



## **Third Quarter Performance Management Report**

**(1<sup>st</sup> October – 31<sup>st</sup> December 2009)**

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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 third quarter of the year (October to December 2009). 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.

### Summary of the Overall Position




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

Corporate Priorities	Status of projects and actions			
				
The Environment is Clean and Green	2	3	2	0
Business is Encouraged and the Local Economy Prospers	0	3	3	0
Everyone can Enjoy a Healthy Lifestyle	4	10	1	0
Housing and Transport meet Local Needs	2	3	1	1
People take Pride in their Local Areas	4	2	1	0
We deliver Excellent, Cost-Effective and Valued Services	9	5	7	2
<b>TOTAL</b>	<b>21</b>	<b>26</b>	<b>15</b>	<b>3</b>




#### KEY:

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

The following table shows the overall performance in relation to the quarterly reported Performance Indicators within the Annual Plan.

Corporate Priorities	Status of indicators		
			
The Environment is Clean and Green	9	2	3
Business is Encouraged and the Local Economy Prospers	-	-	-
Everyone can Enjoy a Healthy Lifestyle	6	0	0
Housing and Transport meet Local Needs	4	0	0
People take Pride in their Local Areas	-	-	-
We deliver Excellent, Cost-Effective and Valued Services	17	1	3
<b>TOTAL</b>	<b>36</b>	<b>3</b>	<b>6</b>

**KEY:**

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

The performance in the third quarter report shows that the Council continues to perform well. There are over 70% of projects either completed or on target. With regard to the 15 amber projects, better recognition of issues and more thorough reporting of changes in projects to Programme Boards have enhanced the accuracy in reporting 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. In respect of the performance indicators, 80% are achieving or exceeding target. Although targets are being achieved, the direction of travel on a number of indicators is down from last year and we will continue to focus on areas of the business that are under-performing whilst directing our resources to deliver and achieve our corporate objectives.

**Allan Reid – Chief Executive**

## **Section 2: Reflection on the Last Three Months**

### **Key Achievements**

Below are some of the key projects and actions that have been achieved between October and December 2009.

#### **The Environment is Clean and Green**

- Wheeled bins rolled out to the remainder of the district in conjunction with re-routing the alternate weekly recycling and refuse collection to improve recycling performance, reduce land fill and provide a more cost effective and efficient service
- Climate change strategy and associated action plan produced to reduce CO2 emissions in the district
- Successful prosecutions for fly-tipping, operating an unregistered waste business and for breaching abatement notices for causing a nuisance.
- Big Tidy Campaign successfully recruited a number of volunteers to clear public space of litter

#### **Business is Encouraged and the Local Economy Prospers**

- Business Development Services (BDS) identified as the top business start up agency for businesses in their first year of trading.
- Continental market held in Braintree drawing a large number of visitors
- 'Wish you were here' campaign launched bringing together local firms to share ideas and take action to boost local trade

#### **Everyone can Enjoy a Healthy Lifestyle**

- Tortoiseshell Way cycle way and footpath completed to encourage healthy lifestyle.
- Improved awareness and increased take-up of benefits following successful campaign
- Village agents project up and running helping older people in rural areas continue to lead happy, healthy and independent lives

#### **Housing and Transport meet Local Needs**

- Housing strategy developed and published providing a clearer understanding of the housing needs of the district
- Affordable housing completed in Gestingthorpe, Pebmarsh, Silver end and Braintree with an additional 9 units in Braintree

## **People take Pride in their Local Areas**








- Peoples panel up and running and answers to the first questionnaire is providing customer insight into key decisions and issues for the Braintree district
- Youth Council now comprises of 29 members representative across the district
- Over 130 gifts donated by staff to elderly residents of the district for Christmas
- Photographic competition launched – winning entries will be used to promote the district across Essex and beyond
- Local Committees hosted an evening to discuss local priorities with their communities identifying a number of priorities which will be developed into a work programme for 2010/11
- Local areas of improvement identified by Primary schools from Halstead and Witham who participated in events working with local Councillors to identify key issues they feel would make their area a better place to live









## **Priority Challenges over the Next Three Months**







- Manage the effects of the proposed changes to the funding of business start up help and advice services.
- Review our office accommodation requirements in light of the space which is now available following Greenfields moving out.
- Find a long term sustainable future for the museum service and Warner Textile Archive

## Section 3: Delivering our Corporate Strategy







### Project Overview - Projects completed during Quarter 3







Project ref	Project Title and Description	Target completion date	Status
C&G 2 RW	<b>Introduce Wheeled bins to remainder of the district</b> - Introduce an alternate weekly recycling and refuse collection to all rural areas in the District that do not currently receive this service  <i>Comments – Project completed. Wheeled bins rolled out to the remainder of the district.</i>	October 2009	
C&G 9 RW	<b>Improving Carbon Reduction</b> Produce a Climate Change Strategy and an associated action plan which will contribute to the reduction of carbon emissions in the District Complete those actions in the plan which are scheduled for 2009/2010  <i>Comments – Project completed. The actions in the strategy are being implemented and progress is being monitored.</i>	Strategy produced by December 2009 Actions as scheduled	
SOC 5 WS	<b>"Braintree at play" Phase 2</b> - To provide indoor and outdoor play equipment for severely disabled children at the PARC centre in Great Notley  <i>Comments – Equipment now in place. New supervisor will now run programme using equipment for children and young people with disabilities.</i>	March 2011	
SOC 6 LPN	<b>Improved cycle ways, footpaths and cycle parking</b> Promote cycling and walking by improving and constructing new cycle-ways and/or footpaths and/or by providing additional cycle parking at: Tortoiseshell Way, Braintree  <i>Comments – Tortoiseshell Way is now complete</i>	December 2009	
C&G 12 RW	<b>Improve Silver End Memorial Gardens</b> Complete the construction of new toilets; improve signage; increase community involvement; apply for Green Flag and Green Heritage awards.  <i>Comments - Project has been completed – community pleased with the new WC. The outcome of the green flag award is a measurement of success of the project.</i>	Toilets complete May 2009 Outcome of green flag/green heritage awards June 2010	
SOC 17 LPN	<b>Affordable Housing Viability Study</b> - Undertake a study to ensure that our requirements for new affordable housing on new developments are viable for developers to provide  <i>Comments - Viability Study and training completed on the toolkit. The viability testing toolkit will be used by the council to help negotiate the affordable housing provision on new schemes.</i>	November 2009	
SOC 10 ML	<b>Benefits Take-up Campaign</b> - Publicise Housing and Council Tax Benefits service to increase take-up, with particular emphasis on hard to reach groups  <i>Comments – project complete. This is an ongoing year-on-year programme</i>	Ongoing	








Project ref	Project Title and Description	Target completion date	Status
SOC 18 LPN	<b>Housing Strategy</b> - Draft, consult and publish a new Housing Strategy for the Braintree District  <i>Comments - Cabinet have approved the Housing Strategy and an action plan has been developed and published on the Councils website. The Housing Strategy will help to achieve a clearer understanding of the housing needs of the district.</i>	December 2009	
LGRCSG 1 JB	<b>A people's panel for the Braintree District</b> - To ensure community input into key decisions and issues by establishing a People's Panel for the Braintree District.  <i>Comments - Representative panel recruited Their input was used in the budget process.</i>	December 2009	
LGRCSG 3 JB	<b>Local Democracy Birthday Card Competition</b> - Run a birthday card competition during Local Democracy Week  <i>Comments - Project completed on schedule. Winners selected and presented with awards at December Full Council. Cards now being used as part of democratic engagement initiative.</i>	October 2009	
LGRCSG 4 WS	<b>Youth Council Development</b> - Further develop the Braintree District Youth Council and ensure appropriate representation across the District  <i>Comments –Project completed. Youth Council now comprises of 29 members representative across the district.</i>	December 2009	
PI&E 1 JB	<b>The Local Public Service Provision Project</b> - To agree a business case for face-to-face service provision across the district and to develop proposals for multi-agency service delivery from key locations in the District  <i>Comments - This has been completed and the information is being used to inform the business case for Mayland House. We are still awaiting final figures and agreement from ECC to provide the service.</i>	December 2009	
PIE 3 ML	<b>Service Standards</b> – Customer service standards – update all of our service specific customer standards and targets and publish them widely.  <i>Comments – The Service standards have been integrated into the business planning process and will be reviewed annually as part of this process.</i>	December 2009	
LGRCSG 8 GB	<b>Member Development Programme</b> - Develop and put in place a comprehensive training programme for our elected councillors  <i>Comments – Member Development Programme agreed by Cabinet, December 2009.</i>	December 2009	
MB 7	<b>Management Development Programme</b> - Implement a three-year management development programme building leadership capabilities to drive business performance  <i>Comments - The Braintree District Council Management Development Programme has now been launched and will be presented at the Managers Conference on 21st January 2010. A number of BDC employees are participating in the accredited ILM Programme – Evolution.</i>	March 2010	






Project ref	Project Title and Description	Target completion date	Status
PI&E 6 JB	<p><b>District Priorities and Value for Money - Communications Campaign and Survey</b> Run a communications campaign which explains the priority issues for the District and what we are doing about them and how this represents value for money. Develop and run a value for money survey.</p> <p><i>Comments – Project completed. Value for Money survey carried out and results presented to Cabinet in December.</i></p>	Campaign - May 2010 VFM Survey to be run in July 2009 – results available by October 2009	
PI&E 7 JB	<p><b>A review of Online Consultation Tools</b> - Review the online consultation tools on the website and make recommendations as to the ways we consult with our citizens online.</p> <p><i>Comments - A review of the CMS system including the provision of online tools was completed in December and recommendations put forward. This is now being used to inform the future delivery of the website and related services with the ICT, Customer Services and Communication and Marketing team.</i></p>	December 2009	
PI&E 8 JB	<p><b>Community Engagement and Customer Surveys</b> - Develop a robust rolling programme to assess customer views about the District, the way we provide our services and to identify improvements which can be put in place to ensure that customer satisfaction increases – both with the way we provide our services and with the Council overall Carry out those activities and surveys in the programme which are scheduled for 2009/2010</p> <p><i>Comments - There is now a programme of service surveys with a main “lead” in service areas and agreed areas of responsibility. A toolkit has been provided to support services when planning surveys. Many surveys are now in development.</i></p>	December 2009	
PIE 9 ML	<p><b>Business Efficiency Reviews</b> – Establish process of review and assist with their delivery to enable the identification of £500,000 savings by 2010/11</p> <p><i>Comments – Business efficiency reviews have been completed for this year. The target was increased to a range of £1.2million to £1.5million. The BER have contributed to identifying £1.3million worth of savings which are going forward as part of the Medium Term Financial Strategy to cabinet on 1<sup>st</sup> February 2010.</i></p>	February 2010	
SOC 25 WS	<p><b>Citizens Advice Bureau - Service Level Agreement Review</b> - To implement additional monitoring within the Service Level Agreement with the Citizens Advice Bureau (CAB) of the extra funding agreed by Cabinet for the next 3 years</p> <p><i>Comments - Proceeding to plan. It was agreed at the last programme board in November 2009, to remove this as a project. Reporting will still continue on a six monthly basis.</i></p>	6 monthly until March 2012	
LGRCSG 11 JB	<p><b>Committee Management Software</b> - Improve efficiency of committee management by implementing new software</p> <p><i>Comments - Committee Management Software System implemented (including staff training) in November 2009. System will improve efficiency of committee management.</i></p>	November 2009	



## Projects ongoing/carried forward from 2008/09

Project ref	Project Title and Description	Target completion date	Status
C&G 8 RW	<p><b>A New Local Nature Reserve</b> Protect and enhance biodiversity in the district by designating one additional nature reserve in Gosfield.</p> <p><i>Comments - Designation was approved by the members of Halstead Local Committee on the 11th November 2009. Final ratification from Natural England is awaited.</i></p>	March 2010	
SOC 1 RW	<p><b>Reducing Fuel bills for low income households in the Braintree District</b> 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 household survey was sent out to residents in early November and responses are being collated to determine improvements for the statutory submission to Government Office-East in March 2010.</i></p>	<p>Analysis and plan completed by December 2009</p> <p>Actions as scheduled</p>	
C&G 11 RW	<p><b>Increased Tree Planting</b> Protect and enhance biodiversity in the District by planting and/or securing the planting of 5,000 trees</p> <p><i>Comments - Offers made to date will secure the planting of approximately 15,000 trees but the exact number will not be known until the grants are claimed. We estimate that approximately 2,500 trees have been planted by the end of Q3</i></p>	March 2010	
E&I 4 NH	<p><b>Personal Advice and Support Services to New and Young Businesses (LOCAL AREA AGREEMENT PROJECT)</b> - 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 – Between September and December, 106 new clients were given help in starting their own business and 17 established businesses were helped through the LAA grant.</i></p>	March 2011	
E&I 6 NH	<p><b>Supporting Local Businesses Through the Recession</b> 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 - A variety of specific activities have been completed ranging from: focused retail promotion and support in Braintree, Halstead and Witham; commercial and sales networking events in Witham and Braintree. Approximately two thirds of the initial programme of activity has been progressively implemented. Private sector partners have been universally supportive, with some making substantial additional contributions to the programme</i></p>	Ongoing through 2009/2010	
E&I 7 NH	<p><b>Business and Enterprise Park</b> Identify a location for a new Business and Enterprise Park in Braintree</p> <p><i>Comments - Approval of the Pre-Submission document has been delayed on the advice of the Planning Inspectorate, who have recommended that further work on supporting studies is required. The Pre-submission document will now be presented to Council for approval in February 2010.</i></p>	March 2010	

Project ref	Project Title and Description	Target completion date	Status
SOC 4 WS	<p><b>Improve Play Areas</b> - Refurbish the play areas at: Braintree &amp; 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 respect of Silver Street, an alternative site is being considered and this aspect of the project will restart when match funding has been secured.</i></p>	March 2010	
SOC 7 LPN	<p><b>Improved cycle ways, footpaths and cycle parking</b> 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 – public footpath/cycle track report has been agreed by members of Braintree Local Committee.</i></p>	June 2010	
E&I 9 NH	<p><b>Foot/cycle bridge at Braintree Freeport</b> 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. Public consultation on the scheme took place in November 2009 with the submission of a planning application due to be made in Spring 2010.</i></p>	By end of 2011	
SOC 8 LPN	<p><b>A Replacement Swimming Pool in Witham</b> - 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 - A consultation document on the future for Witham sports and leisure and proposals for a new sports centre was sent out in November 2009. The report of the findings was presented to Cabinet for consideration and consultants are being commissioned to prepare a detailed business case for the Witham Leisure Centre project</i></p>	March 2010	
SOC 11 LPN	<p><b>Teenage Pregnancy Reduction Project (LOCAL AREA AGREEMENT PROJECT)</b> - 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 - The Mapping exercise has been completed. Two staff Youth Worker and a school Nurse are in post delivering group sessions to meet the identified gaps from the Mapping exercise</i></p>	March 2011	
SOC 12 WS	<p><b>Village Agents Project - Community Transport provision (LOCAL AREA AGREEMENT PROJECT)</b> - To provide a paid driver for two years to carry out work identified by the Village Agents</p> <p><i>Comments –Recruitment conducted and a new Driver will commence in Jan 10.</i></p>	March 2011	




Project ref	Project Title and Description	Target completion date	Status
SOC 13 WS	<b>Creative Communities Project (LOCAL AREA AGREEMENT PROJECT)</b> - A project in residential areas using a range of activities as the mechanism for engagement between all age groups  <i>Comments - Pilot at Nottage Crescent completed. Moving into Gt Yeldham and Braintree East for the next phase</i>	March 2011	
SOC 14 WS	<b>Community Reparation Project (LOCAL AREA AGREEMENT PROJECT)</b> - To reintegrate low level offenders back into the community by getting them to undertake a variety of unpaid projects that benefit the wider community  <i>Comments – Additional funding has been secured to enable offenders to undertake long term work projects</i>	March 2011	
SOC 15 WS	<b>Supporting our Communities through the Recession –</b> 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  <i>Comments – Programme of activity now completed. Events are publicised on an ongoing basis through a variety of channels. Progress of projects will now be monitored.</i>	As scheduled	
SOC 16 LPN	<b>Research on Older People's Services (Task and Finish Group Project)</b> - Carry out a research exercise to examine the future demands, needs and provision of all the public services provision for older people  <i>Comments - Membership of Task and Finish Group Agreed. Meeting to be arranged for Quarter 4.</i>	To be agreed by Overview and Scrutiny	
SOC 19 LPN	<b>Affordable Housing Strategy Action Plan 2009/10</b> - Implement those projects which are scheduled for completion during 2009/2010 in the Affordable Housing Strategy Action Plan  <i>Comment – This project is on track for completion by March 2010. The action plan has been reviewed in line with the current economic climate and updated accordingly.</i>	March 2010	
PI&E 2 JB	<b>Customer Service Excellence Award</b> - 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  <i>Comments - Pre-assessment of the Corporate Template has now taken place and initial feedback is good. Gaps identified are around Customer Journey Mapping, Surveys and complaints and further work will be required to adequately evidence the criterion at each service level.</i>	March 2010	
SOC 20 LPN	<b>Choice Based Lettings Scheme -</b> 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  <i>Comments - A number of CBL "Breakfast Briefings" have been arranged throughout 2010 with the first scheduled for January 14th. These briefings are aimed at staff from other agencies that are involved with housing and could use a general overview of CBL and how the system works. The first CBL training session for staff from Registered Social Landlords (RSL's) took place on December 16th. This session offered technical training to RSL staff directly involved with using the CBL system.</i>	March 2010	








Project ref	Project Title and Description	Target completion date	Status
SOC 21 LPN	<p><b>Affordable Housing Schemes scheduled for completion this year -</b>            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 – 24 homes            Witham – 50 homes            Braintree – 15 homes            Silver End – 2 homes</p> <p><i>Comments – expected total of completions for 2009/10 is 172 of which 111 are completed as followed:            Gestingthorpe – all completed            Pebmarsh – all completed            Halstead - 2 schemes (13 and 8 homes) - 21 homes – 6 completed to date            Rayne – 24 homes – 22 completed to date            Witham – 50 homes – 41 completed to date (additional 44 units expected by March 2010)            Braintree – 15 homes – all completed plus an additional 9 units            Silver End – 2 homes – all completed</i></p>	March 2010	
LGRCSG 5 GB	<p><b>Local Committees working to improve Local Areas -</b> 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 - Draft work programme for local committees to be presented to Local Committees in January 2010 for agreement. The draft programme take forward the priorities identified in local committee community consultation events and agreed with the Committees</i></p>	February 2010	
MB 2	<p><b>Community Achievement Awards -</b> Further develop, organise and hold the 2<sup>nd</sup> Community Achievement Awards Ceremony</p> <p><i>Comments – Nominations continue to be received and the public will vote for a winner in each category through the local papers in February.</i></p>	March 2010	
LGRCSG 7 JB	<p><b>Improved Council and Democracy web pages -</b> 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 - Concluded research into how other Councils present and organise their Council and Democracy Pages and will be identifying a number of improvements to be developed in the fourth quarter</i></p>	March 2010	
MB 10 ML	<p><b>Clearer and more Understandable Financial Reporting</b> 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 - Extensive consultation undertaken with members of the public and partners on 2010/11 Budget Proposals. Cutting Our Cloth publication produced which provided clear explanations of the reasoning behind a number of the budget savings options. Similar exercise undertaken on budget options which enabled respondents to identify their priorities across a range of saving options</i></p>	January 2010	







Project ref	Project Title and Description	Target completion date	Status
PI&E 15 ML	<b>Review of legal spend</b> - 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  <i>Comments - Options report will be presented to PIE Board on 28th January 2010. The preferred option is to create a strategic legal unit to provide services via the Essex Legal Services Partnership.</i>	October 2009 – complete Options Appraisal March 2010 - Implementation	
PI&E 17 RW	<b>Waste Management Options Appraisal</b> To identify the most cost effective option for the future delivery of the refuse and recycling services  <i>Comments – Reports received for Value for Money, Commercial Waste, Vehicle &amp; Fleet management and Management &amp; Supervision in late December, and are being reviewed by the Head of Service and Service Unit Managers. Some amendments to detail of process and performance are being made to accommodate recent developments.</i>	March 2010	

### Projects delayed during Quarter 3





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

Project ref	Project Title and Description	Target completion date	Status
PRIDE9 RE (2008/09)	<b>The Cultural Olympiad</b> – 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.  <i>Comments - The four year plan leading up to the Cultural Olympiad in 2012 has now been replaced by an annual plan for which an outline for 2010-2012 will be presented to the next meeting of the BDC London 2012 Cabinet Strategy Workshop in June 2010.</i>	December 2009 <b>Proposed revised target date June 2010</b>	
C&G 5 RW	<b>Cemetery Improvements</b> - Improve the road and path networks at: Halstead Bocking Cemetery Braintree Cemetery Repair the perimeter wall at Halstead Cemetery  <i>Comments – The repair to the perimeter wall at Halstead Cemetery has been delayed further due to the weather as the materials used to repair the wall will not set in cold weather.</i>	Sept 2009 Oct 2009 Nov 2009 <b>Proposed revised date March 2010</b>	
C&G 6 RW	<b>Provide new allotments</b> - 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.  <i>Comments - Project commenced in October. Progress delayed by adverse weather conditions and will now be completed in February 2010.</i>	Nov 2009 <b>Proposed revised target date February 2010</b>	

Project ref	Project Title and Description	Target completion date	Status
E&I 1 NH	<p><b>Regeneration of town centres – Braintree</b> - Redevelopment project to rear of town hall. Selection of development partner. Preparation and receipt of design brief</p> <p><i>Comments - Project currently on hold. Outline Solutions were submitted by 3 developers and these have been evaluated with all 3 selected to progress to the Detailed Solutions stage of the OJEU process (The Detailed Solutions stage of the process is not due to commence until after Cabinet has made a decision on the future of Mayland House at its meeting on the 1st February 2010 as a re-scoping of the Braintree scheme may be required).</i></p>	<p>June 2010</p> <p><b>Proposed revised target date TBA</b></p>	
E&I 3 NH	<p><b>Use of Growth Area Funding</b> - 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 – LDF Panel in December postponed until February 2010. Report on priorities for expenditure of Growth Area Funding will be considered then.</i></p>	<p>December 2009</p> <p><b>Proposed Revised target date February 2010</b></p>	
E&I 2 NH	<p><b>Regeneration of town centres – Witham</b> - Redevelopment project at Newlands precinct. Selection of development partner. Preparation and receipt of development brief</p> <p><i>Comments - With regard to the Witham Town Centre Regeneration project, Cushman &amp; Wakefield have been instructed to establish an acquisition price for the Newland Shopping Centre and identify a retail development partner who can deliver the scheme required by the Council. Discussions with the Shopping Centre owner have been on hold.</i></p>	<p>June 2010</p> <p><b>Proposed revised target date TBA</b></p>	
SOC 9 WS	<p><b>CCTV project - Halstead</b> - Provision of CCTV cameras in Halstead Town Centre</p> <p><i>Comments - Programme of works agreed with suppliers and utility companies to deliver the project by February 2010.</i></p>	<p>December 2009</p> <p><b>Proposed revised target date February 2010</b></p>	
MB1	<p><b>Plan for Future Growth and Development in the District</b> Prepare and approve the Core Strategy of the Local Development Framework for submission to government</p> <p><i>Comments - Further work on Core Strategy required following an advisory visit by a Planning Inspector. Draft Core Strategy Pre-Submission Consultation Document to be submitted to LDF Panel in February for approval.</i></p>	<p>December 2009</p> <p><b>Proposed revised target date February 2010.</b></p>	
LGRCSG 6 JB	<p><b>Making it easier to contact local councillors</b> - Improve the ways in which local constituents can contact their local Councillors by:</p> <ul style="list-style-type: none"> <li>raising the profile of local Councillors in their wards</li> <li>Carrying our a feasibility study into other more innovative ways of holding councillor surgeries (including telephone and walkabout surgeries)</li> </ul> <p><i>Comments - Project is taking a new shape with greater reliance on technological solutions that have yet to be developed. Project scope needs to 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>	<p>December 2009</p> <p><b>Proposed revised target date March 2010.</b></p>	
LGRCSG 10 ML	<p><b>Financial Regulations</b> - Review the financial and other regulations in the Council's Constitution</p> <p><i>Comments - Review of financial regulations not started due to other work taking priority (budget process, use of resources, planning introduction of new accounting arrangements, etc). Review of Constitution to be presented to Full Council in April 2010.</i></p>	<p>December 2009</p> <p><b>Proposed revised target date April 2010</b></p>	

Project ref	Project Title and Description	Target completion date	Status
PI&E 10 NH	<p><b>Define working arrangements between BDC and Braintree District Museum Trust Ltd.</b> – 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 – Discussions ongoing with Colchester and Ipswich museums to determine potential of setting up a trust which will operate for the three museums. The business plan will be presented to cabinet in September 2010 with project completion anticipated in March 2011.</i></p>	October 2009 <b>Proposed revised target date September 2010</b>	
PI&E 11 ML	<p><b>More Efficient Printing and Copying -</b> Undertake a review of existing departmental photocopiers and desktop printers and print facilities throughout the organisation</p> <p><i>Comments - Project delayed due to the need to integrate better with workstyle project and new ways of working in services for the organisation</i></p>	November 2009 <b>Proposed revised target date March 2010</b>	
PI&E 12 ML	<p><b>Fees and charges review</b> - Develop and implement an annual process for dealing with fees and charges</p> <p><i>Comments - Work conducted by the Fees and charges Task and Finish Group during 2008 (on fees and charges for 2009/10) was used as the basis for discussing proposed increases in fees and charges for 2010/11. Schedule of proposals was not complete and therefore not available for consideration by Cabinet in December 2009. Fees and charges to be considered by Cabinet in February 2010.</i></p>	October 2009 <b>Proposed revised target date February 2010</b>	
PI&E 13 ML	<p><b>Review of payroll</b> - 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 – Completion of the review of a draft specification for an integrated HR/Payroll system was outstanding at the end of December due to work pressures within the HR section. Revised timetable for tendering process currently being determined. .</i></p>	January 2010 <b>Proposed revised target date TBA</b>	
PI&E 14 ML	<p><b>Procure-to-Pay review</b> - Provision of an electronic link between procurement and payments systems. Enabling the receipt and processing of electronic invoices from suppliers</p> <p><i>Comments - Review of procure to pay process by EGS consultant (suppliers of Marketplace) completed and report received beginning of December. Proposals identify savings to cover additional systems costs. Report currently being reviewed by the service managers. Implementation plan and identification of support required to be determined by February 2010.</i></p>	Review enabling consideration of options - December 2009 Implementation – January 2010 <b>Proposed revised target February 2010</b>	
PI&E 18 ML	<p><b>Workstyle Project</b> - 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 is subject to review as a result of the Mayland House acquisition. A report is being prepared for the 1st February 2010 Cabinet setting out the options in respect of the future of Mayland House and future workstyles/new ways of working will be picked up as a work stream within this project.</i></p>	December 2009 <b>Proposed revised target date TBA</b>	

### Projects aborted or closed during Quarter 3

Project ref	Project Title and Description	Target completion date	Status
C&G 12c LC (2008/09)	<p><b>Reduce Carbon Emissions from the Councils Buildings, Vehicles and Services –</b></p> <ul style="list-style-type: none"> <li>Refurbish the solar panels at the Discovery Centre</li> </ul> <p><i>Comments – This project has been stopped as ECC are not interested in sorting out the electrics. Attempts have been made with all levels of management within ECC to progress these works to no avail.</i></p>	March 2010	
SOC 24 WS	<p><b>Community Transport - Home delivery grocery service</b> - Conduct a pilot project in Braintree to have a home delivered grocery service using community transport</p> <p><i>Comments – Project has been stopped as funding not secured. New bid will be made for possible future pilot to be conducted.</i></p>	December 2009	
LGRCSG 9 JB	<p><b>Member information proposal</b> - Develop processes to enable members to access timely and relevant information on activities and issues affecting their ward.</p> <p><i>Comments – Project is taking a new shape with greater reliance on technological solutions that have yet to be developed. Project scope needs to 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>	December 2009	
PI&E 19 LPN	<p><b>Review of the Leisure Services (Task and finish group Project)</b> – Carry out a review of leisure services focusing on the level, cost and value of provision</p> <p><i>Comments – Cabinet decision to stop current project due to the focus being too narrow. New project will commence next year, the scope of which will include a review of the management of playing fields as well as identification of the playing facilities planned for two new schools.</i></p>	To be agreed by Overview and Scrutiny	

## **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 October to December 2009:

### **Customer Service**

- Networking events for BDS clients now being held once a month with guest speakers providing extra support and customer service to people starting up a business and for businesses in their first year of trading
- Equality Impact Assessments process and guidance agreed for the authority
- Rolling programme of customer surveys implemented to assess customer views about the district, the way we provide our services and to identify improvements to increase customer satisfaction levels

### **People and Performance**

- BDC performs well in the CAA Organisational assessment scoring 3 out of 4
- Modern apprenticeship programme successful in appointing staff in HR, Housing, Finance, Democracy and the Museum.
- Project management training has been rolled out across the authority to ensure project managers develop the skills they need to deliver projects on time and in budget.

### **Communications and Engagement**

- Reality road show visited secondary schools throughout the district to raise awareness of anti-social behaviour
- Profile of responsible pet ownership raised due to successful PDSA canine advice caravan and dog wardens targeting locations throughout the district
- December issue of Contact focused on ways people can support the local economy including free advertising for local businesses and local things to do and visit over Christmas

### **Innovation and Efficiency**

- £1.3m of savings identified through the business plan review and business process review projects to meet the requirements of the Medium Term Financial Strategy.
- Reduction in the cost of telephone lines and calls following change of provider.
- £5,000 of funding secured from Improvement East for Management Development and Member Training







## Section 4: Managing the Business

### Performance Indicator Overview

We collect information in relation to 59 Performance Indicators on a quarterly basis. Out of the 59 indicators, 13 are activity indicators and their status can only be reported on at the end of the year as quarterly targets are not set. The quarterly results in respect of the 13 activity indicators are for information purposes only. A sample of indicators have been checked to ensure data quality.

### **At the end of the third quarter:**






The following table shows the overall performance in relation to the 45 quarterly reported Performance Indicators at the end of the third quarter and how the performance compares with this time last year.

Trend compared with last year		Status of indicators			
					<b>TOTAL</b>
	Performance has improved	17	1	1	<b>19</b>
	Performance has deteriorated	9	2	5	<b>16</b>
	Performance is the same	10	0	0	<b>10</b>
<b>TOTAL</b>		<b>36</b>	<b>3</b>	<b>6</b>	<b>45</b>

37 of our quarterly reported Performance Indicators can be placed into national quartiles (i.e. they can be compared with the performance of other District Councils nationally). Based on the performance at the end of the third quarter:

- **21 are predicted to be in top quartile**
- **12 are predicted to be in second quartile**
- **3 are predicted to be in third quartile**
- **1 is predicted to be in bottom quartile**

## Our Performance Indicators in Detail















Quarterly Collected Performance Indicators	Performance as at end of:			Target for end of this quarter	Trend compared to this time last year	Projected quartile position at the start of the year	Projected quartile position now	Status of Performance Indicator	Comments
	Q1	Q2	Q3						
BV82a(ii) Tonnes of Household Waste Recycled	3335.57	3377.47	3643.22	4248.00	↑	Top	Top		Please refer to NI 192 which is the national indicator replacing this local indicator and provides a true reflection of how BDC are performing.
WCLP1 Missed bins not collected within 24hours of being reported per 100,000 collections	11.27	9.35	96.27	25	↓	N/A	N/A		Increase for Q3 due to the wheelie bin roll out to the remainder of the district and re-routing in October. The weather conditions in December also resulted in delayed or cancelled collections. Expect to recover our position in Q4.
WCLP3 % of cases of Graffiti removed within 5 days	100%	100%	90%	100%	↓	N/A	N/A		Represents 9 out of 10 cases of graffiti removed within 5 days for the quarter. The trend is also affected due to the results of Q3 last year being at 100%.
BV204 Percentage of Planning appeals allowed	33.33%	33.33%	30.00%	25.90%	↓	Top	Second		3 out of 10 appeals allowed in Q3 (2 officer delegated decisions, 1 Committee Decision contrary to officer recommendation). Cumulative for Year to date 10 out of 31 appeals allowed (32.3%)
BV12 Working Days Lost Due to Sickness Absence	2.25 days	1.96 days	2.95 days	2.00 days	↓	Top	Second		Cumulative figure – 7.16 days against a cumulative target of 6 days. Downward trend as Q3 results last year were 2.28 days. 64.5% of sickness for Q3 relates to long term sickness of 21 staff, 13 of whom have returned to work. The remaining 8 are being closely monitored and an individual case management approach has been adopted. Since the introduction of the sickness absence policy, the number of cases of short term sick has reduced by 41.5% compared with this time last year. This demonstrates that sickness management interventions to date have been effective in relation to persistent short term absenteeism. The Health and Wellbeing programme also continues to focus on sickness trends and an IBS information seminar is currently being organised.

Quarterly Collected Performance Indicators	Performance as at end of:			Target for end of this quarter	Trend compared to this time last year	Projected quartile position at the start of the year	Projected quartile position now	Status of Performance Indicator	Comments
	Q1	Q2	Q3						
CHLP7 Telephone response time in the Customer Service Centre	12.7 seconds	16.33 seconds	22.3 seconds	15 seconds	↓	N/A	N/A	🔴	The average answer speed was higher than usual for this quarter due to the Wheelie Bin Rollout, Introduction of Food Waste Collection and Re-Routing throughout the District which commenced in October and generated an extremely high number of calls due to delays in delivering wheelie bins, residents not receiving food caddys, queries on collection dates as some calendars were wrongly delivered and some properties not receiving their collections as new crews not familiar with areas. Oct = 38 secs / Nov = 15 secs / Dec = 14 secs.
BV82a(i) % of Household Waste Recycled	22.55%	25.29%	28.53%	29.00%	↑	Top	Top	🟡	The target was set to take into account the re-routing in October. It is expected that the target will be met in Q4 once the full impact of the roll-out is seen. Please refer to NI 192 which is the national indicator replacing this local indicator and provides a true reflection of how BDC are performing.
WCLP2 % and Number of Fly Tips cleared within 24 hours of being reported	98.49%	96.82%	97.12%	98.8%	↓	N/A	N/A	🟡	270 out of 278 fly-tips cleared within 24 hours of being reported. Cumulative outturn figure is 97.36% (812 out of 834 cleared within 24 hours). Downward trend as Q3 results last year were 98.92%
NI182 Satisfaction of business with local authority regulation services	89%	92%	86%	88%	↓	N/A	N/A	🟡	October – 84%, November – 85% December – 88% Cumulative outturn figure is 89% which achieves target. Downward trend as Q3 results last year were 87%. Cumulatively the trend is up.
<b>The Environment is Clean and Green</b>									
BV82b(i) % of Household Waste Composted	26.06%	25.63%	24.52%	19.00%	↑	Second	Top	✅	NI 192 is the national indicator and provides a true reflection of how BDC are performing.
BV82b(ii) Tonnes of household waste composted	3848.02	3430.89	3167.38	2874	↑	Top	Top	✅	NI 192 is the national indicator and provides a true reflection of how BDC are performing.
NI191 Residual household waste per household	124.2	107.7	98.54	127	↑	N/A	N/A	✅	Cumulative outturn figure is 330.44 against a cumulative target of 381.
NI192 Percentage of household waste sent for reuse, recycling and composting	48.61%	50.91%	53.05%	48.00%	↑	N/A	N/A	✅	

Quarterly Collected Performance Indicators	Performance as at end of:			Target for end of this quarter	Trend compared to this time last year	Projected quartile position at the start of the year	Projected quartile position now	Status of Performance Indicator	Comments
	Q1	Q2	Q3						
NI195a Improved street and environmental cleanliness: Litter	N/A	4%	3%	6%	▬	N/A	N/A	✓	Data is collected three times a year.
NI195b Improved street and environmental cleanliness: Detritus	N/A	17%	7%	12%	↑	N/A	N/A	✓	
NI195c Improved street and environmental: Graffiti	N/A	1%	0%	0%	▬	N/A	N/A	✓	
BV218a Abandoned vehicles - % investigated within 24 hrs of being reported	98.91%	100.00%	100.00%	99.50%	▬	Second	Second	✓	
BV218b Abandoned Vehicles - % removed within 24 hours of required time	87.5%	90.00%	100.00%	100%	▬	Top	Second	✓	
WCLP4 % of cases of Graffiti removed within 24 hours	100%	100%	100%	100%	▬	N/A	N/A	✓	
<b>Everyone can enjoy a Healthy Lifestyle</b>									
BV170a Visits to/Use of museums & galleries - All Visits per 1,000 population	107	98	124	100	↑	Third	Third	✓	Cumulative outturn figure is 324 against a cumulative target of 295.
BV170b Visits to/use of Museums & galleries - Visits in Person per 1,000 population	27	32	40	40	↓	Third	Third	✓	Cumulative outturn figure is 99 against a cumulative target of 97. Downward trend as Q3 last year was 44.
BV170c Visits to/Use of Museums - School Groups	1347	541	1578	1500	↓	Top	Top	✓	Cumulative outturn figure is 3,466 against a cumulative target of 3,300. Downward trend as Q3 last year was 2294.
BV126 Domestic burglaries per 1,000 households	1.31	0.95	1.39	N/A	↑	Top	Top	N/A	Activity Indicator, not influenced by the Authority. For information purposes only.
BV127a Violent Crime per 1,000 Population	2.4	2.6	2.1	N/A	↑	Top	Top	N/A	Activity Indicator, not influenced by the Authority. For information purposes only.
BV127b Robberies per 1,000 Population	0.07	0.06	0.03	N/A	↑	Top	Second	N/A	Activity Indicator, not influenced by the Authority. For information purposes only.
BV128 Vehicle crimes per 1,000 population	1.2	1.3	1.3	N/A	↑	Top	Top	N/A	Activity Indicator, not influenced by the Authority. For information purposes only.

Quarterly Collected Performance Indicators	Performance as at end of:			Target for end of this quarter	Trend compared to this time last year	Projected quartile position at the start of the year	Projected quartile position now	Status of Performance Indicator	Comments
	Q1	Q2	Q3						
BV174 Racial Incidents Recorded	0.7	0.7	0.7	N/A		Third	Second	N/A	Activity Indicator
BV175 Racial incidents resulting in further action	100.00%	100.00%	100.00%	100.00%		Top	Top		
NI184 Food establishments in the area which are broadly compliant with food hygiene law	91%	94%	93%	93%		N/A	N/A		
<b>Housing and Transport Meet Local Needs</b>									
BV64 No of private sector vacant dwellings that are returned into occupation or demolished	16	19	26	17.5		Top	Top		Q3: October – 10, November – 4, December – 12. Cumulative outturn figure is 61 against a cumulative target of 52.5. The trend is down on this time last year. This is to be expected as the target is also lower following the impact of the recession.
NI156 Number of households living in temporary accommodation	39	32	32	63		Third	Third		Outturn figure represents a snapshot of the number of households living in temporary accommodation at the end of Q3. Performance is judged on the outturn figure provided at the end of the year
BV183b Length of stay in temporary accommodation (Hostel)	9.71	10.7	10.7	12		Third	Second		This represents a cumulative outturn figure
PLP1 Passenger Journeys	13,342	13,150	13,828	13618.50		N/A	N/A		Cumulative outturn figure is 40,320 against a cumulative target of 40,855.50. Downward trend as Q3 results last year amount to 14,134.
<b>We Deliver Excellent, Cost Effective and Valued Services</b>									
CHLP3 Percentage of complaints responded to in 7 working days	82.3%	88%	87.6%	82%		N/A	N/A		247 out of 282 complaints answered within 7 working days. Downward trend due to Q3 result last year being 92%. However, cumulatively, the trend is up for 2009/10.
CHLP4a Availability of telephone network	100%	100%	100%	99%		N/A	N/A		
CHLP4b Availability of data network	99.93%	99.99%	100%	99%		N/A	N/A		

Quarterly Collected Performance Indicators	Performance as at end of:			Target for end of this quarter	Trend compared to this time last year	Projected quartile position at the start of the year	Projected quartile position now	Status of Performance Indicator	Comments
	Q1	Q2	Q3						
CHLP4c Availability of website network	99.96%	99.5%	99.97%	99.5%	↓	N/A	N/A	✓	Downward trend due to Q3 result of 100% this time last year.
CHLP5 Percentage Enquiries resolved at first point of contact	89%	94%	93%	85%	↑	N/A	N/A	✓	
CHLP6 Transactions via the website	12,037	24,478	33,071	26,250	↑	N/A	N/A	✓	This represents a cumulative outturn figure
NI14 Avoidable contact	7.4%	8.6%	29.8%	N/A	N/A	N/A	N/A	N/A	Activity Indicator. This represents the proportion of customer contact that is of low or no value to the customer within the Customer Service Centre.
BV156 Buildings Accessible to People with a Disability	78.26%	78.26%	87.00%	70.00%	↑	N/A	N/A	✓	
BV11a Top 5% of Earners: Women	30.30%	37.93%	30.55%	N/A	↓	Top	Second	N/A	Activity Indicator
BV11b Top 5% of Earners: Ethnic Minorities	4.35%	4.76%	4.76%	N/A	↑	Top	Top	N/A	Activity Indicator
BV11c Top 5% of Earners: with a disability	4.35%	4.76%	4.76%	N/A	↓	Second	Second	N/A	Activity Indicator
BV14 Percentage of Early Retirements	.00%	.00%	.00%	N/A	▬	Top	Top	N/A	Activity Indicator
BV15 Percentage of Ill-health Retirements	.00%	.00%	.20%	N/A	↓	Bottom	Top	N/A	Activity Indicator
BV16a Percentage of Employees with a Disability	9.50%	9.60%	9.71%	N/A	↑	Top	Top	N/A	Activity Indicator
BV17a Ethnic Minority representation in the workforce - employees	2.85%	2.81%	2.84%	N/A	↑	Second	Second	N/A	Activity Indicator
BV8 % of invoices paid on time	99.00%	98.23%	98.7%	98.00%	↑	Top	Top	✓	
BV9 % of Council Tax collected	31.00%	59.66%	87.56%	87.48%	↑	Second	Second	✓	
BV10 Percentage of Non-domestic Rates Collected	32.34%	59.02%	86.37%	85.60%	↓	Bottom	Bottom	✓	Downward trend due to Q3 result of 86.78% last year. Due to the current economic climate, changes have been made to the collection methods.

Quarterly Collected Performance Indicators	Performance as at end of:			Target for end of this quarter	Trend compared to this time last year	Projected quartile position at the start of the year	Projected quartile position now	Status of Performance Indicator	Comments
	Q1	Q2	Q3						
BV78a Speed of processing - new HB/CTB claims	20.0 days	18.0 days	17.0 days	18.0 days		Top	Top		
BV78b Speed of processing - changes of circumstances for HB/CTB claims	7 days	7 days	6 days	6 days		Top	Top		
BV79a Accuracy of processing - HB/CTB claims	98.40%	100.00%	N/A	99.00%	N/A	Top	Top	N/A	Sample check delayed. Will be published in Q4 report
BV205 Quality of Planning Service checklist	100.0%	100.0%	100.0%	100.0%		Top	Top		
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	10.0 days	9.0 days	7.0 days	8.0 days		N/A	N/A		
NI157a Processing of planning applications: Major applications within 13 weeks	85.71%	80.00%	90.91%	87.00%		Top	Second		Q3: 10 out of 11 major applications were determined in time. Cumulative outturn figure for the year is 85.71%
NI157b Processing of planning applications: Minor applications within 8 weeks	81.82%	92.47%	90.41%	86.00%		Top	Top		Q3: 66 out of 73 minor applications were determined in time. Cumulative outturn figure for the year is 88.52% Downward trend due to Q3 result of 94.59% last year. Cumulatively, the trend is up.
NI157c Processing of planning applications: Other applications within 8 weeks	93.31%	93.45%	95.37%	93.50%		Top	Top		Q3: 268 out of 281 other applications were determined in time. Cumulative figure for the year is 94.04%. Downward trend is due to Q3 result of 96.61% last year.

## **Customer Services & Views**

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

<b>Customer Service: Indicators of Performance</b>	<b>2009/10</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	89%	94%	93%		≥ 75%
Average telephone response time in the Customer Service Centre	12.6 secs	16.3secs	22.33secs		≤ 15 secs
Number of transactions carried out via the Council website	12,037	12,441	8,593		≥ 8,750
Number of unique visitors to the Council website	92,571	84,333	82,819		N/A
Percentage of customer complaints responded to in seven working days	82%	88%	87.6%		≥ 82%
Number of positive articles reported in the local press	186	228	320		N/A
NI 14 – the proportion of customer contact that is of low or no value to the customer	2.3%	8.6%	29.8%		N/A

## 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	<b>48</b>	50	<b>79</b>	44	<b>181</b>	37	
Not Justified	38	<b>50</b>	56	<b>79</b>	52	<b>79</b>	47	
Partially Justified	9	<b>12</b>	15	<b>11</b>	12	<b>22</b>	9	
Not known	0	<b>1</b>	0	<b>0</b>	0	<b>0</b>	0	
Total	80	<b>111</b>	121	<b>169</b>	108	<b>282</b>	93	

**Comments** – There has been a significant rise in complaints since the end of September 2009 as a result of the Council implementing and ‘bedding in’ major changes to the waste collection service including:

- Re-routing of all refuse and recycling collection routes across the district
- Extending wheeled bins to a further 9000+ properties in the rural north of the district and replacing weekly black sack collections with alternating weekly black sack collections for those properties not suitable for bins
- Providing kitchen caddies for cooked food waste collections in green wheeled bins

### **A summary of the local ombudsman cases for the period is: 3 cases**

There were three complaints in the third Quarter. In two cases the Ombudsman used his discretion to terminate the investigation on the basis that there was no or insufficient evidence of maladministration. In the third case, the complaint was considered to be premature and the Ombudsman asked the Council to put it through its complaints procedure.

## 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
Total headcount	572	561	551		-10	N/A
Number of temporary staff	43	45	45		0	N/A
Total staff FTE	512.91	504.97	496.50		-8.71	N/A
Permanent staff FTE	480.27	469.97	461.15		-15.71	N/A
Temporary staff FTE	32.64	35	35.35		+7.24	N/A
Level of employee turnover	2.80%	3.20%	3.27%		+0.07	N/A
Number of vacancies	27	26	18		-8	N/A
Number of vacancies (FTE)	25.24	25.06	17.06		-8	N/A
Number of appointments on first attempt	100%	90%	80%		-10%	N/A
Number of temporary leavers	6	14	6		-7	N/A
Number of permanent leavers	10	13	11		-2	N/A
Number of starters	27	18	6		-12	N/A
Working days lost to sickness per employee	2.25 days	1.96 days	2.95 days		+0.99	8.0
Number of learning days	811	696	638		-58	N/A
Average learning days per employee	1.42	1.24	1.16		-0.08	≥3.5 days
Number of staff reaching retirement age in five years	7.5%	7.84%	8.33%		-0.49%	N/A

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

## 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%		N/A	
Number of reported accidents/incidents to contractors	3	1	0		N/A	
Number of reported accidents/incidents to non-employees	0	10	6		N/A	
Top category of cause of accident	Slip/Trip/ Fall	Wasp Stings	Bruises to Body Parts		N/A	
Number of health and safety inspections/tours/fire risk assessments/audits carried out	9	4	9		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		N/A	Enforcement notice under RRFO Silver Hall End
Time lost in days due to employee accidents/incidents	9	0	10		N/A	
Expenditure incurred in allocating additional resource due to accidents/incidents	N/A	0	0		N/A	Not reported on in Q1.
Percentage of management attendance at the Corporate Health & Safety Committee meetings	1%	80%	30%		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%		N/A	Represents 10 out of 11 actions implemented in the third quarter

## **Managing our Business Key Performance Indicators**

### **Financial Performance**

The projected outturn on General Fund services at the third quarter review is a net spend of £18.928million, compared with a budget of £18.646 million, giving an adverse variance of £282,660.

The projection for the Housing Revenue Account is a deficit of £148,249 compared with the original estimate for the year of a surplus of £114,820, also providing an adverse variance, of £263,069.

### **General Fund Commentary**

The projected adverse variance for the General Fund is £282,660 or 1.5% against budget. A number of the key reasons for the projected variance have been highlighted in reports to Cabinet and where appropriate have been taken into account in the proposed Budget for 2010/11 and updated Medium Term Financial Strategy.

Following the Quarter 2 review, which projected a budget variance of £248,520, all managers were requested to consider every item of expenditure and whether it is essential or can be delayed or cancelled over the remainder of the year without significant impact on the service. Where identified, proposals have been reflected in the latest projections, which also take into account the full year value of the corporate efficiency target.

### **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 (£158,520), car parking (£122,800), local land charges (£108,480), and development control (£69,700). Both building control and development control have deteriorated from previous projections by around £20,000 each; however, car parking income has improved slightly with a reduction in the projected shortfall of £20,000. Part of the shortfall on building control is to be met by a drawdown from the Fee Earning Account reserve (£49,000), 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 £147,820 of additional income. This reflects the extended occupation by Greenfield of Causeway House, Millennium Towers, and Cordons Farm, together with inflationary increases across all SLA's and work requested from the Council's graphic design and printing service, and other services. There is 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 have now been superseded by the current reviews of accommodation and depot facilities. Mitigating this shortfall in income is a forecast reduction in utilities and business rates of £79,000 as office and depot space remains vacant and unused.
- Following audit of the final 2008/09 housing benefit subsidy claim an adjustment to the amount receivable by the Council has been made leading to a one-off reduction in income of £53,790 – this is against a total amount of subsidy claimed for the year of £37.7million. The amount is offset by an expectation of receiving more subsidy in the current year than budgeted.
- The original budget assumed a pay award from April 2009 of 2.5%, which 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.
- The predicted year-end position, service by service, is for an adverse budget position of £183,000, mainly due to a shortfall in income of £437,000. Service expenditure is projected to be £254,000 under budget. This is an improvement over the position reported at the second quarter (before taking into account the efficiency target). The expenditure variance effectively achieves the full-year corporate efficiency target. Most service areas have seen improvements in their overall financial position, although within Operations additional costs have been incurred above budget in refuse/ recycling due to the roll-out of new recycling routes and for dealing with the back log of collections due to the adverse weather conditions around Christmas and New-year.

#### Issues that do not impact on variances in 2009/10

- Investment income continues to remain under pressure due to the on-going low interest rate environment and tighter lending policy restricting investments to a small number of counterparties. The overall reduction in income is in line with that previously reported (£248,000), although the allocation between funds has changed marginally with the reduction borne by the General Fund revenue account being £64,120 (compared to £61,040 at the last quarter). This amount will be offset by drawing down 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 future system enhancements e.g. on-line application forms and interfacing with systems of the Department for Work and Pensions.

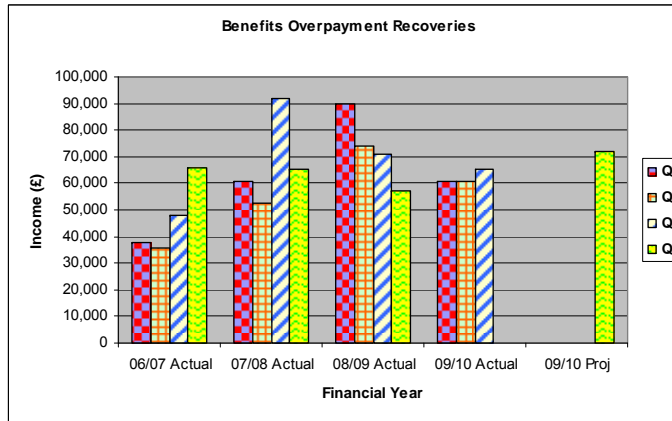
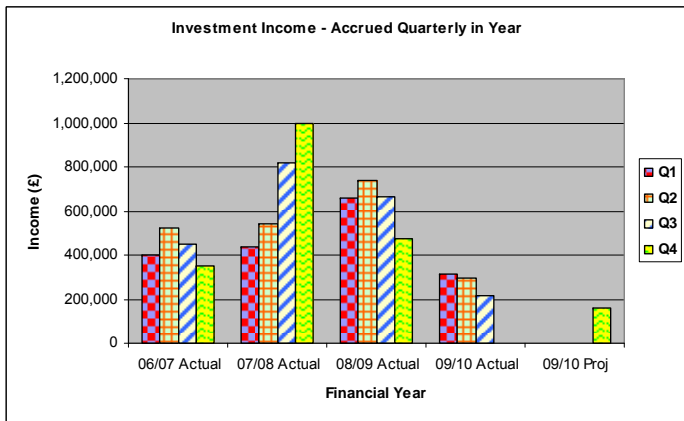
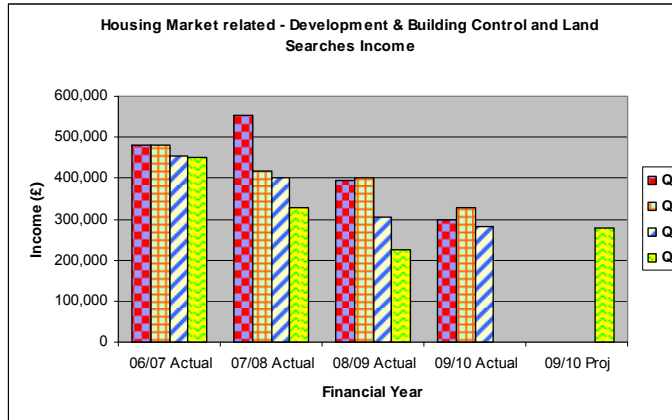
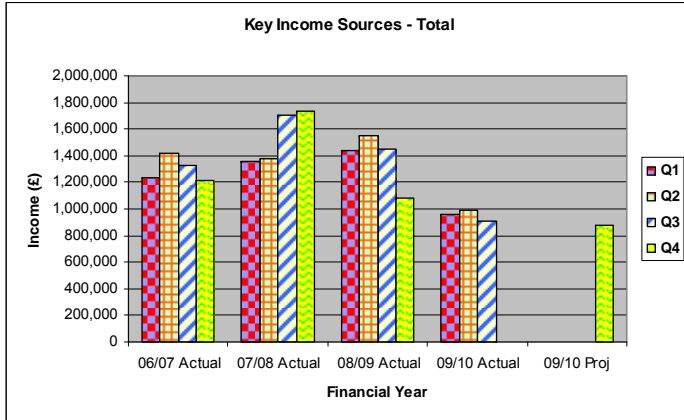
The following table provides a breakdown of the projected variance by Business Plan service area:

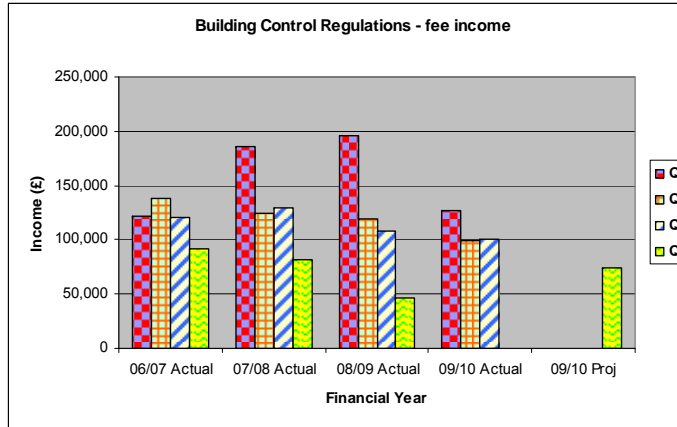
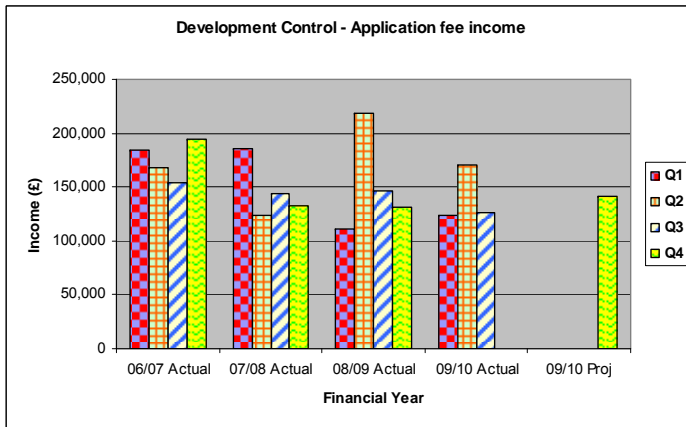
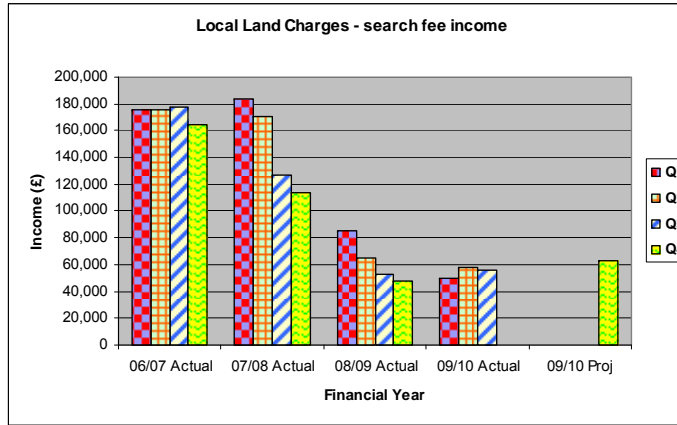
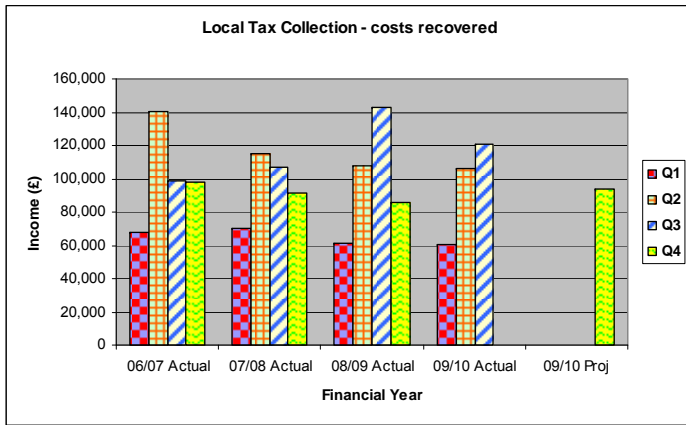
Business Plan	Original Controllable Budget £'000	Updated Controllable Budget £'000	Full year projection £'000	Budget Exp. £'000	Variance Income £'000	Variance Adverse/ (Favourable) £'000	RAG Status
Community Services	1,994	2,081	2,050	(6)	(25)	(31)	G
Corporate Management	734	726	725	(1)	-	(1)	G
Customer and ICT	1,885	1,897	1,755	(73)	(69)	(142)	G
District Development	787	848	1,035	13	174	187	R
Enterprise and Culture	1,816	1,912	1,871	(29)	(12)	(41)	G
Environmental Health	981	981	1,069	(28)	116	88	R
Financial Services	481	526	576	(116)	166	50	A
Housing Services	774	803	742	(92)	31	(61)	G
Operations	5,273	5,213	5,411	124	74	198	R
People and Democracy	2,162	2,240	2,176	(46)	(18)	(64)	G
<b>Service Total</b>	<b>16,887</b>	<b>17,227</b>	<b>17,410</b>	<b>(254)</b>	<b>437</b>	<b>183</b>	<b>R</b>
Corporate Efficiency Target	(261)	(261)	-	261	-	261	
Pay Award Savings	-	-	(190)	(190)	-	(190)	
Corporate Financing	2,020	1,680	1,709	60	(31)	29	
<b>General Fund Total</b>	<b>18,646</b>	<b>18,646</b>	<b>18,929</b>	<b>(123)</b>	<b>406</b>	<b>283</b>	<b>R</b>

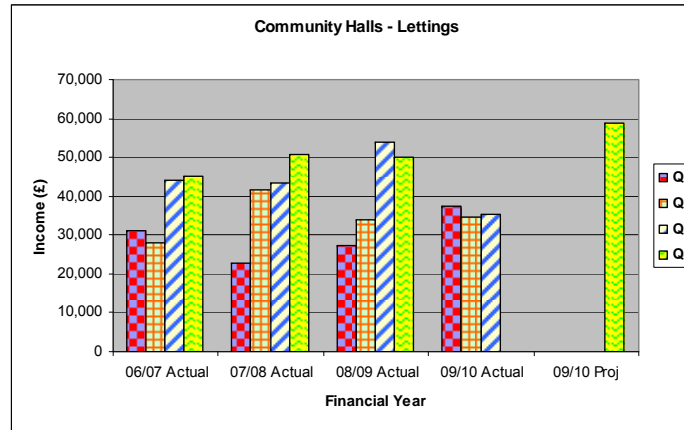
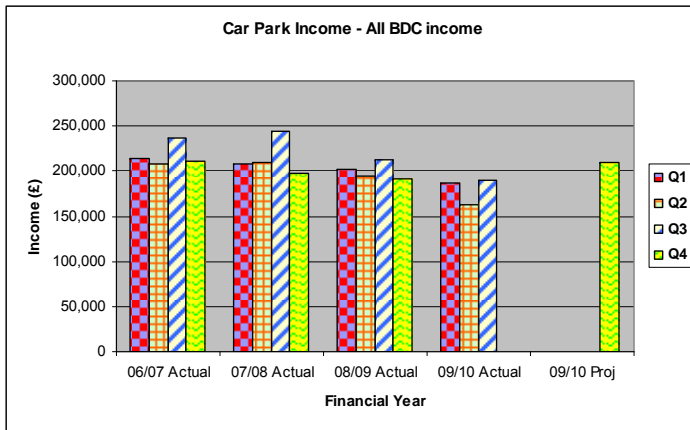
RAG Status: G = favourable or nil variance, A = up to £50k adverse variance, R = > £50k adverse variance

## Income Streams

A significant proportion of the Council's budget is reliant on income. The following charts show the trend on certain 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 small number of properties retained by the Council.
- 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.
- Investment income on HRA related balances.
- Amortised debt costs offset largely by housing subsidy received from Government.

The net effect of these transactions is a projected deficit for the year of £148,249 (including a £72,110 contribution towards redundancy/retirement costs). This compares with an original estimate of a surplus of £114,820 and projection at the second quarter of a deficit of £177,130. The budget variance of £263,069 is mainly due to lower investment income and the increased contribution towards redundancy and pension fund costs.

## Earmarked Reserves

The projected variance assumes the following use of earmarked reserves to meet offset budget variances:

- Withdrawal from the Treasury Management reserve, of £64,120, to offset the reduced investment income on the General Fund, providing an estimated balance as at 31<sup>st</sup> March 2010 of £341,785.
- Withdrawal from the Building Control reserve of the remaining £49,000, to offset the estimated deficit on the fee earning account.

## General Fund and Housing Revenue Balances

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

	General Fund	Housing Revenue Account
	£'000	£'000
<b>Balance b/fwd at 1<sup>st</sup> April 2009</b>	<b>2,834</b>	<b>5,148</b>
• Use of balances as per original budget	(278)	-
• Projected outturn at third quarter	(283)	(76)
• Redundancy/ retirements – committed	(326)	(72)
• Redundancy/ retirements – provision	(500)	-
• Rivenhall Call-in inquiry – provision	(79)	-
<b>Projected balance at the year-end</b>	<b>1,368</b>	<b>5,000</b>

Other movements shown on the General Fund balance are in respect of:

- Redundancy and early retirement costs for staff affected by the changes to services as reported at the first quarter review.
- A provision for redundancy and early retirement costs which may be required for staffing reductions to achieve the revenue budget target (Agreed by Cabinet and Full Council in October 2009).
- A provision for costs relating
- Provision for a supplementary budget approved by Council in October 2009 in respect of the Rivenhall Call-in inquiry to be funded either from Housing and Planning Delivery Grant or general balances.

The budget proposals to be considered by Cabinet and Council in February 2010 including the Medium Term Financial Strategy includes proposals to address the reduction in General Fund balances below the recommended minimum of £1.5 million, including redirecting funds from existing earmarked reserves where balances are no longer required.

The Council has made application to the Secretary of State for capitalisation of potential losses arising from the investments at risk, which if approved would permit the use of capital resources rather than impacting on General Fund balances.

### **Risks to the Outturn for the Year**

Projections are the managers “best estimate” of the projected outturn and therefore are subject to unforeseen changes in circumstances. In particular, many of the income streams to the Council are subject to demand from users of services and are therefore inherently difficult to predict. Equally a number of sources of income are linked to recovery of debt or similar; for example, local tax costs collected, and housing benefit overpayment recoveries – these sources of income are equally variable and difficult to forecast.

A major source of income is government housing and council tax benefit subsidy – currently £37.7million receivable against costs of a similar amount. Whilst in principle housing and council tax benefit payments are 100% covered by subsidy, in reality, due to categorisation of payments which attract subsidy at varying rates, the overall percentage recovery that has been assumed is 99.8%, which is in line with previous years. A variation in the percentage recovery of +/- 0.1% would equate to a change in subsidy receivable of +/- £33,700.

Investment income is subject to market rates of interest although there has been relative stability in terms of Base rate which is expected to remain at its current level for time being. Cash balances available to invest are susceptible to changes in cash flows particularly in relation to resources and spending for the capital programme. However, the Treasury Management reserve is able to cushion any reasonable impact of lower investment income without impacting on the General Fund balance.

In 2008/09 the Council set-aside a number of provisions for continuing uncertainties (e.g. to meet potential costs associated with the leisure management contract and the Braintree pool build), and also maintains a number of earmarked reserves that can be applied if necessary. A number of the claims with the leisure management operator have now been resolved within the resources set-aside. The budget assumed a significant reduction in utility costs (electricity/ gas) from the second half of the year as renewed contract prices were expected to fall from the high prices in 2008. As detailed above, there is a projected under spend on Causeway House and Millennium Towers on electricity and gas which reflects this pricing reduction, and lower consumption due to the unoccupied space and initiatives aimed at encouraging staff to reduce energy usage.

The projected outturn is after taking account of the full-year corporate efficiency target – this is a change from previous quarters, where a profiled amount of the target was taken into account. This change mitigates the risk from having a quarter of the target deferred in to the next reporting period and instead provides the “best estimate” of the year-end outturn at this stage.

## 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 £4.969 million determined as follows:

	£'000s
<b>Approved programme (including agreed carry forward budgets from 2008/09)</b>	<b>6,726</b>
<u>Less:</u>	
Projects still be approved:	
• Subject to further Cabinet approval	
• Growth Area Funding	(235)
	(2,338)
Social Housing Grant (Part of the total £1m reduction approved at Council in June 2009)	(550)
Projects re-profiled into 2010/11 (est.)	(548)
<u>Add:</u>	
• Budgets b/fwd from 2008/09	1,208
• Externally funded or from revenue budgets	610
• Additional projects approved – Car parking machines and Halstead leisure centre boiler replacement	90
• Capital salaries	6
<b>Current Programme for 2009/10</b>	<b>4,969</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 other social landlords (e.g. Bailey Bridge Road), 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 for use of the Growth Area Fund.

The current spend against the programme for the year as at the end of the third quarter is as shown in the table below:

	Programme 2009/10	Actual spend	Grants approved but not yet claimed	Budget Remaining	Spent/ Grants approved at 3 <sup>rd</sup> Qtr
	£'000	£'000	£'000	£'000	%
General Fund	3,408	1,925	106	1,377	60%
Housing Investment	1,185	472	420	293	75%
Capital salaries (GF and Housing)	376	282	-	94	75%
<b>Capital Programme</b>	<b>4,969</b>	<b>2,679</b>	<b>526</b>	<b>1,764</b>	<b>65%</b>
Financing item		<b>676</b>			
<b>Total Capital Spend</b>		<b>3,355</b>			

Since the end of the quarter, a further £116,000 has been incurred during January on capital projects and grants paid, resulting in around 67% of the programme having been spent or grant approved.

The financing item refers to the cost of replacement refuse freighters, which the Corporate Director has determined will be purchased outright after an appraisal of the different financing options available i.e. leasing or purchase .

### Capital resources – in-year

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). Indications from Greenfields CH are that right to buy sales remain fairly modest with 6 house sales and 4 shared ownerships completed to date. The value of the VAT shelter received to date is £691,000. At the time of preparing the quarterly review Greenfields CH were unable to provide a projection for the 3<sup>rd</sup> and 4<sup>th</sup> quarters, however based on the last quarter receipt indications are that the amount receivable may be down against budget.

Other significant capital receipts generated in the year to-date total £475,000 including the sale of 3 surplus housing dwellings, the transfer of College House to Family Mosaic, and some other smaller scale sales of property and land.

Growth area funding received to date is £3.205million.