House benefiting rural residents and residents who find it difficult to visit Causeway House during opening hours.</i></p>	30 <sup>th</sup> November 2010	

## Section 4: Managing the Business







### Performance Indicator Overview

The information in the tables below details the performance for the end of the year based on the basket of performance indicators detailed in 'Our plans for the District 2010/11'. Not all annually reported performance information is available at the time of publication and therefore a further report will be published once this information is made available. Not all performance indicators have targets set and the outturn figures are for information purposes only.

A sample of performance indicators have been checked to ensure data quality.

#### **At the end of the end of the year:**

The following table shows how the outturn figures compare with the performance at the end of the year in 2009/10.

Trend compared with last year		Status of indicators				
					No target set	<i>TOTAL</i>
	Performance has improved	11	1	2	6	<b>20</b>
	Performance has deteriorated	2	3	0	1	<b>6</b>
	Performance is the same	0	0	0	0	<b>0</b>
<b><i>TOTAL</i></b>		<b>13</b>	<b>4</b>	<b>2</b>	<b>7</b>	<b>26</b>

## Our Performance Indicators in Detail






Performance Indicator	2010/11								Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Yearly Outturn	Yearly Target	Status at the end of the year	Compared with this time last year	
<b>The Environment is Clean and Green</b>									
NI191 Residual household waste per household	105kgs	104kgs	105kgs	112kgs	426kgs	427kgs			Provisional outturn figure. Final figure from ECC will be available end of June 2011
NI192 Percentage of household waste sent for reuse, recycling and composting	57.62%	55.64%	51.79%	49.76%	53.87%	53%			Provisional outturn figure. Final figure from ECC will not be available end of June 2011
BV86 Cost of household waste collection	Annually reported Indicator					£68.50			Outturn figures will be available in July
WCLP1 The number of missed bins not collected within 24 hours of being reported (per 100,000 collections)	10.58	12.25	11.33	15	12.29	20			
NI195a Improved street and environmental cleanliness: levels of litter.	N/A	8%	7%	8%	7.7%	12%			Measured in three tranches throughout the year which commenced in July. Performance remains above the national average.
<b>Business is encouraged and the local economy prospers</b>									
NI171 New business registration rate	Annually reported Indicator				88.7	N/A	N/A		2010/11 figures are not published until February 2012 and therefore the outturn figures are for 2009/10.
NI163 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher	Annually reported Indicator				60.2%	N/A	N/A		Outturn figures are from December 2009 as they are the latest published figures.
NI151 Overall Employment rate (working-age)	Annually reported Indicator				77.6%	N/A	N/A		Outturn figure reports up to September 2010.
<b>Everyone can enjoy a healthy lifestyle</b>									
BV127a Violent Crime per 1,000 Population	2.96	2.47	2.07	2.16	9.66	N/A	N/A		Assault without injury and public order offences increased around the time of the world cup. The Police have also seen an increase in reports of violent crime due to a campaign to encourage people to report domestic violence. Violent crime remains a priority for the district.

Performance Indicator	2010/11								Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Yearly Outturn	Yearly Target	Status at the end of the year	Compared with this time last year	
BV174 Racial Incidents Recorded per 100,000 population	1.4	0	0	0	1.4	N/A	N/A	↑	
BV126 Domestic burglaries per 1,000 households	1.06	1.24	1.07	1.8	5.17	N/A	N/A	↑	
NI184 Food establishments in the area which are broadly compliant with food hygiene law	93%	91%	91%	91%	91%	93%	⚠	↓	Over the year, the Food Team have had to deal with a great deal of new "home based food businesses ventures". The majority of these new businesses have been set up by persons who have had no or very little experience in the food trade, therefore many of the inspections carried out have returned that the premises has not been compliant with the food hygiene regulations. The teams are currently working with the businesses to bring them up to standard however; they will not be recorded as compliant until the next scheduled compliance inspection. In total there are 1101 out of 1212 food establishments that are compliant and of the 449 inspections that took place this year only 36 were found to be less than satisfactory. We remain one of the highest scoring authorities in Essex.
NI112 Under 18 conception rate	Annually reported Indicator								Outturn figures currently not available
<b>Housing and Transport meets local needs</b>									
NI154 Net additional homes provided	Annually reported Indicator				428	273	✓	↑	Outturn figures are published in December and therefore the figure quoted relates to 2009/10
NI155 Number of affordable homes delivered (gross)	25	64	27	15	131	113	✓	↓	
NI156 Number of households living in temporary accommodation	39	35	31	30	30	57	✓	↑	
<b>We deliver excellent, cost effective and valued services</b>									
CHLP3 Percentage of complaints responded to in 7 working days	89.8%	89.7%	91%	96%	92%	88%	✓	↑	

Performance Indicator	2010/11								Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Yearly Outturn	Yearly Target	Status at the end of the year	Compared with this time last year	
CHLP5 Percentage Enquiries resolved at first point of contact in the Customer Service Centre	92.6%	94.67%	93.33%	90.67%	92.82%	85%			
CHLP7 Telephone response time in the Customer Service Centre	10.secs	10.secs	7.secs	8.secs	9.secs	15.secs			
BV12 Working Days Lost due to Sickness Absence	1.99 days	2.20 days	2.38 days	1.85 days	8.45 days	8 days			Eight cases of long term sickness were carried over from the third quarter of 10/11; however six have been resolved during the fourth quarter. Three new cases have been reported during the fourth quarter of 10/11, and two of these have already returned to work. Three cases will be carried over to quarter one of 2011/12, and all are being closely monitored by HR. There has been a vast improvement on the yearly outturn compared to last years figure of 9.66 days indicating that the introduction of the sickness absence policy has had a positive effect.
A: Short Term	0.7 days	0.94 days	1.02 days	0.94 days	3.59 days	3.5 days			
B: Long Term	1.29 days	1.26 days	1.36 days	0.91 days	4.86 days	4.5 days			
NI14 Avoidable contact: the proportion of customer contact that is of low or no value to the customer	3.6%	N/A	7.2%	7.8%	6.2%	N/A	N/A		
BV9 % of Council Tax collected	30.84%	59.67%	87.63%	98.45%	98.45%	98.50%			Target has been missed by 0.05%.
BV10 Percentage of Non-domestic Rates Collected	30.90%	59.71%	88.31%	99.39%	99.39%	98.50%			
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	7.67 days	7 days	7.33 days	5.33 days	6.83 days	8 days			
BV204 Planning appeals allowed	22.22%	21.43%	12.5%	14.29%	17.61%	25.90%			
NI157b Processing of planning applications: Minor applications within 8 weeks	86.90%	87.50%	75.00%	86.25%	84.33%	87.00%			Planning applications have fallen below the target following the requirement to complete a planning obligation arising from the recently adopted Open Space Supplementary Planning Document (SPD).

## Customer Services & Views

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

<b>Customer Service: Indicators of Performance</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Target</b>	
Percentage of enquiries resolved at first point of contact in the Customer Service Centre	92.6%	94.67%	93.33%	90.67%	85%	
Average telephone response time in the Customer Service Centre	10 secs	10 secs	7 secs	8 secs	15 secs	
Number of transactions carried out via the Council website	21,391	24,649	19,834	19,979	8,750	
Number of unique visitors to the Council website	102,741	100,419	90,861	104,263	84,000	
Percentage of customer complaints responded to in seven working days	89.8%	89.7%	91%	96%	88%	

## **Complaints**

Quarterly category analysis trend for 2010/11 compared with 2009/10

<b>Complaint Category</b>	<b>Q1 2009/10</b>	<b>Q1 2010/11</b>	<b>Q2 2009/10</b>	<b>Q2 2010/11</b>	<b>Q3 2009/10</b>	<b>Q3 2010/11</b>	<b>Q4 2009/10</b>	<b>Q4 2010/11</b>
Justified	48	<b>90</b>	79	<b>89</b>	181	<b>83</b>	143	<b>67</b>
Not Justified	50	<b>82</b>	79	<b>70</b>	79	<b>79</b>	75	<b>96</b>
Partially Justified	12	<b>14</b>	11	<b>28</b>	22	<b>16</b>	22	<b>17</b>
Not known	1	<b>0</b>	0	<b>0</b>	0	<b>0</b>	0	<b>0</b>
Total	111	<b>186</b>	169	<b>180</b>	282	<b>178</b>	240	<b>180</b>

### **Annual Summary**

The number of complaints has fallen for the fourth quarter and overall for the year. The majority of complaints in 2009/10 related to waste services and the wheelie bin roll out and missed collections due to the weather. Service improvements have been implemented in 2010/11 and bin collections maintained during adverse weather conditions in December and January.

### **A summary of the local ombudsman cases for the fourth quarter period is:**

There were 5 new Ombudsman complaints this quarter: Community Services (1); District Planning (2); Planning/Democratic Services (1); Housing Services (1).

The Ombudsman made decisions on 4 complaints this quarter: District Planning (1); Community Services (1); Environmental Services (1); Operations/Environmental Services (1). In all 4 cases, the Ombudsman determined that there was no or insufficient evidence of maladministration, and the investigations were terminated.

## Our Organisation

The following is a selection of our people performance measures:

<b>People: Indicators of Performance</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Change on previous period</b>	<b>Target</b>
Total headcount	530	517	521	503	-18	n/a
Number of temporary staff	47	47	55	45	-10	n/a
Total staff FTE	478.88	463.81	466.93	451.73	-15.2	n/a
Permanent staff FTE	440.40	425.49	421.87	413.09	-8.78	n/a
Temporary staff FTE	38.48	38.32	45.06	38.64	-6.42	n/a
Level of employee turnover	1.13%	3.86%	1.73%	4.17%	+2.44%	n/a
Number of vacant posts	12	21	24	22	-2	n/a
Number of vacancies (FTE)	11.68	19.65	23.68	21.68	-2	n/a
Number of temporary leavers	5	6	4	13	+9	n/a
Number of permanent leavers	12	14	5	8	+3	n/a
Number of starters	6	7	13	3	-10	n/a
Working days lost to sickness per employee	1.99 days	2.20 days	2.38 days	1.85days	-0.53 days	8.0 days
Number of learning days	1193	936	943	904	-39 days	n/a
Average learning days per employee	2.25	1.81	1.81	1.79	- 0.02	≥3.5 days
Number of staff reaching retirement age in five years	8.11%	7.93%	7.87%	7.95%	+0.08	n/a

Year on Year Headcount Analysis	2006/07	2007/08	2008/09	2009/10	2010/2011
	772	586	567	541	503

## **Health & Safety**

The following is a selection of our Health and Safety performance measures. There are no targets; the data is for information purposes only.

<b>Health &amp; Safety: Indicators of Performance</b>	<b>2009/10</b>				
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Notes</b>
Percentage of reported accidents/incidents to employees	0.76%	2.72%	1.73%	1.4%	Q1 – 4 accidents/incidents Q2 – 15 accidents/incidents Q3 – 9 accidents/incidents Q4 – 7 accidents/incidents
Number of reported accidents/incidents to contractors	0	1	0	0	Head injury to agency staff working on waste
Number of reported accidents/incidents to non-employees	1	2	1	0	
Number of health and safety inspections/tours/fire risk assessments/audits carried out	5	9	5	5	
Number of non-conformances with legal or corporate standards in safety	0	0	0	0	
Time lost in days due to employee accidents/incidents	5	36	17	13	

## **Summary**

There were a total of 35 accidents in 2010/11 compared with 51 in 2009/10. The reported accidents for 2010/11 are mainly due to slips, trips and falls due to the bad weather and relate to staff in waste services where they work outside and have to deal with icy and/or wet conditions. Managers undertake a risk assessment to ascertain whether operations staff should undertake their work activities in severe weather and time lost in days is dealt with under the sickness absence policy on an individual basis. Health and Safety is a high priority and managed well within the organisation.

## Managing our Business Key Performance Indicators

### Financial Performance

The outturn on **General Fund** services is a net **under spend of £567,044** against the Revised Estimate of £18.401 million.

The Revised Estimate was approved by Members after receiving details of the second quarter financial review which forecast an under spend against the £18.901 million Original Budget. It was agreed to transfer £500,000 to general balances and realign service budgets. The principle reasons for the variations at that time were: a significant renegotiation of gate fees payable to an external material recycling facility, removal of the provision for the staff annual pay award, lower running costs for Causeway House and Millennium Towers, and under spends across a range of corporate budgets. Deterioration in development control income was also highlighted.

A request to carry forward a total of £125,470 from the under spend and to be applied in 2011/12 has been made by services (detailed on the separate appendix).

The outturn for the **Housing Revenue Account** is a **deficit of £289,667** compared with the original estimate for the year of £91,750, and forecast deficit at Quarter 3 of £229,070.

### General Fund Commentary:

The favourable variance for the General Fund is £567,044 or 3% against the Revised Estimate. This is mainly due to under spends across all service areas against their expenditure budgets of £570,773 and a small net under achievement of income of £3,729.

The net movement on the General Fund balance for the year is a withdrawal of £476,732 (after making provision for carry forwards), leaving a year-end balance of £2.369 million.

### Key Issues:

Key service issues that are contained within the outturn are:

#### Expenditure positive variances

- **Salaries** – across all services there has been a net under spend against salary budgets of £136,680, a variance of 0.91% against the updated budget of £14.997 million.

- **Corporate overheads** – across a range of corporate budgets savings and efficiencies have been made totalling £205,600. This includes: member and democratic costs, bank charges, audit fees, postages, insurance premia, corporate subscriptions, printing, and corporate ICT and voice network. A number of these areas have already been identified as on-going savings in the 2011/12 Budget, however, further analysis will be undertaken to establish if there are any additional on-going reductions that can be applied in future financial plans.
- **Operational services** – A net under spend of £113,900, after taking into account additional income, across the Council's main front-line services of waste management, street cleansing, car parking (see comment under income), parks & open spaces, public conveniences and cemeteries. These service areas comprise a number of significant budget heads that by their very nature are variable and difficult to predict precisely – often subject to external factors and demands, or related to income generation activities. The overall budget for these services was £4.6 million and therefore the net under spend represents a variance of 2.5%.
- **Development Control** - reduction in planning appeal costs, plus Housing & Planning Delivery reserve applied to meet costs associated with specialist/ legal advice – leading to a total positive variance of £60,000.
- **Temporary accommodation** – A reduced recharge of costs for properties held by Greenfields Community Housing used by the Council for temporary housing needs, as well as extra Government funding for a range of initiatives to help prevent homelessness has resulted in a combined under spend of £22,300 in the year (after transferring the balance of unapplied government grants to a new reserve).
- **Business rates discretionary relief** – Lower levels of discretionary relief granted has resulted in an under spend of £20,100 against the Council's budget for its share of the cost of relief – the majority of the cost of relief is met by reducing the amount of business rates paid by the Council into the Government's national non-domestic rate pool.
- **Provision for doubtful debts** – concerted effort by the Council's debt recovery team has led to year-on-year reductions in the overall amounts outstanding from debtors and this has allowed the sum set aside against non-collection to be reduced by £16,000.

#### Income positive variances

Additional income above budget was received in the following areas:

- **Land Charges** – Income achieved over budget amounted to £16,000, although overall income remained less than that received in the previous year. During the year the regulation providing for personal search charges was revoked preventing the Council from charging for provision of this service.

- **Asset Management** – backdated rent adjustments combined with a higher occupancy rate across the portfolio has increased the income for the year by £26,500.
- **Car parking** – A spike in income received in Quarter 4 resulted in the annual total from car parking being higher than budget by £41,600. The main factors in this over achievement were charges for pay and display and season tickets where total income was £813,000 against a budget of £770,000, and previous year outturn of £700,000.
- **Community Transport** – passenger journey growth increased continuing the success of this travel scheme and leading to £21,300 more income than budgeted.
- **Government grants** – A number of additional grants totalling £14,333 have been received for specific initiatives offsetting costs (including staff time) incurred across various services, e.g. familiarisation of changes to statutory guidance on social housing allocation, introducing facilities to receive electronic petitions.

#### **Income negative variances**

Shortfalls in income are occurred in the following areas:

- **Development Control** – The trend on application income continued to be downwards with an outturn of £457,000 against a revised estimate of £500,000 – a shortfall of £43,000. Originally it was expected that the introduction of locally determined fees from April 2011 would give the Council some room to manoeuvre on fee setting in order to address the shortfall in cost recovery on this service. However, implementation of these changes is now not expected until April 2012, therefore, it is expected that with the budget for 2011/12 set at the same level as the original for 2010/11 (£631,660) a shortfall against budget in the current year is highly likely.
- **Local Tax Costs Recovered** – Against the budget of £382,000 costs recovered were £30,300 lower. Income in this area arises from the activities of debt recovery of outstanding council taxes and business rates and so by its very nature is difficult to collect and budget for.
- **Benefit subsidy/ grants** – Subsidy against benefits is lower by £64,500 – this comprises a prior year adjustment of £11,400, and an in-year variance of £53,100, which represents a 0.11% change in the overall level of subsidy expected against the £50 million of benefits paid in the year. Offsetting this reduction are one-off government grants totalling £33,400, where costs implications have been absorbed within existing resources.

- **Charges to capital projects** – Internal staff costs represent a charge against revenue unless their activity can be linked directly to a capital scheme, in which case, staff time (and costs) is then apportioned so that they are partly/ wholly met from capital resources. Time allocations are estimated prior to the year. In the case of Planning Policy, Asset Management and Engineers the amount of time charged against capital projects was less than originally expected resulting in a reduced recharge from revenue to capital of £42,490.

#### Income variance met from reserves

- **Treasury Management** – The ‘lower for longer’ interest rate environment meant that investment income was less than revised budget by £124,268, albeit higher cash balances helped mitigate the impact. The shortfall is shared between the General Fund, Housing Revenue Account, and capital balances in proportion to their composition of the cash balances. The shortfall in income on the General Fund was therefore £59,940 which has been met by a withdrawal from the treasury management reserve.

#### **Breakdown of Spend by Service Area**

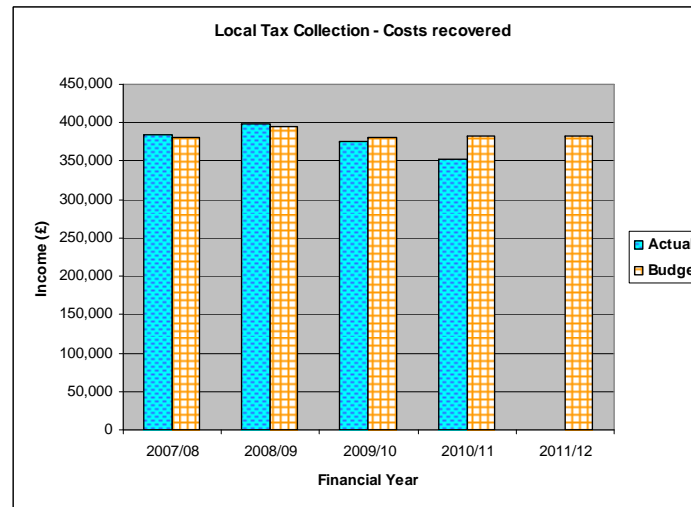
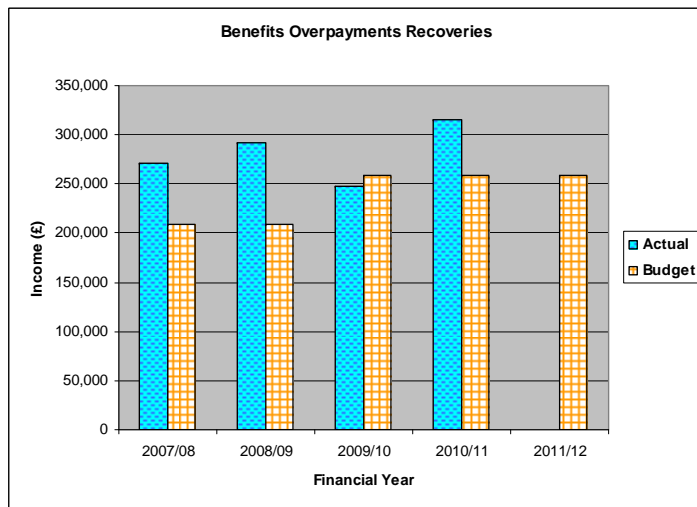
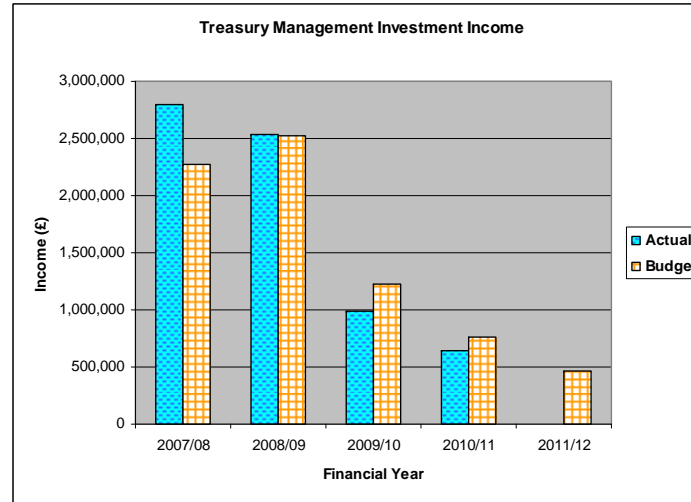
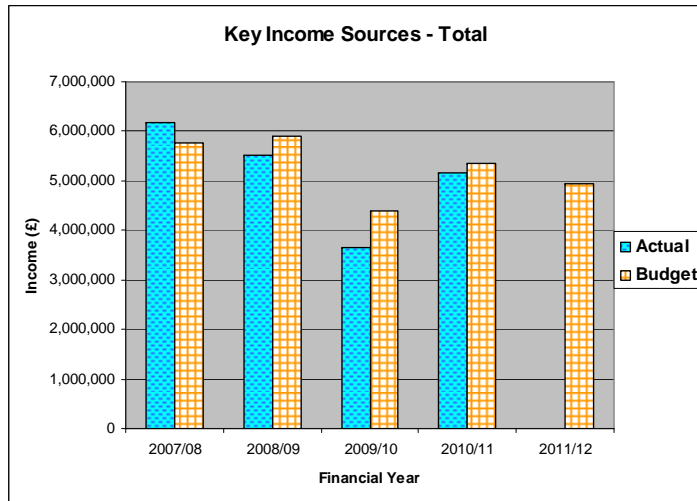
The following table provides a breakdown of the outturn by business plan service area measured against the Revised Estimate.

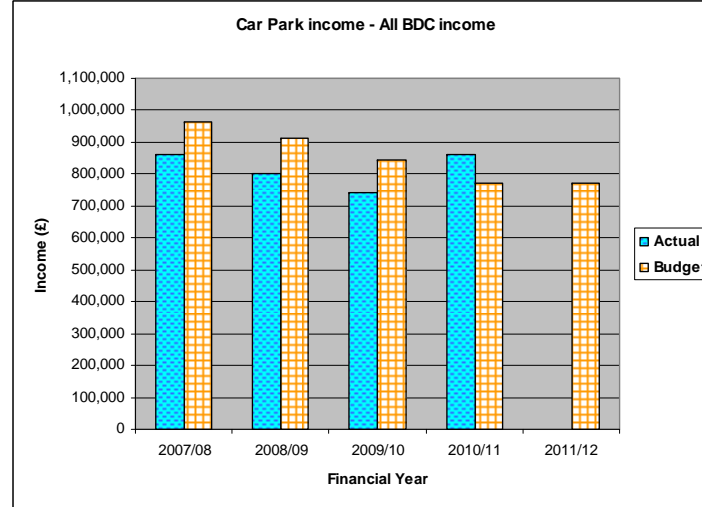
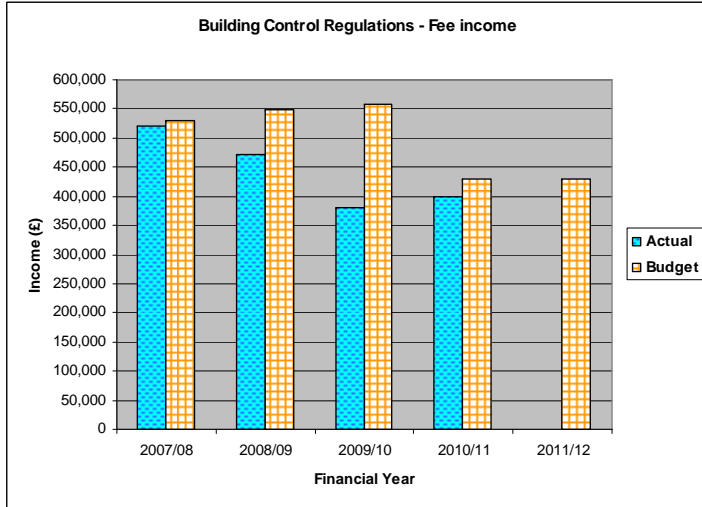
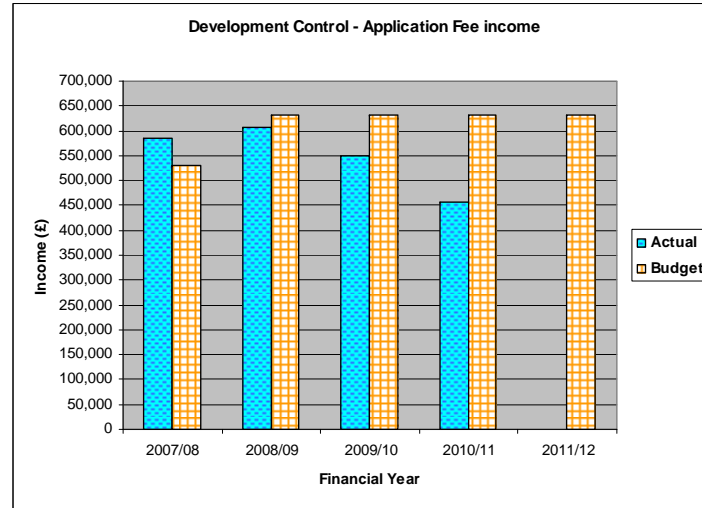
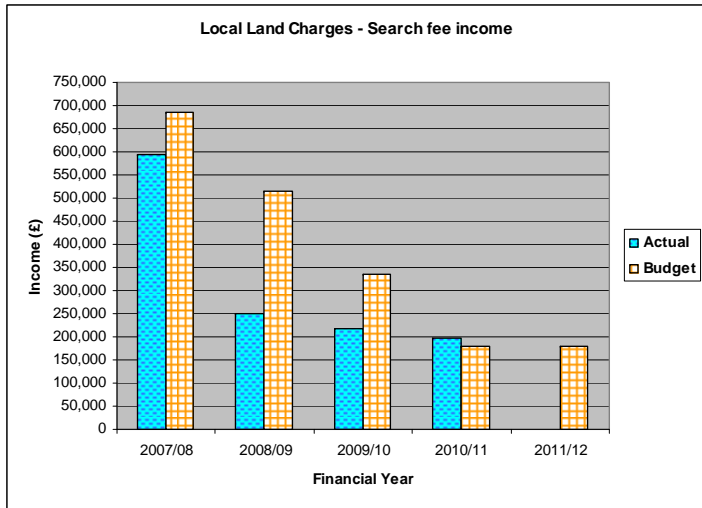
<b>Business Plan</b>	<b>Original Controllable Budget £'000</b>	<b>Updated Controllable Budget £'000</b>	<b>Full year Net Spend £'000</b>	<b>Variance Exp. £'000</b>	<b>Variance Income £'000</b>	<b>Variance Adverse/ (Favourable) £'000</b>	<b>RAG Status</b>
Business Solutions	1,938	1,923	1,860	(63)	0	(63)	-3%
Community Services	3,416	3,465	3,377	(59)	(29)	(88)	-3%
Corporate Management Plan	686	739	706	(31)	(2)	(33)	-4%
Environment	957	895	856	(27)	(12)	(39)	-4%
Financial Services	1,104	997	960	(80)	43	(37)	-4%
Housing Services	803	708	675	(35)	2	(33)	-5%
Operations	5,113	4,634	4,520	(117)	3	(114)	-2%
People & Democracy	2,034	1,921	1,837	(68)	(16)	(84)	-4%
Sustainable Development	1,023	1,222	1,209	(40)	27	(13)	-1%
<b>Service Total</b>	<b>17,074</b>	<b>16,504</b>	<b>16,000</b>	<b>(520)</b>	<b>16</b>	<b>(504)</b>	<b>-3%</b>
Corporate Financing	1,827	1,897	1,834	(51)	(12)	(63)	-3%
<b>Revised Estimate</b>	<b>-</b>	<b>18,401</b>	<b>17,834</b>	<b>(571)</b>	<b>4</b>	<b>(567)</b>	<b>-3%</b>

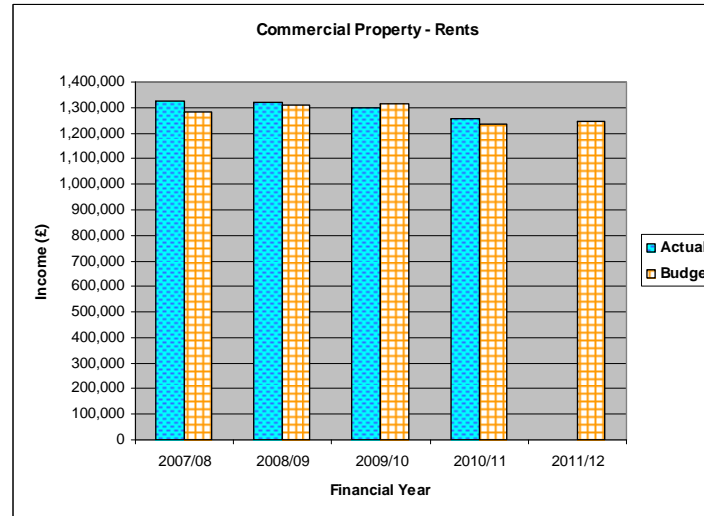
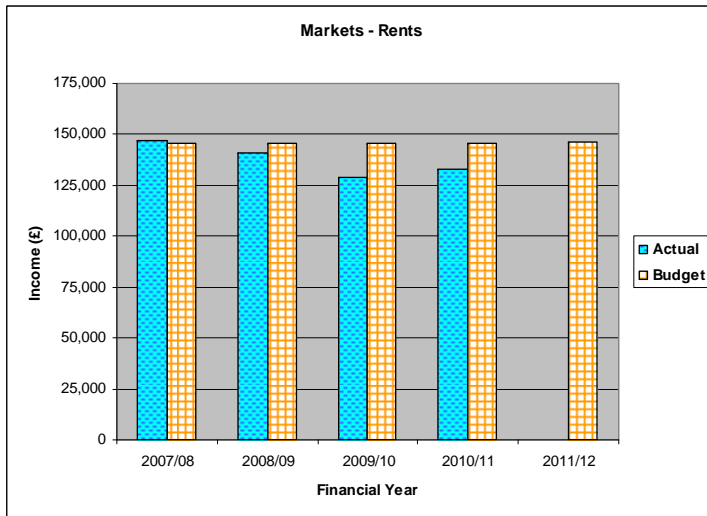
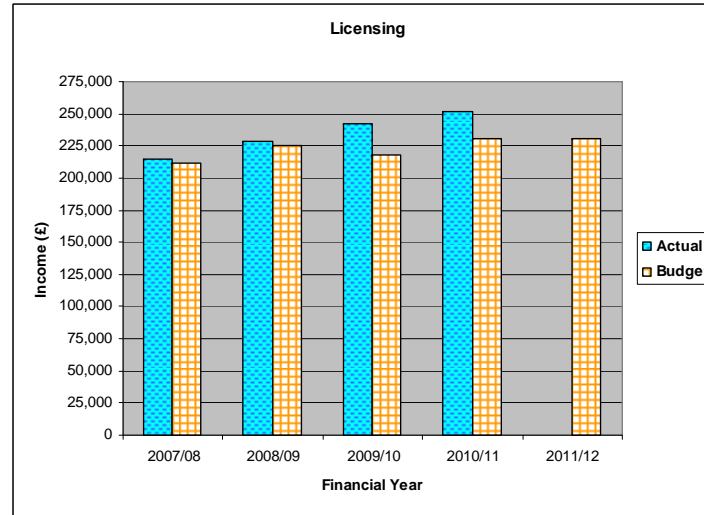
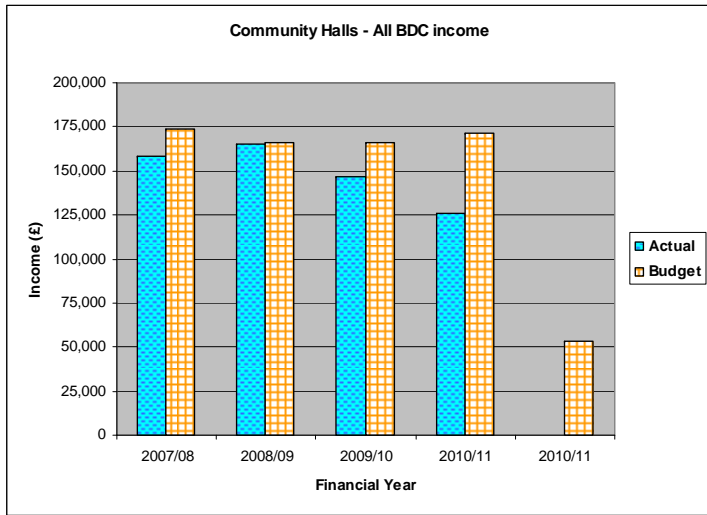
RAG Status: G = favourable or nil variance, A = up to 5% adverse variance, R = > 5% or £50k adverse variance

## 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 Council continues to maintain a Housing Revenue Account (HRA) until such time all subsidy entitlement has been claimed, i.e. up to end of March 2012.

The main transactions projected for the year include:

- Income and expenditure relating to the management and maintenance of the small number of properties retained by the Council – Net expenditure of £34,938.
- Contribution of £45,000 towards corporate overheads for on-going financial and housing management support, along with a charge of £350,766 for pensions and redundancy costs relating to ex-employees and pensioners who had worked for services under the HRA.
- Investment income on HRA related balances and mortgage interest net of management charges – credit of £142,474.
- Amortised debt costs of £1.14 million, offset by Government housing subsidy.

The final position for the HRA is a deficit of £289,667 – this is £197,917 higher than the original budget. The principle reasons for the increased deficit are lower investment returns (-£60,963), contribution towards in-year redundancy costs and related pension fund payments (+£107,966) and higher net operating costs (+£29,660) of retained properties which have required additional spending to meet current housing standards.

The deficit on the HRA is met from the retained HRA balance.

## **Impairment of Investments**

The latest position regarding investments at risk with Icelandic banks is that the Icelandic District Court has ruled that local authority deposits are to be treated as priority in the administration of Glitnir and Landsbanki. This decision is subject to an appeal by other creditors to be heard later this year by the Icelandic Supreme Court.

Recovery rates, assuming priority status is confirmed, are estimated to be 100% and 94.85% for Glitnir and Landsbanki banks respectively. Furthermore the latest information on the administration of Kaupthing Singer & Friedlander suggests a mid-point recovery rate estimated to be 82%. Combined this would give an overall recovery rate estimated at around 93% of the Council's claims in administration of £5 million principal, and £280,356 interest – giving a total estimated recovery value of £4.93 million.

Accounting rules require an impairment (loss) to be recognised immediately based on the latest information available about the level and timing of recoveries. For the last two years, regulations have allowed the Council to defer charging any impairment against General Fund balances. These regulations cease to have effect at 31 March 2011 and therefore an impairment charge of £762,932 is chargeable to the revenue account in 2010/11. The charge comprises a principal element of £334,523, which as a result of a successful application to Government in October 2010, can be capitalised and met from capital receipts. The balance represents an 'interest charge' which will be reversed in future years as cash is expected to be received in instalments from the banks.

## Earmarked Reserves

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

	<b>Earmarked reserves £'000</b>
<b>Reserves b/fwd at 1<sup>st</sup> April 2010</b>	<b>4,141</b>
Add	
Transfer from General Fund balances	750
Capital financing items	284
Carry forwards (subject to approval)	125
Other additions in the year	267
Less:	
Applied in the year	(2,000)
<b>Reserves at the year-end</b>	<b>3,567</b>

Additions to reserves comprise:

- Transfer from General Fund Balances was approved to be set aside to meet the cost of change across the organisation to achieve longer term savings.
- Capital financing items comprise internal leasing charges where capital resources have been applied previously in lieu of revenue budgets (e.g. refuse freighters purchased outright, rather than financed from revenue leasing budgets).
- A total of £125,470 of carry forward requests has been made by services to be applied in 2011/12 – these amounts are subject to approval by the Cabinet.
- Other additions includes £162,000 of external funding receipts added to the community projects reserve, £30,000 added to a new reserve holding the balance of government funding received to facilitate mortgage rescue and other homelessness schemes, and £54,000 added to the elections reserve – mainly due to a prior year Home Office cost recovery.

Reserves applied in the year comprised mainly of:

- £1.1 million to meet the costs of redundancies and retirements occurring in the year, or that had been approved on/ prior to 31 March 2011.
- £203,000 from the planning delivery reserve to meet the cost of the local development framework and other planning/ enforcement initiatives in the year which had previously relied on planning delivery grant the funding for which was withdrawn by the new Coalition Government.
- £138,000 for the Green Heart of Essex initiative.
- £141,000 applied from the Economic Fund and Business Development reserve to fund a variety of projects promoting and supporting local businesses.
- £81,000 used from the Improving Corporate Governance & Project Delivery reserve to meet one-off costs associated with the senior management restructuring.
- Local committees withdrew a total of £53,000 from their reserves to meet the cost of approved projects/ grants.
- £76,020 was withdrawn from the treasury management reserve, £59,940 to meet the gap between budgeted and actual interest earned on investments in the year, and £16,080 to fund costs associated with the joint legal action being taken over investments at risk.
- A total of £208,000 applied in accordance with the purpose of a number of service specific and risk management reserves.

A switch of £125,000 has been made from the Local Committee reserve to the Green Heart of Essex reserve (mirroring a switch in capital resources the other way). This change does not alter the overall funding available, but realigns the capital and revenue resources available to these two initiatives in line with spending requirements.

## 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
<b>Balance b/fwd at 1<sup>st</sup> April 2010</b>	<b>2,845</b>	<b>5,008</b>
Add:		
Contribution from in-year Revised Estimate	500	
Under spend at Quarter 4	567	-
Less:		
Deficit for the year		(290)
Transfer to carry forward reserve (subject to approval)	(125)	
Impairment on investments (interest element)	(428)	
Mayland House costs	(240)	-
19/21 Bocking End costs	-	-
Museum Trust provision	-	
Transfer to management of change reserve	(750)	
<b>Est. Balance at the year-end</b>	<b>2,369</b>	<b>4,718</b>

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

- Contribution agreed by Cabinet when approving the Revised Budget at their meeting in December 2010
- Under spend against Revised Budget at the end of Quarter 4
- Transfer to reserve for carry forward requests by services – Subject to Cabinet approval
- Interest element of the impairment on investments that must be charged to the revenue account at 31 March 2011 in accordance with accounting rules (in later years interest from expected recoveries will be added back to the General Fund balance).

- Holding costs associated with Mayland House (the small amount of costs incurred on 19/21 Bocking End have been charged within the under spend at Quarter 4)
- A provision of £50,000 agreed by the Council as potential support to the Museum Trust has not yet been drawn down.
- Provision agreed by Council in February 2011 towards the future costs of change required to achieve long term budget savings through reductions in staffing.

### **Risks and Assumptions to the Projected Outturn**

The Outturn is subject to finalisation of the Statement of Accounts and external audit of the accounts by PKF in July.

The charge for impairment on investments is based on the latest information currently available about status within the administrations, recovery values, and cash flow timings, and subject to further clarification of application of the capitalisation direction.

A review of the Outturn will be undertaken to identify those issues that have an impact in the current financial year and assumptions made about future years' financial plans.

## Capital Programme and Resources

### Capital spend for the year

The capital programme approved for the year was £11.311 million. The programme for reporting purposes is £5.513 million, determined as follows:

	<b>£'000s</b>
<b>Approved programme</b>	<b>11,311</b>
<u>Less:</u>	
Projects still be approved:	
• Subject to Cabinet approval (Growth Fund Projects)	(2,260)
<u>Add:</u>	
• Re-profiled from 2009/10	1,809
• Projects approved in year (BDC capital resources)	
• Projects approved in year (External/ revenue funding)	8,614 251
<u>Less</u>	
• Profiled spend in future years (incl. Causeway House & Witham Leisure Centre)	(14,212)
<b>Programme for 2010/11</b>	<b>5,513</b>

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 social landlords (e.g. Bailey Bridge Road, Riverview), 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, with the Local Development Framework Panel responsible for determining priorities for use of Growth Area Funding.

Spend against the programme for the year is as shown in the table below:-

	<b>Programme 2010/11</b>	<b>Actual spend</b>	<b>Grants approved but not yet claimed</b>	<b>Project variances</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
General Fund	3,749	3,583	54	(112)
Housing Investment	1,365	1,344	21	-
Capital Salaries	399	356		(43)
<b>Total</b>	<b>5,513</b>	<b>5,283</b>	<b>75</b>	<b>(155)</b>
Capitalisation direction applied to impairment of investments		335		
<b>Total Capital Expenditure</b>		<b>5,618</b>		

The Programme for 2010/11 included part budget allocations for the Causeway House refurbishment works (£179,000 out of a total approved budget of £3.8 million) where works commenced in April, and the new Witham Leisure Centre (£189,000 out of a total approved budget of £8.99 million), with planning consideration scheduled for June and construction commencing in December.

Project variances comprise the following completed projects: CCTV upgrade (-£22,000), Halstead Band Stand (-£16,000); unspent funding allocated for Carbon Management projects (-£28,000); and an aborted project proposed for Witham Park (-£42,000) as a Heritage Lottery bid was unsuccessful.

Capital resources have also been applied to meet the principal element of the impairment on investments.

### **Capital resources**

Capital receipts generated in-year totalled £4.884 million (net of costs) against an original anticipated amount of £4.46 million. As well as on-going receipts arising from the transfer agreement with Greenfields Community Housing (e.g. Right to Buy and VAT

sharing), other receipts included those from the sale of the site of the Riverside Swimming Pool and Millennium Towers. The higher total of capital receipts was due to an increased number of Right to Buy sales by Greenfields – 10 dwellings, 2 flats, and 2 shared ownership schemes (last year 8 dwellings and 4 shared ownership schemes were sold).

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

- Capital receipts £4.513 million
- Government grants £401,000
- Developer and other external contributions £668,000
- Reserves and revenue contributions £36,000