

First Quarter Performance Management Report

(1st April – 30th June 2009)

1st September 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 first quarter of the year (April to June 2009). The report provides updates on projects from the 2009/10 Annual Plan as well as updates on projects from the previous quarter (2008/09) that have been carried forward. It reflects upon achievements and key improvements in the last three months and presents a summary of the Council's performance against the regulatory Best Value and National Indicators. Further detail is given in relation to an evolving set of business performance indicators covering finances, customer focus, and people.




Summary of the Overall Position

The following table shows the overall performance in relation to the 89 projects within the Annual Plan 2009/10

Corporate Priorities	Status of projects and actions			
				
The Environment is Clean and Green	3	7	2	0
Business is Encouraged and the Local Economy Prospers	1	8	0	0
Everyone can Enjoy a Healthy Lifestyle	0	15	2	0
Housing and Transport meet Local Needs	1	7	1	0
People take Pride in their Local Areas	0	8	0	0
We deliver Excellent, Cost-Effective and Valued Services	7	21	6	0
TOTAL	12	66	11	0

Out of the 11 projects carried over from 2008/09, three have been completed in the first quarter; seven projects are on track to be completed on target and one project has been delayed and a revised target date set.

The following table shows the overall performance in relation to the 59 quarterly reported Performance Indicators within the Annual Plan.

Corporate Priorities	Status of indicators		
			
The Environment is Clean and Green	12	1	2
Business is Encouraged and the Local Economy Prospers	-	-	-
Everyone can Enjoy a Healthy Lifestyle	10	0	0
Housing and Transport meet Local Needs	2	1	1
People take Pride in their Local Areas	-	-	-
We deliver Excellent, Cost-Effective and Valued Services	20	5	5
TOTAL	44	7	8

These tables show that the Council has got off to a good start in 2009/10, performing well ensuring projects are on track for completion and meeting the majority of targets in relation to performance indicators. However, there is still room for improvement in some key areas of the business and we need to ensure that we strive to deliver our corporate objectives whilst focusing our resources to provide practical help to the community and businesses through the recession.

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 April and June 2009.

The Environment is Clean and Green

- Tackled climate change by sending four energy saving light bulbs each to 61,000 households
- 11,000 households in receipt of benefits received an offer of a free “energy monitor” and “tv powerdown” to help reduce costs.
- Successful prosecutions for fly-tipping and control order on owner of a vicious dog
- Recycling introduced as a regular feature in Contact newsletter
- Digital time switch installed at the museum to reduce electricity consumption

Business is Encouraged and the Local Economy Prospers

- Organised and delivered an Economic Summit and business networking event for local businesses
- Braintree Tourist Centre nominated for a Derek Salmon Customer Excellence Award
- Commenced one to one business advice sessions to local businesses at the Corner House
- Council page focused on value for money and support to our communities
- 200 people attended benefits awareness day in Braintree

Everyone can Enjoy a Healthy Lifestyle

- Free swimming for under 16s and the over 60s launched
- Significant increase in the attendance of Walks for Wellbeing
- Healthy living programme delivered by Nacro to schools making children aware of the benefits of healthy eating and exercise
- Awarded a grant of £10,000 to fund free summer activities for school children
- Playground refurbishments completed at King George V Playing Fields and new toddlers play area with equipment at Weavers Park

Housing and Transport meet Local Needs

- Additional buses were needed to accommodate the demand for days out arranged by Community Transport. A total of 14 extra trips were arranged.
- Choice Based Letting system implemented allowing applicants greater choice about where they live
- Greater community involvement with the completion of three Neighbourhood Plans in partnership with Greenfields Community Housing.

People take Pride in their Local Areas

- National Drug Awareness Week held
- Turnout for County Council and European Parliamentary Elections higher than the turnout for the local elections that took place during 2008/09
- Young conservationists to build a 'des-res' for otters





Priority Challenges over the Next Three Months

- Mitigate the losses of income due to service level agreements for services with Greenfields finishing in September 2009
- Meeting the requirements of the new secure government network to access benefits information from the Department for Work and Pensions which goes live in July
- Managing the effects of the new charging scheme for pest control
- Progress the review of existing departmental photocopiers and desktop printers and print facilities throughout the organisation
- Refresh BDC vehicle fleet branding
- Continue the recruitment of volunteers for the People's Panel
- Review the funding for capital programmes works for leisure centres
- Benefits awareness days to be held in Halstead, set for 3 July 2009 and Witham, date and venue to be determined.

Section 3: Delivering our Corporate Strategy

Update on the Annual Plan

Summary:









Key to Performance Status	
	This project has been completed
	This project has started and is on target to meet the target completion date
	This project has started but the scope of the project has changed and/or will not achieve the original target date. A new target date has been set
	This project has been stopped and will not be proceeding








There are 89 projects in the Annual Plan 2009/10 and 11 projects carried forward from 2008/09.

At the end of quarter one:







- **15** projects were completed
- **73** projects remain on track to be completed
- **12** projects have been delayed and a new target date has been proposed or the scope of the project has changed
- **0** projects were stopped







Projects completed during Quarter 1








Project ref	Project Title and Description	Target completion date	Status
PROS4 TW (2008/09)	Halstead Town Centre – finalise the assembly of the area to the land to the east of the High St and market it for sale and re-development <i>Comment – Completed in Q1 – Site on market for sale</i>	May 2009	
HL1 PP (2008/09)	Playground Refurbishments – refurbish the playground at King George V playing fields, Braintree <i>Comment – Completed in Q1</i>	May 2009	
HL2 PP (2008/09)	New Play Area in Braintree – investigate options for and create a new toddlers play area with equipment at Weavers Park in Braintree <i>Comment – Completed in Q1</i>	May 2009	
CG 3 RW	Re-use/Recycle bulky items of household waste – Assess the feasibility of carrying out a six-month trial collection of bulky household waste for recycling/re-use rather than disposal at landfill <i>Comment – Feasibility study completed and project will be taken forward starting in October 2009</i>	May 2009	
CG 4 RW	Recycle cardboard waste from businesses – Assess the feasibility of carrying out a six-month trial of cardboard recycling collections from local businesses <i>Comment – Feasibility study completed in Q1</i>	May 2009	
CG 7 RW	Essex Joint Municipal Waste Strategy – Secure long term investment to deliver improved recycling performance across the District by signing up to the Inter-Authority Agreement with Essex County Council <i>Comment – Completed in Q1. Signed and agreed at Cabinet in June</i>	June 2009	
PIE 4 JB	Implementing Corporate Customer Services Standards – Consult with customers and implement new corporate Customer Services Standards <i>Comment – The corporate customer service standards have been implemented and published</i>	June 2009	
MB 3	A review of the mobile phone interface for the website – Review the possibility of making our website accessible to people using mobile phones <i>Comment – Review completed and report produced and being reviewed by Management Board.</i>	June 2009	






Project ref	Project Title and Description	Target completion date	Status
MB 4	Beat Officer Surgeries – Work with Essex Police to provide Beat Officer surgeries from Causeway House <i>Comment – Completed</i>	June 2009	
PIE 5 ML	Creation of an ICT Security Policy – Create an ICT security policy that meets the Government Connect Code of Connection and connects to the GSI network <i>Comment – This went to Audit Committee on 29 June 09</i>	June 2009	
MB 5	Information Security Policy – Develop and implement an Information Security policy for the Council <i>Comment – Policy agreed by the Audit Committee on 29 June and approved by Cabinet on 6 July 2009.</i>	Draft policy June 2009	
MB 9	Establish a Programme and Performance Management Office (PMO) – A PMO will be set up for 12 months to improve project and performance management in the organisation <i>Comment – The PMO has been set up and is now functioning. The success of this office will be reviewed after 12 months</i>	March 2010	
SOC 22 WS	Community Transport - Shopping Trips – Conduct a pilot project providing extra shopping trips for elderly and those with mobility difficulties, using community transport for one day a week <i>Comment – Project trialled. Demand for this service by individuals not required in original capacity however, one of our groups has taken advantage of the shopping trip</i>	August 2009	
EI 5 NH	'Test the County' - Basic Skills and Modern Apprenticeships (LOCAL AREA AGREEMENT PROJECT) – Develop a programme of work to raise skills levels and increase the take up of modern apprenticeship schemes in the Braintree District. Put in place those projects which are scheduled for delivery during 2009/10. This project will be delivered by Braintree College <i>Comment – This project has been completed in Q1. However, we will continue to monitor and report on the outputs of the project as BDC are providing the funding.</i>	Programme to be developed by June 2009. Actions as scheduled	
MB 8	Health and Wellbeing programme – Create and develop a health and wellbeing strategy and programme for the council <i>Comment – Health and Wellbeing Strategy developed and adopted in Q1. Programme well under way.</i>	April 2009	






Projects ongoing/ carried forward from 2008/09








Project ref	Project Title and Description	Target completion date	Status
C & G 12 LC (2008/09)	<p>Reduce Carbon Emissions from the Councils Buildings, Vehicles, and Services:</p> <ul style="list-style-type: none"> Introduce a three month trial of a new liquid pool cover at Halstead pool <p><i>Comment – Trial by DC Leisure at other pool sites is continuing - going to consultation</i></p>	March 2010	
C & G 12 LC (2008/09)	<p>Reduce Carbon Emissions from the Councils Buildings, Vehicles, and Services:</p> <ul style="list-style-type: none"> Refurbish the solar panels at the Discovery Centre <p><i>Comment – Project is continuing on schedule. Essex County Council are now commissioning refurbishment of electrics</i></p>	March 2010	
C & G 11 RW (2008/09)	<p>Reducing Fuel Bills for low income households in the Braintree District – Carry out a comprehensive survey of the level of fuel poverty in the District, and developing an associated action plan. Completing those actions and projects which are scheduled for 2009/10</p> <p><i>Comment – Start of Annual Survey due to commence in September</i></p>	December 2009	
PRIDE 9 RE (2008/09)	<p>The Cultural Olympiad – Develop a four year programme of events and establish task groups to take them forward as the districts contribution in the run up to the London Olympic games in 2012</p> <p><i>Comment – The work programme for 2009-2010 was adopted at the July 2009 meeting of the London 2012 Cabinet Working Group. A draft programme of events for 2009-12 has been discussed with Braintree District Arts and local schools. BDC is now represented on the Cultural Delivery Group of the Essex Strategic Board for legacy from the 2012 Olympic and Paralympic Games.</i></p>	December 2009	
C & G 9 PP (2008/09)	<p>BER Waste Management Improvements – review and identify improvements and efficiencies to the way that we manage waste in the district focusing specifically on: Re-routing, Side Waste, Food Waste, Green Waste, Trade Waste Recycling, Extension of alternate weekly collections and Standard of service delivery</p> <p><i>Comment – Project underway and business efficiency programme on track for implementation in October 2009</i></p>	October 2009	
PRIDE 8 PP (2008/09)	<p>Responsible Citizenship Campaign – deliver a series of responsible citizenship campaigns and programmes both in-house and in partnership with other organisations aimed at promoting awareness and positive behavioural change in relation to the local environment. Spring Clean Week (national campaign run by ENCAMS)</p> <p><i>Comments – On track</i></p>	September 2009	







Project ref	Project Title and Description	Target completion date	Status
HL9 JA (2008/09)	<p>Older Peoples health and wellbeing plan – in partnership with others, develop a four year plan for supporting older people to live independently in their own homes and put in place those actions and initiatives which are scheduled for implementation by BDC in 2008/09</p> <p><i>Comment – Report to Senior Management Group in July 09</i></p>	Plan developed and put in place by March 2009 July 2009	
CG 1 RW	<p>Greenfield's Grounds Maintenance Contract – Bid for the Grounds Maintenance Contract for Greenfields Community Housing Association.</p> <p><i>Comment – Interim service level agreement introduced on 1 April 2009. Tender documents received from Greenfields and bid is under preparation, ready for submission in July.</i></p>	January 2010	
CG 2 RW	<p>Introduce wheeled bins to remainder of the District – Introduce an alternate weekly recycling and refuse collection to all rural areas in the District that do not currently receive this service</p> <p><i>Comment – Rollout on schedule, and awaiting dry-run routes from consultant for testing. These are expected in mid-July. Caddies for kitchen waste have been ordered and will be delivered mid August. Implementation team briefed and time allocated for supporting residents through the change. No overspend to date.</i></p>	October 2009	
CG 8 RW	<p>A New Local Nature Reserve – Protect and enhance biodiversity in the district by designating one additional nature reserve in Gosfield</p> <p><i>Comment – Woodland management plan completed. Request from Gosfield Parish Council (owners) to formally designate Gosfield Pits as an LNR. Support received from Natural England to proceed. Report to Halstead Local Committee seeking authority for formal designation, then to Natural England for ratification</i></p>	March 2010	
CG 9 RW	<p>Improving Carbon Reduction – 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</p> <p><i>Comment – Climate Change Strategy & Action Plan – internal consultation carried out in June and currently out on consultation with Members of the Local Area Committees</i></p>	Strategy produced by December 2009. Actions as scheduled	
CG 10 RW	<p>Flood Awareness for Parish Councils – Present an emergency-planning event for Parish Councils to ensure that our communities are better prepared to react to flooding</p> <p><i>Comment – Because of the importance of this event the date has been brought forward to 10 September 2009. All Parish Councils have now received an invite to attend.</i></p>	October 2009	







Project ref	Project Title and Description	Target completion date	Status
SOC 1 WS	<p>Reducing Fuel Bills for Low Income Households in the Braintree District – Carry out a comprehensive survey of the level of fuel poverty in the District, and developing an associated action plan. Completing those actions and projects which are scheduled for 2009/2010</p> <p><i>Comment</i> – Start of Annual Survey due to start in September.</p>	Analysis and plan completed by December 2009 Actions as scheduled	
CG 11 RW	<p>Increased Tree Planting – Protect and enhance biodiversity in the District by planting and/or securing the planting of 5,000 trees</p> <p><i>Comment</i> – Development sites being monitored to ensure planting takes place at the earliest opportunity; applications are being processed under Conservation Grant Scheme; schemes being prepared for implementation next winter.</p>	March 2010	
EI 1 NH	<p>Regeneration of town centres – Braintree – Redevelopment project to rear of town hall. Selection of development partner. Preparation and receipt of design brief</p> <p><i>Comment</i> – All proceeding on target</p>	September 2009	
E1 2 NH	<p>Regeneration of town centres – Witham – Redevelopment project at Newlands precinct. Selection of development partner. Preparation and receipt of development brief</p> <p><i>Comment</i> – All proceeding on target</p>	September 2009	
SOC 2 WS	<p>New Community Centre in Halstead – Prepare a feasibility study with Halstead Town Council and other stakeholders for the possible development of a new Community Centre in Halstead close to the Town Centre</p> <p><i>Comment</i> – Currently on track for a report to go to Cabinet in September</p>	September 2009	
EI 3 NH	<p>Use of Growth Area Funding – Produce a spending plan with associated land and infrastructure projects and milestones for the allocation of £3m of Growth Area Funding between 2009 and 2011</p> <p><i>Comment</i> – On target. Report to be considered by Cabinet in September.</p>	September 2009	
EI 4 NH	<p>Personal Advice and Support Services to New and Young Businesses (LOCAL AREA AGREEMENT PROJECT) – Establish a service which provides face to face and direct support and advice to people setting up and running new and young businesses. This will be delivered by Business Development Services</p> <p><i>Comment</i> – Since April 2009 BDS has delivered one to one consultations to 88 pre-start clients and 30 small businesses. 36 clients have attended the BDS three day business planning courses. Of the clients seen, 48 have lost employment through redundancy from a mixture of both local and city based jobs.</p>	March 2011	







Project ref	Project Title and Description	Target completion date	Status
EI 6 NH	<p>Supporting Local Businesses Through the Recession – Develop and put in place a series of initiatives and incentives to support local businesses and help them to survive through the recession</p> <p><i>Comment</i> – First phase of 12 proposals including a mix of short, medium and long term actions using local authority Business Growth Incentive (LAGBI) funds, have been presented to the LSP Steering Group for approval</p>	Ongoing through 2009/2010	
EI 7 NH	<p>Business and Enterprise Park – Identify a location for a new Business and Enterprise Park in Braintree</p> <p><i>Comment</i> – This project is being dealt with through the LDF Core Strategy. The project site will be incorporated in the pre submission document which will be presented to Council for approval in December 2009. (12.5 hectares of land to the west of the A131 at Great Notley has been identified in the (draft) Strategy for People and Places in the Braintree District to 2025, as a growth location option)</p>	March 2010	
EI 8 NH	<p>Business Improvement District Project – Witham – Work with the business community to assist with the development of a Business Improvement District (BIDS) in Witham East and West industrial areas</p> <p><i>Comment</i> – The BID proposal document was circulated to Witham stakeholders in July. The formal ballot closed on 30 July 2009. The result will be announced on 3 August 2009. Should a yes vote be achieved, the first BID rate billing will be sent out by BDC in October this year.</p>	Decision made August 2009 Ongoing to 2013	
SOC 3 GB	<p>Sustainable Community Strategy – Publish the Sustainable Community Strategy and the Braintree District Local Area Agreement (BDLAA -the action plan in support of the SCS). Let people and partners know about it. Put in place a performance framework to monitor how the objectives in it are being achieved</p> <p><i>Comment</i> – The Sustainable Community Strategy has now been completed and signed off by BDC and the LSP. It is currently at print and will be distributed / publicised in July / August. Electronic copies will be available. Work has started on the performance framework and proposals will be taken to the LSP in early August.</p>	Publish in August 2009 (subject to LSP approval) Communication August / September 2009 Performance Framework in place – October 2009	
SOC 4 WS	<p>Improve Play Areas – Refurbish the play areas at: Braintree & Bocking Public Gardens Silver Street, Silver End Bridport Way, Braintree Albert Moss, Rivenhall</p> <p><i>Comment</i> – Braintree and Bocking Public Gardens completed in Q1. All on Target</p>	May 2009 November 2009 December 2009 January 2010	







Project ref	Project Title and Description	Target completion date	Status
SOC 5 WS	<p>"Braintree at play" Phase 2 – To provide indoor and outdoor play equipment for severely disabled children at the PARC centre in Great Notley</p> <p><i>Comment – All on track</i></p>	March 2011	
SOC 6&7 LPN	<p>Improved cycle ways, footpaths and cycle parking – Promote cycling and walking by improving and constructing new cycle-ways and/or footpaths and/or by providing additional cycle parking at: Tortoiseshell Way, Braintree and Gypsy Corner, Braintree</p> <p><i>Comment – Tortoiseshell way – on target - Await outcome from planning application for the bund. Tender/appoint contractors for the scheme. Gypsy corner - Braintree Local Committee will be asked to approve the expenditure of the s106 monies on the construction of cycle/footway and designation of one metre of BDC land as Public Footpath to enable a three metre wide path. (Aim - Braintree Local Committee October 2009)</i></p>	October 2009 June 2010	
CG 12 RW	<p>Improve Silver End Memorial Gardens – Complete the construction of new toilets; improve signage; increase community involvement; apply for Green Flag and Green Heritage awards</p> <p><i>Comment – toilets completed. Green Flag awarded in July. It is necessary to apply annually for a Green Flag Award and Green Heritage Accreditation and a further submission will be made by the next deadline which is in January 2010.</i></p>	Toilets complete May 2009 Outcome of green flag/green heritage awards June 2010	
EI 9 NH	<p>Foot/cycle bridge at Braintree Freeport – Work in partnership with others to secure the construction of a foot / cycle bridge providing a key link between Freeport Station and the residential area south of Mill Hill, Braintree</p> <p><i>Comment – Construction of scheme is due to commence in Autumn 2010 and estimated to take approximately six months. Adequate funding has been secured for the construction of the scheme. Design/plans/surveys are nearly completed, it is anticipated that a planning application can be submitted in September 2009.</i></p>	By end of 2011	
SOC 8 LPN	<p>A Replacement Swimming Pool in Witham – Work in partnership with others to develop plans for a replacement swimming pool in Witham as part of the Academies Programme for Witham</p> <p><i>Comment – Members considered a design recommendation at a Cabinet Meeting held on the 6 July 2009. Members have requested detailed costing for each separate leisure option, the revenue implications of each element of the design, and details of the anticipated community usage.</i></p>	March 2010	






Project ref	Project Title and Description	Target completion date	Status
SOC 10 ML	<p>Benefits Take-up Campaign – Publicise Housing and Council Tax Benefits service to increase take-up, with particular emphasis on hard to reach groups</p> <p><i>Comment</i> – Colouring competition, incorporating a message regarding help available with housing and council tax costs, arranged for school children aged 5 to 11 in the district. Fifty two schools, out of a total of fifty four, participated with just under 900 entries received from children. Presentation of prizes to winners by the Chair of the Council takes place on 14 July 2009. Benefits Awareness day being planned for Halstead on 3 July 2009.</p>	Ongoing	
SOC 11 LPN	<p>Teenage Pregnancy Reduction Project (LOCAL AREA AGREEMENT PROJECT) – Identify, and put into operation, a range of ways in which the Council can support NHS Mid Essex in their multi-agency project to reduce teenage pregnancy</p> <p><i>Comment</i> - All on track</p>	March 2011	
SOC 12 LPN	<p>Village Agents Project - Community Transport provision (LOCAL AREA AGREEMENT PROJECT) – To provide a paid driver for two years to carry out work identified by the Village Agents</p> <p><i>Comment</i> – Village Agents Manager to be appointed July 2009. Village Agents appointments September 2009. Allowing 3 months to identify needs. Community transport driver appointment expected early 2010. All on track</p>	March 2011	
SOC 13 WS	<p>Creative Communities Project (LOCAL AREA AGREEMENT PROJECT) – A project in residential areas using a range of activities as the mechanism for engagement between all age groups</p> <p><i>Comment</i> – Part time projects officer now in place. All on track</p>	March 2011	
SOC 14 WS	<p>Community Reparation Project (LOCAL AREA AGREEMENT PROJECT) – To reintegrate low level offenders back into the community by getting them to undertake a variety of unpaid projects that benefit the wider community</p> <p><i>Comment</i> – Planning of areas and partnership discussions with probation service commenced. On track</p>	March 2011	
SOC 15 WS	<p>Supporting our Communities through the Recession – Publish a programme of activity for providing focussed support to local people and communities through the recession and deliver the projects in it within the specified timescales</p> <p><i>Comment</i> – Actions on track in line with Action Plan</p>	As scheduled	
SOC 16 LPN	<p>Research on Older People's Services (Task and Finish Group Project) – Carry out a research exercise to examine the future demands, needs and provision of all the public services provision for older people</p> <p><i>Comment</i> – The Council's scrutiny manager has sent a letter to all Councillors for expressions of interest in being a member of this task and finish group. Deadline for responses – 17 July 2009.</p>	To be agreed by Overview and Scrutiny	







Project ref	Project Title and Description	Target completion date	Status
MB 1	<p>Plan for Future Growth and Development in the District – Prepare and approve the Core Strategy of the Local Development Framework for submission to government</p> <p><i>Comment – On course for approval for submission by Council in December 2009</i></p>	December 2009	
SOC 17 LPN	<p>Affordable Housing Viability Study – Undertake a study to ensure that our requirements for new affordable housing on new developments are viable for developers to provide</p> <p><i>Comment – On target for completion</i></p>	November 2009	
SOC 18 LPN	<p>Housing Strategy – Draft, consult and publish a new Housing Strategy for the Braintree District</p> <p><i>Comment – On target for completion</i></p>	November 2009	
SOC 19 LPN	<p>Affordable Housing Strategy Action Plan 2009/10 – Implement those projects which are scheduled for completion during 2009/2010 in the Affordable Housing Strategy Action Plan</p> <p><i>Comment – Work started on a number of actions – choice based lettings implemented, strategic housing market assessment, update and stakeholder event 30 April 2009 to present findings completed, stakeholder assessment (three dragons) completed 24 June 2009</i></p>	March 2010	
SOC 20 LPN	<p>Choice Based Lettings Scheme – Implement the second phase of the ‘choice-based lettings’ scheme for homes rented from registered Social Landlords which allows people to have more choice about where they live</p> <p><i>Comment – Scheme operating in the Braintree District successfully from 30 April 2009. Six other partner Local Authorities up and running by end of May 09. Project on Target.</i></p>	March 2010	
SOC 21 LPN	<p>Affordable Housing Schemes scheduled for completion this year – Work with Housing Associations to help them provide affordable housing schemes in: Gestingthorpe – 6 homes Pebmarsh – 10 homes Halstead - 2 schemes (13 and 8 homes) - 21 homes Rayne – 25 homes Witham – 50 homes Braintree – 15 homes</p> <p><i>Comment – Two units completed at Silver End and six units scheduled for completion at Spring Lodge, Witham at the end of Q1 will now be completed in early Q2.</i></p>	March 2010	


Project ref	Project Title and Description	Target completion date	Status
SOC 23 WS	<p>Community Transport - Day Trips – Conduct a pilot project to run extra regular day trips in the fully accessible mini buses</p> <p><i>Comment</i> – 17 days trips offered between May and August 2009. 137 members have booked. Additional trips have been added to the programme due to the popularity</p>	August 2009	
LGRCSG 1 JB	<p>A People's Panel for the Braintree District – To ensure community input into key decisions and issues by establishing a People's Panel for the Braintree District</p> <p><i>Comment</i> - Launch materials developed. Recruitment plan has started, approx 340 people recruited by end of June 2009. Provisional first survey date October 2009. Recruitment plan continues</p>	December 2009	
LGRCSG 2 JB	<p>Local Committee Consultation Event – Organise at least one consultation event per local committee to enable local councillors to engage with their local communities</p> <p><i>Comment</i> – The Witham Local Committee will be holding a consultation involving communities and members to identify priorities and issues for 2010 /2011 on 15 September 2009. The format of the event has been agreed at the meeting 30 June. It has been proposed to hold the Halstead Committee consultation event on 23 September. Braintree Local Committee on 29 September</p>	October 2009	
LGRCSG 3 JB	<p>Local Democracy Birthday Card Competition – Run a birthday card competition during Local Democracy Week</p> <p><i>Comment</i> – Initial plan has been developed with launch material being prepared ready for distribution by end of August</p>	October 2009	
LGRCSG 4 JB	<p>Youth Council Development – Further develop the Braintree District Youth Council and ensure appropriate representation across the District</p> <p><i>Comment</i> – On track</p>	December 2009	
MB 2	<p>Community Achievement Awards – Further develop, organise and hold the 2nd Community Achievement Awards Ceremony</p> <p><i>Comment</i> – Launch materials developed. Communication plan commenced end June 2009 via Contact newsletter. Seven nominations received to date (as at 9 July 2009).</p>	March 2010	

Project ref	Project Title and Description	Target completion date	Status
LGRCSG 5 GB	<p>Local Committees working to improve Local Areas – Develop a programme of work for each of the Local Committees to work with and support community groups and Parish Councils on a range of initiatives to improve services in their local areas</p> <p><i>Comment</i> – Workshops to consider local issues, identify priorities and projects have been held for each Local Committee. A draft action plan has been drawn up for each Local Committee.</p>	February 2010	
LGRCSG 6 JB	<p>Making it Easier to Contact Local Councillors – Improve the ways in which local constituents can contact their local Councillors by:</p> <ul style="list-style-type: none"> • Raising the profile of local Councillors in their wards • Carrying out a feasibility study into other more innovative ways of holding Councillor surgeries (including telephone and walkabout surgeries) <p><i>Comment</i> – The research and views collected during the Review of Decision Making has been reviewed and a draft report on the study will be circulated to members of the Local Government Reform Sub-Group in August.</p>	December 2009 September 2009	
PIE 1 JB	<p>The Local Public Service Provision Project – 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</p> <p><i>Comment</i> – Project scoping began in June 09 with Essex County Council. Project on target for completion in agreed timescales</p>	December 2009	
PIE 2 JB	<p>Customer Service Excellence Award – Achieve the Customer Service Excellence Standard for two services in the authority as part of the wider project to achieve the Standard for the whole authority</p> <p><i>Comment</i> – The business case and PID for this project have been agreed, The corporate assessment is currently being developed and the pilot service has been identified as Community Services</p>	March 2010	
PIE 3 ML	<p>Service Standards – Customer Service Standards – update all of our service specific customer standards and targets and publish them widely</p> <p><i>Comment</i> – All services will be reviewing their standards as part of their normal business planning process</p>	December 2009	
LGRCSG 7 JB	<p>Improved Council and Democracy web pages – Improve the appearance, content and functionality of the Council and Democracy web pages to make them more accessible and relevant to the public</p> <p><i>Comment</i> – 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 second quarter.</p>	November 2009	

Project ref	Project Title and Description	Target completion date	Status
MB 6	<p>Implement Talent Management and Succession Planning – Implement talent management and succession planning</p> <p><i>Comment</i> – Corporate approach to talent management and succession planning agreed at Cabinet on 6 July 2009. Pilot Directorate agreed. Training for Heads of Service and Service Unit Managers due to be completed in August. Mapping and validation exercises to be completed by October. Succession plans in place by December</p>	July 2009	
MB 7	<p>Management Development Programme – Implement a three-year management development programme building leadership capabilities to drive business performance</p> <p><i>Comment</i> – New approach to Management Development agreed at Cabinet 6 July 2009. The launch of the programme will take place on 22 July.</p>	March 2010	
LGRCSG 8 GB	<p>Member Development Programme – Develop and put in place a comprehensive training programme for our elected councillors</p> <p><i>Comment</i> – A programme of training opportunities has been issued to Members and expressions of interest are being sought. During the second quarter, the Member Services Manager will develop the programme in conjunction with Members</p>	December 2009	
PIE 7 JB	<p>A review of Online Consultation Tools – Review the online consultation tools on the website and make recommendations as to the ways we consult with our citizens online</p> <p><i>Comment</i> – Business case for project was noted on 29 June 2009 at Performance, Innovation and Efficiency Programme Board. This project is now starting.</p>	September 2009	
LGRCSG 9 GB	<p>Member information proposal – Develop processes to enable members to access timely and relevant information on activities and issues affecting their ward</p> <p><i>Comment</i> – The Member website has been set up and this will be the main point of access for information. A small Member working group will be established in the second quarter to develop the content and ensure that Members can access the Website</p>	December 2009	
MB 10	<p>Clearer and more Understandable Financial Reporting – Develop a more proactive and clearer approach to communicating the Medium Term Financial Strategy to key stakeholders in an easily understandable format</p> <p><i>Comment</i> – This will be considered by the Marketing and Communications team in conjunction with Finance as the Medium Term Financial Strategy update evolves. Planning of the process for updating the MTFS for 2010/11 will commence in the second quarter.</p>	January 2010	





Project ref	Project Title and Description	Target completion date	Status
PIE 9 ML	<p>Business Efficiency Reviews – Establish process of review and assist with their delivery to enable the identification of £500,000 savings by 2010/11</p> <p><i>Comment</i> – Process agreed by Programme Board 29 June 2009</p>	February 2010	
PIE 10 NH	<p>Define working arrangements between BDC and Braintree District Museum Trust Ltd. – Review the work of the Museum Trust and seek to address the serious financial shortfall being experienced by the Trust with regards to the Warner's Textile Archive.</p> <p><i>Comment</i> – Discussions on options regarding the working relationship between BDC and Braintree District Museum Trust Ltd are ongoing. An options report will be presented to Cabinet for consideration in October 2009.</p>	October 2009	
PIE 12 ML	<p>Fees and charges review – Develop and implement an annual process for dealing with fees and charges</p> <p><i>Comment</i> – Process agreed with Cabinet Member responsible for Efficiency and Resources on 18 June 2009. Process communicated with Heads of Service, which will enable any proposed fees and charges to be presented as an integral part of the budget setting for 2010/11.</p>	October 2009	
PIE 14 ML	<p>Procure-to-Pay review – Provision of an electronic link between procurement and payments systems. Enabling the receipt and processing of electronic invoices from suppliers</p> <p><i>Comment</i> – Review completed of the two alternative options. Next phase is for business case to be prepared for consideration and decision.</p>	Review enabling consideration of options - May 2009 Implementation – January 2010	
PIE 15 ML	<p>Review of legal spend – Reduce the external legal spend by undertaking a detailed options appraisal and implementing the most appropriate options for the provision of legal services across the Council</p> <p><i>Comment</i> – The Project Initiation Document was approved by the Performance, Innovation and Efficiency Board on 29 June 2009. A client requirements questionnaire will be issued followed by discussions with the client services in the second quarter.</p>	September 2009 – complete Options Appraisal March 2010 – Implementation	





Project ref	Project Title and Description	Target completion date	Status
PIE 16 WS	<p>Review of Concessionary Fares - tokens scheme – To review the community transport tokens scheme to include reviewing transport needs of our elderly citizens and those with mobility difficulties</p> <p><i>Comment – On track</i></p>	September 2009	
SOC 25 WS	<p>Citizens Advice Bureau - Service Level Agreement Review – 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>Comment – On track</i></p>	6 monthly until March 2012	
PIE 17 ML	<p>Waste Management Options Appraisal – To identify the most cost effective option for the future delivery of the refuse and recycling services</p> <p><i>Comment - CUBE project (Colchester, Chelmsford, Uttlesford, Braintree & ECC) The Partnership has agreed to carry out a high level review of the four District Council's waste management services to identify the most cost efficient and effective method of collection and options for providing the service e.g. private sector or in-house or a mix of both. An external resource will be engaged to undertake this work and a report will be presented to the Clean & Green Programme Board later in the year.</i></p>	March 2010	
PIE 18 ML	<p>Workstyle Project – Review our office accommodation requirements in light of the amount of space which will become available when Greenfields Community Housing Association move to their new premises in September</p> <p><i>Comment – Draft layout plans have been prepared. Further amendments now being made to plans before going back to Management Board for comment.</i></p>	September 2009	
MB 11	<p>Effective Partnership Working – Embed arrangements surrounding monitoring and reporting the financial performance of partnerships</p> <p><i>Comment – This is linked with the development of the partnership performance framework (see project reference SOC3 in the Annual Plan) and a review of what are considered to be the Council's 'significant partnerships' in light of the LAA and CAA. The Partnership Evaluation Toolkit will also be refreshed and used as a basis for the evaluation.</i></p>	Ongoing	
LGRCSG 11 ML	<p>Committee Management Software – Improve efficiency of committee management by implementing new software</p> <p><i>Comment – The new software has been identified and an indicative implementation plan has been discussed with the supplier. Implementation and testing will take place in the second quarter</i></p>	November 2009	





Project ref	Project Title and Description	Target completion date	Status
PIE 19 LPN	<p>Review of Leisure Services (Task and Finish Group Project) – Carry out a review of leisure services focusing on the level, cost and value of provision</p> <p>Comment – <i>A call for expression of interest to serve on a task and finish group was sent to Members on the 18 June 2009. Closing date for expressions of interest is 17 July 2009. The group will be requested to make recommendations for service improvements in provision and value.</i></p>	To be agreed by Overview and Scrutiny	

Projects delayed during Quarter 1

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

Project ref	Project Title and Description	Target completion date	Status
C & G 12 LC (2008/09)	<p>Reduce Carbon Emissions from the Councils Buildings, Vehicles, and Services:</p> <ul style="list-style-type: none"> Provide green driver training for staff <p><i>Comment – HGV training delayed as original company unable to carry out. Alternative company has been arranged for training to take place as soon as possible. PSG training will continue to be carried out in July.</i></p>	<p>July 2009</p> <p>Proposed revised target date September 2009</p>	
CG 6 RW	<p>Provide New Allotments – Expand Cut Throat Lane allotments at Witham to create 40 new plots and install fencing around the extension. Look at opportunities for creating more allotment plots in Braintree.</p> <p><i>Comment – Will not achieve original target date due to the need to consult with the newly formed Witham Allotment & Leisure Gardens Association. At their request, we will then have a site meeting with their tenants to agree on the exact route of new security fencing. Options paper submitted and we are now in the process of preparing a planning application for a new site at Achilles Way.</i></p>	<p>Sept 2009 Options Paper by June 2009</p> <p>Proposed revised target date November 2009</p>	
SOC 9 WS	<p>CCTV project – Halstead – Provision of CCTV cameras in Halstead Town Centre</p> <p><i>Comment - Project target date revised to December 2009 at Supporting our Communities Programme Board meeting held 24 June 2009. The funding of the monitoring and maintenance costs of the proposed Halstead CCTV system have been raised as an issue with Halstead Town Council. The Cabinet is to consider a recommendation from the Halstead Local Committee at its meeting in September</i></p>	<p>August 2009</p> <p>Proposed revised target date December 2009</p>	
SOC 24 WS	<p>Community Transport - Home delivery grocery service – Conduct a pilot project in Braintree to have a home delivered grocery service using community transport</p> <p><i>Comment – Initial consultation has taken place but due to unexpected staff sickness this project has been delayed</i></p>	<p>August 2009</p> <p>Proposed revised target date November 2009</p>	

Project ref	Project Title and Description	Target completion date	Status
PIE 6 JB	<p>District Priorities and Value for Money - Communications Campaign and Survey – 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>Comment – <i>Communication campaign for Clean & Green priority has been developed. It started with the “Clean and Green” issue of Summer Contact Magazine. Value for money messages have been integrated into our communications. Wherever possible we have been publishing the cost of the activity. Series of value for money ads ran in the Braintree & Witham Times and the Halstead Gazette (March/April 2009). The value for money survey is a new area of work for us so specialists have been consulted. Our target date of July to have the research programme in place has altered. This reflects the added planning and research we are undertaking to choose the right supplier, the right price and the most suitable approach to the research. Our target date for the results being made available is unaltered (October 2009).</i></p>	Campaign - May 2010. VFM Survey to be run in July 2009 – results available by October 2009 Proposed revised VFM Survey to be run in September 2009	
PIE 8 JB	<p>Community Engagement and Customer Surveys – 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>Comment – <i>Development of survey programme to be linked into the Customer Service Excellence Standard and best practice from other authorities to be investigated. Itemised list of the surveys currently taking place in each service area has been developed. Now working up a schedule of surveys for taking forward during 2009/2010. Also developed a proposal for the first general survey to the residents on the People’s Panel.</i></p>	Programme developed by June 2009 As scheduled Proposed revised target date TBA (possibly September 2009 to tie in with CSES)	
PIE 11 ML	<p>More Efficient Printing and Copying – Undertake a review of existing departmental photocopiers and desktop printers and print facilities throughout the organisation</p> <p>Comment – <i>The start of this project which was originally scheduled for 1 July has been delayed. Progress and efforts to bring the project back on track are now being made. The selection of an external supplier to undertake a print audit is now complete and preparation to commence the audit is underway in collaboration with Serco.</i></p>	September 2009 Proposed revised target date October 2009	
PIE 13 ML	<p>Review of payroll – Review of payroll system together with HR system to achieve efficiencies and provide solutions to improve the resilience of the service</p> <p>Comment – <i>Payroll/HR Systems Consultant engaged to review options. Incomplete report received on 2 July 2009. Shortcomings with report being discussed and addressed. As a consequence the business case to be prepared by 31 August 2009</i></p>	Review enabling consideration of options completed by June 2009 Proposed revised target date August 2009	

Project ref	Project Title and Description	Target completion date	Status
LGRCSG 10 ML	<p>Financial Regulations – Review the financial and other regulations in the Council's Constitution</p> <p><i>Comment</i> – Contract procedural rules reviewed and draft proposals circulated to Management Board for comment. Review of Financial Regulations not yet commenced due to pressures of other work commitments. Draft proposals to be presented to Local Government Reform Group by 31 October 2009.</p>	June 2009 Proposed revised target date October 2009	
SOC 26 WS	<p>Community Halls Review – Conclude the review of our community halls</p> <p><i>Comment</i> – the review date has been extended to October to allow time for consultation through the local committee in September.</p>	To be agreed Proposed revised target date October 2009	
CG 5 RW	<p>Cemetery Improvements – Improve the road and path networks at: Halstead Bocking and Braintree Cemeteries Repair the perimeter wall at Halstead Cemetery</p> <p><i>Comment</i> – Halstead and Braintree Cemeteries have been completed in Q1 and the repair to the perimeter wall is on track to be completed by September 2009. The scope of the project requires amending slightly as following as assessment of requirements; it was deemed unnecessary to carry out any work at Bocking Cemetery. Target dates are not affected. .</p>	September 2009 October 2009 November 2009 September 2009	
CG 13 RW	<p>Witham Public Park – Develop improvement scheme; seek funding for phased implementation</p> <p><i>Comment</i> – Programme Board have decided that this needs to be re-written as a new project due to the significant change in scope as a result of unsuccessful funding bid. This will not necessarily impact on the target date</p>	March 2010	

Update on the Corporate Improvement Programme

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

- **Customer Service**

- **People and Performance**

- **Communications and Engagement**

- **Innovation and Efficiency**

Each theme has an action plan. The following improvements have been put in place during April to June 2009:

Customer Service

- Beat surgeries for Essex Police Introduced taking place in Causeway House reception areas
- Piloting face to face service provision by providing BDC services from Witham Library
- New corporate customer service standards introduced
- BDC committed to maintaining and improving customer services by signing up to the Customer Service Excellence Standard
- Format of planning applications weekly lists revised making it easier to identify planning applications in each area

People and Performance

- Programme Management Office staff now in place to improve delivery of projects and improve performance across the organisation
- DVD produced for Volunteer Launch event resulting in the successful recruitment of additional volunteers
- Cashiers review and restructure completed achieving mitigation of the cost of the service level agreement with Greenfields
- Improved probationary procedures introduced to enable more effective performance management
- Essex Joint Municipal Waste Strategy project completed securing long term investment to deliver improved recycling performance across the district

Communications and Engagement

- More BDC publications are now carrying the new corporate design
- Workshops held as part of the research and consultation process for the forthcoming Housing Strategy
- Developing place shaping role with stronger links between Parish and Neighbourhood Plan actions and the Local Committee structure
- Revised corporate report template and guidance to increase transparency of decision making
- New Brainwaves scheme implemented to facilitate employee engagement

Innovation and Efficiency

- Customer Relationship Management servers upgraded to improve performance and reporting on the system resulting in improved response times
- New rota system for caretakers of Community Halls will reduce costs
- New expenditure codes introduced to accurately identify the corporate expenditure for departmental photocopying, print room and graphic services.

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, seven 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 seven indicators are for information purposes only. Three indicators are reported three times a year which will commence in quarter two.

At the end of the first quarter:

<p>34 are on target</p> <p>7 are less than 5% below target</p> <p>8 are 5% or more below target</p>
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Of the eight Performance Indicators that are 5% or more below target, four are deteriorating compared with last year, three are improving compared with last year and one indicator does not have results to compare with last year.

Of the seven Performance Indicators that are less than 5% below target, three are deteriorating compared with last year, three are improving compared with last year and one indicator is the same compared with last year.







Of the 34 Performance Indicators on target, six are deteriorating compared with last year, 22 are improving compared with last year and six are the same compared with last year.

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









- **20 are predicted to be in top quartile**
- **8 are predicted to be in second quartile**
- **5 are predicted to be in third quartile**
- **2 are predicted to be in bottom quartile**





Our Performance Indicators in Detail

This section sets out details of the Council's 59 key Performance Indicators which are collected on a quarterly basis.







Key to Performance Data	
	This Performance Indicator is on target for the quarter
	This Performance Indicator is up to 5% below target for the quarter
	This Performance Indicator is 5% or more off target for the quarter
	Performance has improved compared with this time last year
	Performance has deteriorated compared with this time last year
	Performance is the same as it was this time last year

Quarterly Reported Indicators where performance is 5% or more off target at the end of the first quarter

SECTION 1 - Quarterly Collected Performance Indicators	Performance as at end of:				Target for end of this Quarter	Trend compared with this time last year	Projected quartile position		Status of Performance Indicator
	Q1	Q2	Q3	Q4			At start of year was:-	Is now:-	
BV82a(i) - The percentage of household waste arisings which have been sent by the authority for recycling	22.37%				Annual Target 29%		Top	Third	
<i>Senior Manager's Comments: Estimated, as waste to landfill figure not available from ECC. Final figures should be available from ECC by December 2009. The drop in performance is due to the impact of the recession on households. With both recycling tonnage and residual waste tonnages down, this clearly shows that residents are buying less and throwing away less.</i>									
BV82a(ii) - Tonnes of household waste recycled	3320				≥3500		Top	Top	
<i>Senior Manager's Comments: We have maintained top quartile position although we are below target which is due to the impact of the recession on households. With both recycling tonnages and residual waste tonnages down, this clearly shows that residence have changed their shopping habits and are buying and throwing away less.</i>									
Local PI PLP1 - The number of passenger journeys made on the Community Transport Scheme	13,342				≥14,118		N/A	N/A	
<i>Senior Manager's Comments: Passenger journeys down in the first two months of Q1 due to the withdrawal of the Halstead minibus service. However, month 3 of Q1 showed the highest number of passenger journeys since the scheme began in 1998.</i>									
BV12 - The number of working days/shifts lost to the Local Authority due to sickness absence.	2.25				≤2 days		Top	Top	
<i>Senior Manager's Comments: The overall sickness absence level for the 1st quarter was at a similar level to the corresponding quarter last year. However some 61% of the days of absence are attributable to long term sickness (14 employees in all) which is exceptionally high. Of these 14 employees, five are back at work and two are due back very soon and one employee is recommended for medical retirement. We are working with Occupational Health to facilitate the return of the other staff. Improving the LTS situation will ensure that the 2nd quarter is better providing that the swine flu pandemic does not impact us too much. We are carrying out an audit of our sickness absence management processes to identify areas of weakness where further improvement actions maybe needed.</i>									

SECTION 1 - Quarterly Collected Performance Indicators	Performance as at end of:				Target for end of this Quarter	Trend compared with this time last year	Projected quartile position		Status of Performance Indicator
	Q1	Q2	Q3	Q4			At start of year was:-	Is now:-	
BV78a - Speed of processing new housing and council tax benefits	20 days				≤18 days	↑	Top	Top	
BV78b - Speed of processing changes of circumstances of for housing and council tax benefits	7 days				≤6 days	↓	Top	Second	
NI 181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	10 days				≤8 days	N/A not measured quarterly until April 09. 2008/09 Annual outturn 8 days.	N /A	N/A	
Senior Manager's Comments: <i>BV78a, BV78b and NI 181 - A backlog of post is the principle reason for the performance being off target for these indicators. A temporary clerical support officer has been appointed to cover for a long-term sickness absence and ensure post is dealt with in a timely manner. It is anticipated that this action will ensure that the target performance is achieved for the year.</i>									
BV204 - The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications	33.3%				≤27%	↑	Second	Third	
Senior Manager's Comments: <i>Three out of nine appeals allowed in Q1. Appeal decisions are outside of the Authorities control.</i>									









Quarterly Reported Indicators where performance is up to 5% off target at the end of the first quarter

SECTION 1 - Quarterly Collected Performance Indicators	Performance as at end of:				Target for end of this Quarter	Trend compared with this time last year	Projected quartile position		Status of Performance Indicator
	Q1	Q2	Q3	Q4			At start of year was:-	Is now:-	
WCLP2 - The percentage and number of fly-tips cleared within 24 hours of being reported	98.47%				≥98.8%	↓	N/A	N/A	
<i>Senior Manager's Comments: Performance is 0.33% off target this quarter. Of 262 fly-tips, we failed to remove 4 within 24 hours. Expect to recover our position over the year to meet our annual target.</i>									
BV64 – The number of non-local authority owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority	17				17.5 (annual target 70)	↑	Top	Third	
<i>Senior Manager's Comments: April – 10, May – 1 and June – 6. Limited funding during the first quarter, Frequency of landlords approaching the Council with empty properties has lessened possibly due to the reduced overall movement within the housing market.</i>									
NI 157 - Processing of planning applications as measured against targets for (a) 'major',	85.71%				≥87%	■	Top	Top	
NI 157 - Processing of planning applications as measured against targets for (b) 'minor'	81.82%				≥86%	↓	Top	Second	
NI 157 - Processing of planning applications as measured against targets for (c) 'other' application types	93.31%				≥93.5%	↑	Top	Top	
<i>Senior Manager's Comments: Capacity to deal with applications has been adversely affected by maternity leave of Area Manager, vacant post and loss of consultancy support. Consultant has been engaged to interim manage on a part time basis to increase capacity and bring performance back on target.</i>									
BV79a - Accuracy of processing – Housing and Council Tax benefit claims	98.4%				≥99%	↓	Top	Third	
<i>Senior Manager's Comments: Represents two errors out of a random sample check of 125 benefit claims</i>									

SECTION 1 - Quarterly Collected Performance Indicators	Performance as at end of:				Target for end of this Quarter	Trend compared with this time last year	Projected quartile position		Status of Performance Indicator
	Q1	Q2	Q3	Q4			At start of year was:-	Is now:-	
NI 182 - The % of business sector customers who agreed that they were treated fairly by, and received help in relation to, the regulatory functions in the environmental health and licensing service	89%				≥90%	↑	N/A	N/A	⚠

Quarterly Reported Indicators where performance is on-target at the end of the first quarter (categorised by the Corporate Strategy Priorities)









SECTION 1 - Quarterly Collected Performance Indicators	Performance as at end of:				Target for end of this Quarter	Trend compared with this time last year	Projected quartile position		Status of Performance Indicator
	Q1	Q2	Q3	Q4			At start of year was:-	Is now:-	
The Environment is Clean and Green									
BV82b(i) - The percentage of household waste composted	25.9%				Annual Target 19%	↑	Second	Top	✓
<i>Senior Manager's Comments: Estimated, as waste to landfill figures not available from ECC until December 2009.</i>									
BV82b(ii) - Tonnes of household waste composted	3838				≥3500 (annual Target 11,500)	↑	Top	Top	✓
<i>Senior Manager's Comments: Estimated, as waste to landfill figures not available from ECC until December 2009.</i>									
NI 191 - The number of kilograms of residual waste collected per household	105				≤132 kgs	↑	N/A	N/A	✓
<i>Senior Manager's Comments: Estimated, as waste to landfill figures not available from ECC until December 2009. This result clearly shows the effects of the recession on residents' shopping/eating habits, with a significant reduction in the amount of waste that we had anticipated being sent to landfill.</i>									
NI 192 - The percentage of household waste sent for reuse, recycling, composting or anaerobic digestion	48.2%				Annual target ≥48%	↓	N/A	N/A	✓
<i>Senior Manager's Comments: Estimated, as waste to landfill figures not available from ECC until December 2009.</i>									
WCPL1 - The number of missed bins (per 100,000 collections)	11.3				Max 25	↑	N/A	N/A	✓

SECTION 1 - Quarterly Collected Performance Indicators	Performance as at end of:				Target for end of this Quarter	Trend compared with this time last year	Projected quartile position		Status of Performance Indicator
	Q1	Q2	Q3	Q4			At start of year was:-	Is now:-	
NI 195a - The percentage of relevant land and highways that is assessed as having deposits of litter, detritus, graffiti and fly-posting that fall below an acceptable level for litter	N/A				6%		N/A	N/A	N/A
NI 195b - The percentage of relevant land and highways that is assessed as having deposits of litter, detritus, graffiti and fly-posting that fall below an acceptable level for detritus	N/A				12%		N/A	N/A	N/A
NI 195c - The percentage of relevant land and highways that is assessed as having deposits of litter, detritus, graffiti and fly-posting that fall below an acceptable level for graffiti	N/A				0%		N/A	N/A	N/A
Senior Manager's Comments: <i>These indicators are collected 3 times a year. The first measurement will be reported in Q2</i>									
BV218a - Abandoned vehicles: % investigated within 24 hours of being reported	100%				≥99.5%		Second	Top	
BV218b - The percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	100%				100%		Top	Top	
WCLP3 - The percentage of cases of graffiti removed from the public highway within 5 days of being reported	100%				100%		N/A	N/A	
WCLP4 - The percentage of cases of offensive graffiti removed from the public highway within 24 hours of being reported	100%				100%		N/A	N/A	

SECTION 1 - Quarterly Collected Performance Indicators	Performance as at end of:				Target for end of this Quarter	Trend compared with this time last year	Projected quartile position		Status of Performance Indicator
	Q1	Q2	Q3	Q4			At start of year was:-	Is now:-	
Everyone Can Enjoy a Healthy Lifestyle									
BV170a - Visits to/uses of local authority funded or part funded museums and galleries, per 1,000 population	102				≥100	↑	Third	Third	✔
<i>Senior Manager's Comments: Improved BDC website presence for the museum service continues to generate improved internet presence and services for customers</i>									
BV170b - The number of those visits to local authority funded or part funded museums and galleries that were in person, per 1,000 population.	27				≥25	↓	Second	Bottom	✔
<i>Senior Manager's Comments: School visits in the first quarter have fallen but the new education pack and monitoring should generate additional visits in the autumn and winter quarters 3 & 4 that feed into this indicator. A new exhibition, "Braintree and Bocking Through Time" has been added to the museum to generate additional visits in Q2 and Q3. An external grant that will partly provide free child places during the summer activities should improve visitor figures.</i>									
BV170c - The number of pupils visiting museums or galleries in organised school groups.	1347				≥1300	↓	Top	Top	✔
<i>Senior Manager's Comments: School visits in the first quarter have fallen but the new education pack and monitoring should generate additional visits in the autumn and winter quarters 3 & 4. Bookings will be closely monitored.</i>									
BV126 - Domestic burglaries per year, per 1,000 households in the Local Authority area	1.31				N/A	↓	Top	Second	N/A
BV 127a - Violent crime per year, per 1,000 population in the Local Authority area	2.45				N/A	↑	Second	Top	N/A
BV127b - Robberies per year, per 1,000 population in the Local Authority area	0.07				N/A	■	Second	Second	N/A
BV128 - The number of vehicle crimes per year, per 1,000 population in the Local Authority area	1.18				N/A	↑	Top	Top	N/A
<i>Senior Manager's Comments: BV126, BV127a, BV127b and BV128 - These are activity indicators, not influenced by the authority and are for information purposes only.</i>									

SECTION 1 - Quarterly Collected Performance Indicators	Performance as at end of:				Target for end of this Quarter	Trend compared with this time last year	Projected quartile position		Status of Performance Indicator
	Q1	Q2	Q3	Q4			At start of year was:-	Is now:-	
BV174 - The number of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population	1				N/A	↓	Third	Second	N/A
<i>Senior Manager's Comments: Activity indicator for information purposes only.</i>									
BV175 - The percentage of racial incidents reported to the Local Authority that resulted in further action	100%				100%	■	Top	Top	✓
NI 184 - Food establishments in the area which are broadly compliant with food hygiene law	95%				≥93%	↑	N/A	N/A	✓
Housing and Transport Meet Local Needs									
NI 156 - The number of Households living in temporary accommodation	39				Annual target 63	↑	Second	Third	N/A
<i>Senior Manager's Comments: Information on this indicator is collected quarterly however, performance is judged on the annual results in Q4.</i>									
BV 183b - The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need	9.72				≤15 weeks	↑	Third	Third	✓
<i>Senior Manager's Comments: April – 11.86 weeks, 5 tenants May – 6.86 weeks, 1 tenant June – 1.86 weeks, 1 tenant</i>									

SECTION 1 - Quarterly Collected Performance Indicators	Performance as at end of:				Target for end of this Quarter	Trend compared with this time last year	Projected quartile position		Status of Performance Indicator
	Q1	Q2	Q3	Q4			At start of year was:-	Is now:-	
We Deliver Excellent, Cost Effective and Valued Services									
CHLP3 - The percentage of complaints responded to in 7 working days	82%				≥82%	↑	N/A	N/A	✓
CHLP4a - Availability of: Telephone Network	100%				≥99%	■	N/A	N/A	✓
CHLP4b - Availability of: Data Network	99.93%				≥99%	↓	N/A	N/A	✓
CHLP4c - Availability of: Website	99.96%				≥99.5%	↓	N/A	N/A	✓
CHLP5 - The percentage of enquiries resolved at the first point of contact	91%				≥80%	↑	N/A	N/A	✓
CHLP6 - The number of transactions carried out via the Council's website	12037				≥8750	↑	N/A	N/A	✓
CHLP7 - The average telephone response time in the Customer Service Centre	12.6 secs				≤15 secs	↑	N/A	N/A	✓
NI 14 - Reducing avoidable contact: Minimising the proportion of customer contact that is of low or no value to the customer	2.3%				N/A	N/A – not measured until October 2008	N/A	N/A	N/A
BV 156 - Buildings accessible to people with a disability	78%				≥78%	↑	N/A	N/A	✓
BV11a - Percentage of top-paid 5% of local authority staff who are women.	45.45%				n/a	↑	Top	Top	✓
BV11b - The percentage of the top 5% of Local Authority staff who are from an ethnic minority.	4.35%				n/a	↑	Top	Top	✓
BV11c - Percentage of the top paid 5% of staff who have a disability	4.35%				n/a	↓	Second	Second	✓

SECTION 1 - Quarterly Collected Performance Indicators	Performance as at end of:				Target for end of this Quarter	Trend compared with this time last year	Projected quartile position		Status of Performance Indicator
	Q1	Q2	Q3	Q4			At start of year was:-	Is now:-	
BV14 - The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force	0%				n/a	■	Top	Top	
BV15 - The percentage of local authority employees retiring on grounds of ill health as a percentage of the total workforce.	0%				n/a	↑	Bottom	Top	
BV16a - The percentage of local authority employees with a disability.	9.50%				n/a	↑	Top	Top	
BV17a - The percentage of local authority employees from ethnic minority communities	2.85%				n/a	↑	Second	Second	
BV8 - Percentage of undisputed invoices for commercial goods & services paid by the Authority within 30 days of receipt or within the agreed payment terms.	99.0%				≥98.0%	↑	Second	Top	
BV9 - The percentage of council tax collected by the Authority in the year	30.85%				≥30.81%	↑	Second	Second	
BV10 - The percentage of non-domestic rates due for the financial year which were received by the authority.	30.87%				≥30.83%	↑	Bottom	Bottom	
BV205 - The Local Authority's score against a 'quality planning services' checklist	100%				100%	↑	Top	Top	

Our Customers

The following is a selection of our customer performance measures:

Customers: Indicators of Performance	2009/10				
	Q1	Q2	Q3	Q4	Target
Percentage of enquiries resolved at first point of contact	89%				≥ 75%
Average telephone response time in the Customer Service Centre	12.6 sec				≤ 15 sec
Number of transactions carried out via the Council website	12,037				≥ 7,500
Number of unique visitors to the Council website	92,571				N/A
Percentage of customer complaints responded to in seven working days	82%				≥ 80%
Number of positive articles reported in the local press	186				N/A
NI 14 – the proportion of customer contact that is of low or no value to the customer	2.3%				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	48	50		44		37	
Not Justified	38	50	56		52		47	
Partially Justified	9	12	15		12		9	
Not known	0	1	0		0		0	
Total	80	111	121		108		93	

A summary of the local ombudsman cases for the period is:

Ombudsman Complaints received this quarter: 0

Complaints determined by the Ombudsman this quarter: 1 (Complaint concerned the handling of a Footpath Diversion Order. Ombudsman used his discretion to terminate the investigation as he considered that the remedy previously given to the complainant by the Council under its complaint procedures was considered to be sufficient).

Ombudsman Complaints pending: 0

Our People

The following is a selection of our people performance measures:

People: Indicators of Performance	2008/09 Q4	Q1	Q2	Q3	Q4	Change on previous period	Target
Total headcount	567	572				+ 5	N/A
Number of temporary staff	43	43				0	N/A
Total staff FTE	504.53	512.91				+ 8.38	N/A
Permanent staff FTE	472.67	480.27				+ 7.6	N/A
Temporary staff FTE	31.86	32.64				+ 0.78	N/A
Level of employee turnover	5.46%	2.80%				- 2.66%	N/A
Number of vacancies	34	27				- 7	N/A
Number of vacancies (FTE)	33.18	25.24				-7.94	N/A
Number of appointments on first attempt	100%	100%				0	N/A
Number of temporary leavers	10	6				- 4	N/A
Number of permanent leavers	21	10				- 11	N/A
Number of starters	13	27				+ 14	N/A
Working days lost to sickness per employee	8.23	2.25 days				n/a	8.0
Number of learning days	785	811				+ 26	N/A
Average learning days per employee	1.38	1.42				+ 0.04	≥3.5 days
Number of staff reaching retirement age in five years	6.34%	7.5%				+ 1.16	N/A

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

Financial Performance

The projected outturn on General Fund services at the first quarter review is a net spend of £18.834million, compared with a budget of £18.646 million, giving an adverse variance of £0.188million.

The projection for the Housing Revenue Account is a deficit of £123,319 compared with the original estimate for the year of a surplus of £114,820, also providing an adverse variance, of £238,139.

General Fund Commentary:

The projected adverse variance for the General Fund is £0.188million or 1% against budget. A number of the key reasons for the projected variance were highlighted to the Cabinet in the 'Financial Outturn Report for 2008/09 and 2009/10 Update' report at its meeting on 8 June 2009.

Key Issues:

Key service issues that are contained within the projections are:

Issues that have direct impact on variances

- The economic climate is having a detrimental impact on income from areas such as Building Control (£148,000) Car Parking (£67,800) and Local Land Charges (£149,720) – in the latter case new charging rules that do not permit a surplus has resulted in a revised pricing structure being introduced in mid April. Part of the shortfall on building control is met by a drawdown from the Fee Earning Account reserve (£49,000), along with some savings on staffing and use of specialist consultants. An urgent review has been carried out to identify immediate and longer term savings in Building Control in order to achieve a more viable position for the service. At the present time there are no indications that development control income is suffering in the current climate.
- Under the service level agreements (SLAs) with Greenfields Community Housing it is projected that a net £174,650 of additional income will be received - mainly linked to the extended period of occupation of Causeway House, Millennium Towers, and Cordons Farms, together with inflationary increases across all SLAs and continued demand for work via the Council's graphic design and printing service. However; this is offset by a shortfall in income of £137,790 from a later than expected occupation of Causeway House by Essex County Council, and no rental income expected to be received for Millennium Tower for the remainder of the year after Greenfields CH vacate in October. The latter is the subject of an options appraisal over future depot requirements, including Cordons Farm.

- The projections also take account of the loss of the grounds maintenance tender from January 2010. The impact in the year is lessened, however, by the value of variations to the existing contract on OAP gardens and weed killing and anticipated savings on operational costs as a result of losing the tender.
- The predicted year-end position, service by service, is for an overspend of £302,000. This does not, however, take account of three quarters of the year's Efficiency Target, at £196,000, still to be delivered and an anticipated variation in the pay award of £211,020, see below for further detail.
- The original budget assumed a pay award from April 2009 of 2.5%. The latest position is that employers have offered 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 settled, with the actual agreement being higher than the budgeted allowance by 0.3%. The net impact of these factors is an estimated reduction in pay costs of £211,020 in the year.

Issues that do not impact on variances in 2009/10

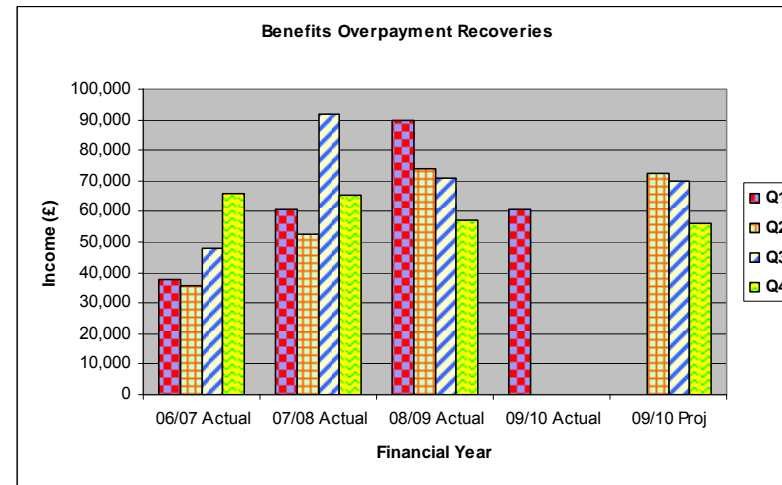
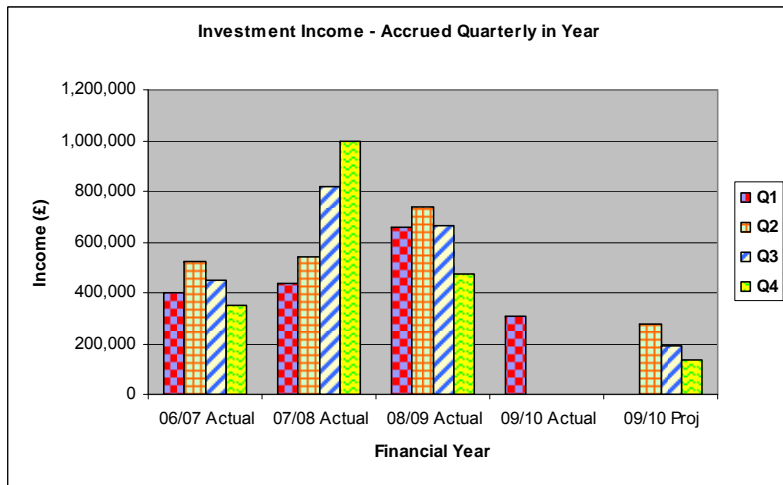
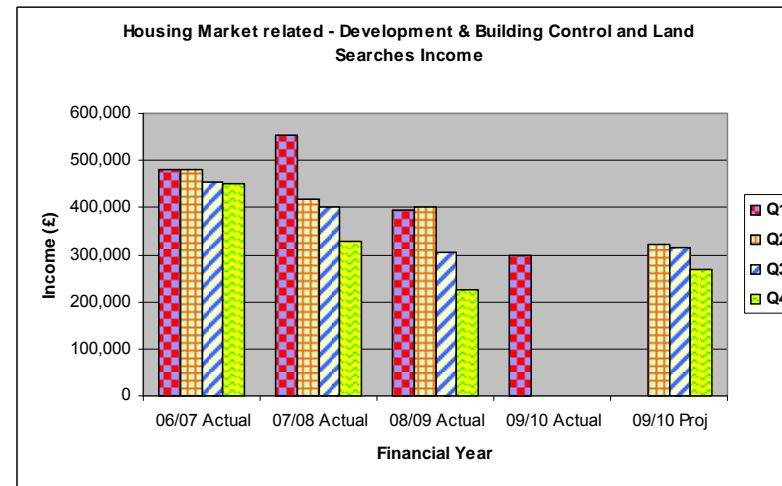
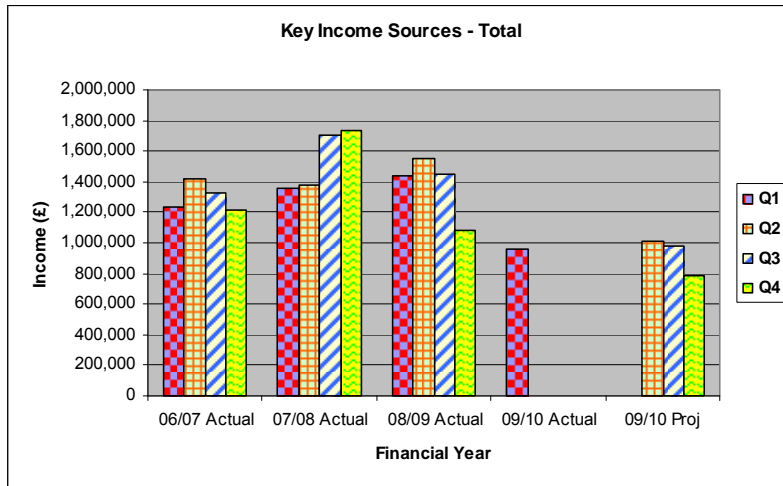
- Treasury management interest and investment income – it is currently projected that there will be a shortfall of £319,000 on investment income due to the continuing low level of interest rates and tightening of lending policy to the highest rated banks and institutions that have access to Government guaranteed funding. The interest is attributed to the General Fund, Housing Revenue Account, and Section 106 monies held pending their use. The proportion of the shortfall on the General Fund is £143,750 – for the purposes of the financial projections it has been assumed that this amount is offset from the Treasury Management reserve and therefore the reduction has no impact in the year on the General Fund balance.
- The Council is receiving an additional allocation of housing benefit administration subsidy of £140,800, to assist in meeting an increasing number of applications. Part of the subsidy has already been committed, with two additional benefit officers and a scanning assistant on fixed term contracts, the balance will be used to make service improvements.

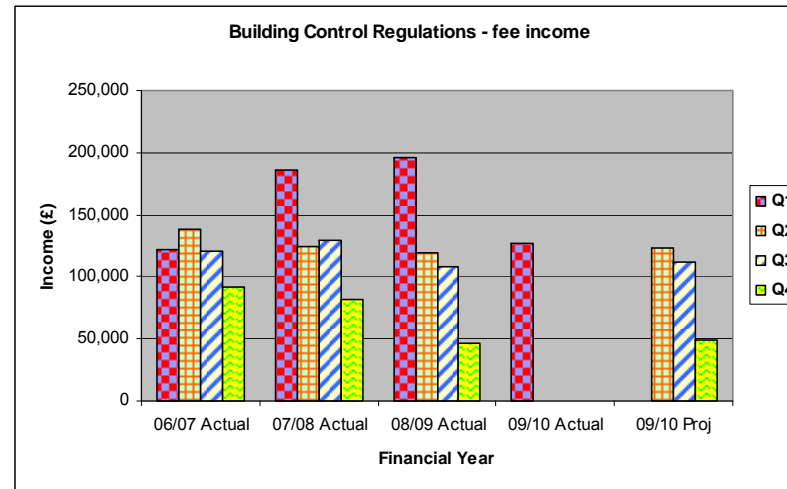
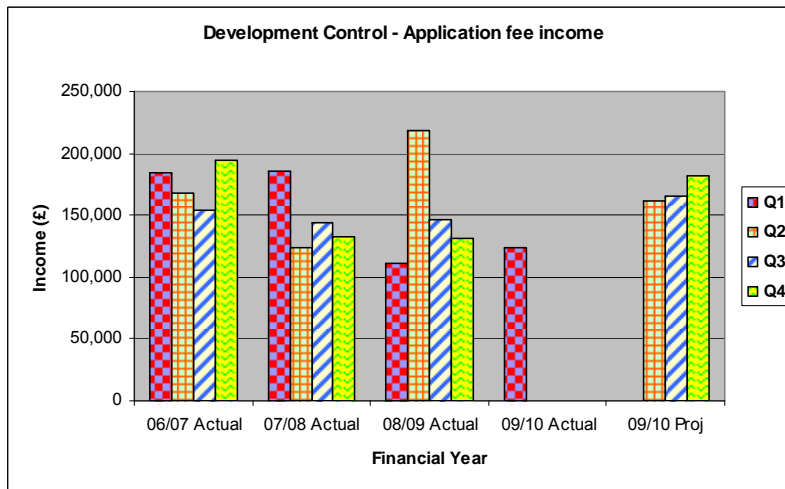
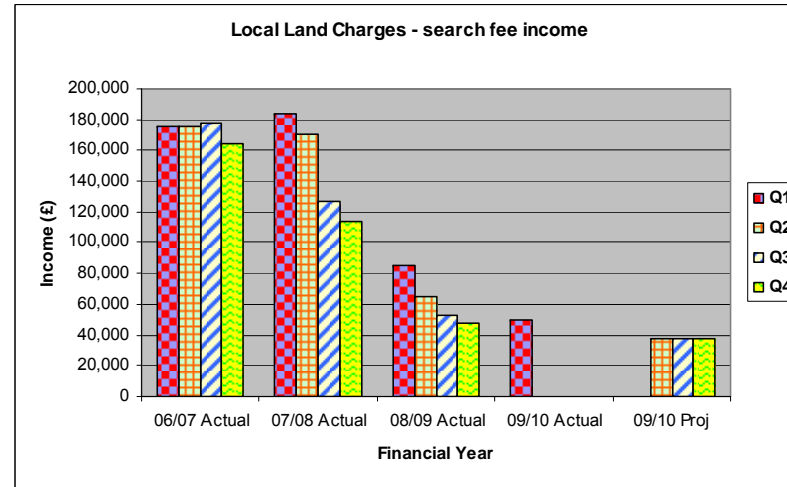
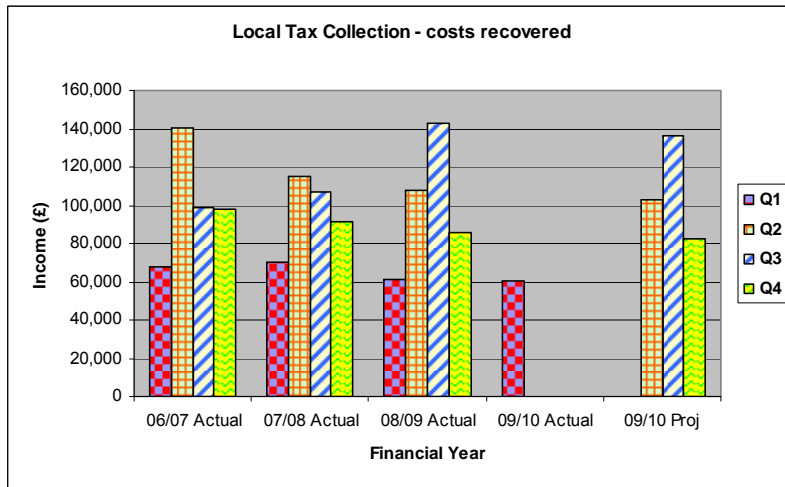
The following table provides a breakdown of the projected variance by Business Plan service area:

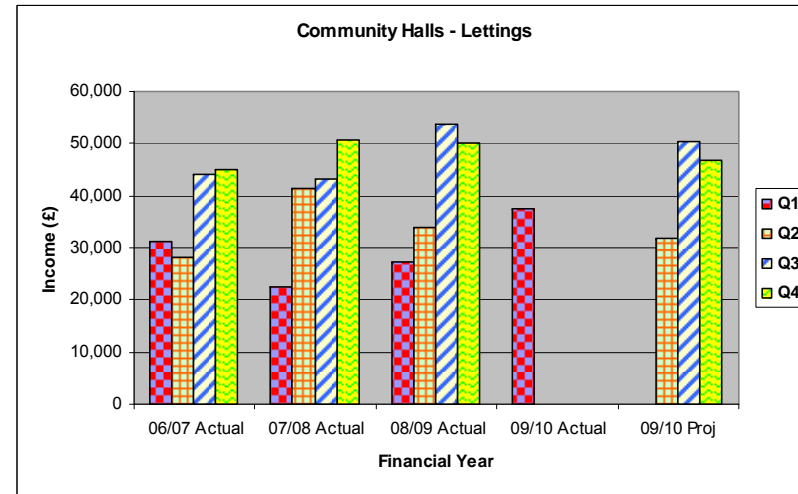
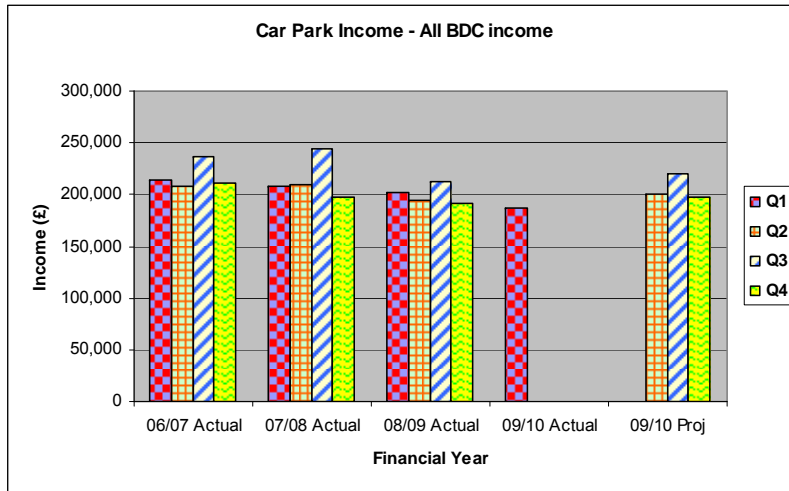
Business Plan	Original Controllable Budget £'000	Updated Controllable Budget £'000	Full year projection £'000	Budget Exp. £'000	Variance Income £'000	Variance Adverse/ (Favourable) £'000	RAG Status
Community Services	2,040	2,040	2,023	0	(17)	(17)	G
Corporate Management Plan	768	768	767	(1)	0	(1)	G
Customer and ICT	1,942	1,999	1,891	(18)	(90)	(108)	G
District Development	874	874	1,041	(15)	182	167	R
Enterprise and Culture	1,850	1,880	1,865	7	(22)	(15)	G
Environmental Health	1,095	1,120	1,224	(2)	106	104	R
Financial Services	678	757	906	4	145	149	R
Housing Services	817	817	765	(48)	(4)	(52)	G
Human Resources	349	349	361	12	0	12	A
Law and Governance	1,405	1,455	1,446	(13)	4	(9)	G
Operations	5,577	5,572	5,664	151	(59)	92	R
Corporate Policy and Communications	491	491	471	0	(20)	(20)	G
Service Total	17,886	18,122	18,424	77	225	302	R
Efficiency Savings Target	(261)	(261)	(196)			65	R
Anticipated Pay Award Savings	0	0	(211)			(211)	
Corporate Financing	1,021	785	817			32	
General Fund Total	18,646	18,646	18,834			188	R

Income Streams

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







Housing Revenue Account Commentary:

The main transactions for the year include:

- Income and expenditure relating to liabilities prior to the housing transfer and that relating 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 and charges.
- Amortised debt costs offset largely by housing subsidy received from the government.

The net effect of these transactions is a deficit of £123,319 (including a £72,910 contribution towards redundancy/ retirement costs). This compares with an original estimate of a surplus of £114,820. The variance of £238,139 is mainly due to lower investment income and increased contribution towards redundancy and pension fund costs.

Earmarked Reserves

The projected variance assumes the following changes to the planned use of earmarked reserves:

- Withdrawal from the Treasury Management reserve, of £143,750, to offset the reduced investment income on the General Fund, providing an estimated balance as at 31 March 2010 of £262,155.
- Withdrawal from the Building Control reserve, of £49,000, to offset the estimated deficit on the fee earning account, providing an estimated balance as at 31 March 2010 of £Nil.

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
Balance b/fwd at 1st April 2009	2,834	5,148
• Use of balances as per Original Budget	(278)	-
• Projected outturn at First Quarter	(188)	(50)
• Redundancy/ retirements – committed	(333)	(73)
• Redundancy/ retirements – provision	(500)	-
Projected balance at the year-end	1,535	5,025

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, including Arts Development, Pest Control, Democratic services, Cashiers and Performance Management, which were agreed as part of the budget setting process for 2009/10 (Finance Proposals 2009/10 – General Revenue Account and HRA – Revenue and Capital report to Cabinet on 2 February 2009).
- A provision for redundancy and early retirement costs which may be required for staffing reductions to achieve the £800,000 revenue budget reduction target (Agreed by Cabinet and Full Council in July 2009).

In 2010/11 the Council will need to finance the impairment on the investments at risk, currently estimated to be £650,000. The Council may be permitted to capitalise this sum (or charge an element to the HRA) subject to Central Government approval. If permission is not granted the sum will need to be met from General Fund balance.

The current recommended minimum level of General Fund balance as per the Medium Term Financial Strategy is £1.5m.

Risks to the Outturn for the Year

Projections are based on trends and experience from last year's outturn and the first quarter for 2009/10. They can only be the managers "best estimate" particularly at this time of a continuing difficult economic climate, and are therefore subject to unforeseen changes in circumstances.

Investment income is subject to market rates of interest and the level of cash balances available to invest, the latter of which is subject to the cash inflows and outflows that can be difficult to predict in terms of timing. However, as part of the shortfall is currently matched by a withdrawal from the Treasury Management reserve, there will not be an impact on the General Fund from reasonable fluctuations in the projection.

The Council set-aside in the 2008/09 outturn 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 (e.g. costs that may arise following concessionary travel scheme legal reviews).

The pay award from April 2009 has yet to be settled.

The budget for 2009/10 assumed a significant reduction in energy costs at the next contract renewal effective from October 2009. With the fall in price of oil this should be achievable; however, this cannot be guaranteed until a commitment is made.

Capital Programme and Resources

Capital spend for the year

The capital programme approved for the year was originally £6.726 million. The 2009/10 programme for reporting purposes is currently £4.626 million determined as follows:

	£'000s
Approved programme (including agreed carry forward budgets from 2008/09)	6,726
<u>Less:</u>	
Projects still be approved:	
• Subject to CHIP Fund approval	(185)
• Subject to Cabinet approval	(235)
• Growth Area Funding	(2,338)
Social Housing Grant (Part of the total £1m reduction approved at Council in June 2009)	(550)
<u>Add:</u> Additional budget b/fwd from 2008/09	1,208
Current Programme for 2009/10	4,626

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 to be monitored regularly by the recently constituted Programme Boards.

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

	Programme 2009/10	Actual spend	Grants approved but not yet claimed	Budget Remaining	Spent/ committed at 1st Qtr
	£'000	£'000	£'000	£'000	%
General Fund	3,441	536	133	2,772	19%
Housing Investment	1,185	132	470	583	51%
Capital Programme	4,626	668	603	3,355	27%

Capital resources

The main source of new capital resources anticipated for the year was from preserved right to buy receipts (£400,000) and the Council's share of the VAT shelter established with Greenfields Community Housing (£1.486 million). Indications are that right to buy sales remain modest with four sales completed up to the end of July. The value of the VAT shelter is currently expected to be on target to achieve the amount estimated. There have been no other significant capital receipts generated in the year to-date.