



Corporate Performance Report

**Quarter 3: October to
December
2004**

Making a Difference

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1. Introduction

1.1 This is the third quarter's new format for monitoring the performance of the Council. It is presented in the following sections:

Performance Summary
 Dashboard Indicators
 Other Key Indicators
 LPSA Targets
 Financial Reports
 Corporate Health

1.2 All the indicators presented in sections 2 and 3 are taken from the 2004/05 Best Value Performance Plan. They include all the items deemed suitable for monitoring on a quarterly basis. The "Dashboard" indicators have been selected from among the Key Performance Indicators in an attempt to summarize the overall performance of the organization. All the indicators are divided according to the 4 corporate themes with performance being assessed using a "traffic light" system.

The meaning of the traffic light system is basically intuitive but the following guidance may be of use:

Green: are on or within 5% of target

Amber: is to highlight those targets which are between 6% and 10% off target achieved by year end but are not so seriously off course as to deserve a red.

Red: target are 11% or more off target

1.3 The reference numbers used are taken from the Business Plan targets identified in the 2004/05 Best Value Performance Plan. However, not all of these are included in the quarterly performance report as they are not all measurable on a quarterly basis.

The arrows indicate the status of the indicator with arrows going up signifying improvements on delivery during 2003/04 and a down arrow when a target is not being achieved.

* Indicates additional information is provided further down the page. "Dashboard" Indicators are not repeated within the theme tables or included in the traffic light status indicators.

2.0 Performance Summary

58 Performance Measures Collected	Green – 52 Within 5% of target	Amber – 5 Within 6% to 10% of target	Red – 0 11% or more off target	Information Not Available - 1
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2.1 Details of the Councils performance from October to December 2004 are given on the following pages. As would be expected, the vast majority of our Key Performance measures are on track with only **5** at Amber out of a total of **58**. This is the same as Q2 when **5** indicators were also on Amber. The changes between Quarter 2 and 3 are: *Learning days, Benefits Processed Correctly, Council Tax & Non Domestic Rate Collections* have improved enough to move up from Amber to Green. The Ambers for Quarter 3 are listed below.

2.2 For Quarter Three **13** of the Dashboard indicators have been collected. **1** indicator *Benefits Correct Processing* was not counted this quarter as the introduction of a new benefits system has disjointed the collection of data. From Quarter Four this data will be available. There are 2 Amber indicators, *Benefits: Reduce average time for dealing with new claims* and *Processing of Minor Planning Applications*, this is hopefully a seasonal blip and will be resolved within Quarter 4.

2.3 Improvements

During the third quarter service delivery has strongly improved in the following areas:

- **Removal of abandoned vehicles 100%(within an average of 2.3 days) against a target of 80%**
- **Clear fly tips 97.88% against a target of 93% (603 out of 616 within one day)**
- **The Council has not used Bed and Breakfast to combat homelessness during April to December 2004**
- **29 Business start ups – during October to December the highest rate in Essex**
- **£3.1m income generated from assets sold during the first three quarters of the year.**
- **Only 2% of relevant land and highway not meeting government standards across four categories of cleanliness**

However five service areas are at Amber: (between 6% and 10% off target)

- **Benefits:** Reduce average time for dealing with new claims. The computer system to measure this indicator was unavailable from 8/10/04 to 4/11/04 hence a return of 48 days against a target of 33 days.
Rectification Action: The system is now up and running with some of the main automated efficiency gain enhancements not yet fully functioning .In spite of this outstanding volumes of work have been reduced slightly (23%), while the age of outstanding work has been reduced significantly (80%), comprehensive information will be available at the end of Quarter 4
- **Planning:** % of minor applicants determined in eight weeks a drop from 68% to 54% against a target 65%. Performance against the Minor Developments category suffered slightly during this period as the result of staffing issues.
Rectification Action: These problems have now been addressed through the recent appointment of a replacement planner, reorganization of the team dealing with such applications, and the effective use of external planning consultants.
- **Increase the number of passenger journeys made by the community transport** to 35,200 per year by March 2005. Two of the buses were vandalized in mid December and as a result many of the pre Christmas activities had to be cancelled.
Rectification Action: The use of CCTV and more secure garaging is being investigated.
- **Anti Social Behaviour Orders (ASBO's):** Ensure no breach or re-offending occurs within a specific period: Unfortunately there were 2 breaches - 1 resulting in a 2-month prison sentence, the other is currently pending.
Rectification Action Managers are working with Essex Police to see if Braintree DC can play a greater role in the community aspects of ASBO management.

- **Stabilize Household Waste:** Based on the Quarter 3 figures it is very unlikely this indicator will meet the annual target of 390 kg per head per year.
Rectification Action: The promotional process to decrease household waste is being increased and the validity of the target (now that we collect far more green waste) is being examined.

3.0 Finance

Projected revenue expenditure for the authority is in line with the budget. The General Fund is showing an under spend of £16.3K or a variance of 0.01% from the budget. Within the Capital Budget General Fund there are 21 reported project headings each with Time and Cost reported in Traffic Lights. Of the 42 Traffic Lights 9 are on Amber, 1 Red (over spend) and 1 has not fully started. All others are on Green. Full financial details are attached at page 22.

A new performance measure *the payment of undisputed invoices within 30 days* has been included as an additional key indicator of finance. This is a major Government measure with a target of 100%. For Quarter 3 this was 96.15% against a Council target of 90.00%.

4.0 CPA Improvement Plan, Risk and Contract Management

At the request of the District Auditor the **CPA Improvement Plan** will now be reported on a quarterly basis. There are 72 headings within the plan, the majority has been completed, but 7 headings are on Amber because the completion dates have been changed. Full details on page 28.

Details from the **Risk Register** will also be presented on a quarterly basis in future. At present there are 4 High Risk and 6 Significant Risk areas within the authority. All 10 are on Green. Details page 25. Both targets and performance from the **IT and Leisure Contracts** are detailed within this section. The IT Contract is on target for all headings but use of some Leisure facilities is falling below the agreed targets within the contract. Details page 29

5.0 Other Key Achievements

- New skate park opened in Sible Hedingham - funded via Home Office 'Building Safer Communities' fund
- Local Plan - supported by independent inspector, following detailed review and hearings
- Reality Road show for 13/14 yr olds conducted at several local secondary schools - life and behavior awareness training, to reduce anti-social behaviour
- Domestic Violence awareness week supported with several local events and publicity
- Young Essex Assembly elections supported - encouraging youth and democracy awareness
- Energy saving 'tax rebate' scheme with British Gas attracts 800 applicants
- 2 more 'quality councils' named, endorsing Braintree DC track record working with parish councils - highest number in Essex.

6.0 Quarter 4 Performance Reporting

For the quarter January to March 2005 there will be additional reporting to include:

- Details of Quality Audits and the contribution to performance and improvement
- The use of a new software package to measure performance and trend analysis. This will be piloted during Quarter 4.
- Details of how some of our "nearest neighbours" have performed during Quarter 4
- Suggested targets and measures for 2005/0
- Different ways to present data

Allan Reid
Chief
Executive

Dashboard Indicators


The 14 "Dashboard" Indicators have been selected from among the BVPP Key Performance Indicators in an attempt to summarize the overall performance of the organization.

1 CREATE A CLEANER AND GREENER DISTRICT							
1.1	Provide attractive and cleaner streets, neighborhoods and open spaces so that they can enhance the well-being and quality of life for residents and visitors	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
1.1.1	Remove 95% of abandoned vehicles classified as having "no value" from public land within 4 days of report by Mar 08.	75%	80%	100%	100% Average removal time 2.7 days	100% Average removal time 2.3 days	Green ↑
1.1.3	Proportion of relevant land & highways that is assessed as having combined deposits of litter & detritus across 4 categories of Cleanliness	20%	15%	10%	Data not collected during this period	2% Period August to November	Green ↑
1.1.4	Clear all fly tips within one working day, prosecuting fly tipping wherever possible	92%	93%	92.28%	96.61%	97.88% 603 out of 616 removed within 24 hours	Green ↑

2 HELP PEOPLE FEEL SAFE AND WELL							
2.3	Reduce anti-social behaviour through direct action and in partnership with all relevant agencies	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
2.3.2	Ensure number of calls received by the police about general nuisance in the District not greater than 2003/4	3,860	Max of 3,860	908	981 Cum Total 1899	939 Cum Total 2828	Green ↑




Calls to the Police: This data is supplied by Essex Police and in future will be presented as a Braintree, Halstead and Witham breakdown based on Nuisance, Nuisance Noise and Nuisance Youth.





3	CREATE A BETTER PLACE TO LIVE, WORK AND PLAY
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3.3	Promote safe and decent homes for all residents	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
3.3.1	Identify the most robust option/funding solutions through the Housing Options Appraisal		Project completed	On target	On target	On target * See note below	Green
3.6	Improve access to Council services and information, especially in rural areas.	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	
3.6.1	Increase % of enquiries resolved at first point of contact in the Contact Centre/Front Office to 70% by March 2008	34%	45%	Unable to provide information until project live. From 15 th September 2004	18.1%	40%	Green 

3.3.1 An external validation of the council's stock condition data was completed & the findings reported to Housing Options Steering Group. Housing Options Steering Group approved a Residents' Empowerment Strategy (required by ODP). Solon Community Network appointed as Independent Tenants Advisors. A Leaseholders Association has been established as a result of the O A process. HOSG also approved an extensive consultation programme for the period Jan – April 2005.

4	IMPROVE PERFORMANCE & DELIVER BETTER VALUE
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4.3	Deliver better value through improved performance	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
4.3.5	Refuse: Reduce missed bins to 60 per 100,000 collected by March 2008	100	90	119.8	33	20.4	Green 
4.3.6 BVPI 185	Housing: % of responsive repairs with an appointment made and kept	71%	71%	72%	72.5%	74%	Green 
4.3.7	Housing: Reduce void re-let times to average 31 days by 03/08	39	34	32	31 days cumulative	32 days cumulative	Green 


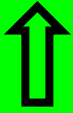


4.3.8 BVPI 78a	Benefits: Reduce average time for dealing with new claims to 32.1 days by March 2008	31	33	33	30 days cumulative	48 days Computer system out 8/10 to 4/11 Improvement expected in Q4.	Amber 
4.3.9 BVPI 79a	Benefits: Improve % of cases processed correctly to 98.5% by March 2005	97%	98%	99%	No accuracy checking as resources utilized on replacing benefits system, a process agreed with the DWP.	Indicator not available for quarter due to a software problem on the new computer system.	Indicator data not available
4.3.10.1 BVPI 109a	Planning: % of major applicants determined Government target 60% in 13 weeks	61%	60%	56%	67%	65%	Green 
4.3.10.2 BVPI 109b	Planning: % of minor applicants determined Government target 60% in 8 weeks	60%	65%	66%	68%	* 54%	Amber 
4.3.10.3 BVPI 109c	Planning: % of other applicants determined Government target 80% in 8 weeks	78%	80%	81%	81%	83%	Green 

4.3.5 Missed Bins: Following an investigation by the Scrutiny Panel into the incidence of missed refuse and recycling collections, it was agreed to report this indicator in two ways: (1) using the definition of a missed bin as determined by the Audit Commission for the discontinued BV indicator; and (2) using a revised definition which specifically excludes collections not completed within one working day of the scheduled collection due to circumstances outside of the Council's control. OLD definition = 121.7/100,000. NEW definition (used wef September 2004) = 20.4/100,000. These outturns are based on cumulative figures.

4.3.10.2 Planning: Performance against the Minor Developments category suffered slightly during this period as the result of staffing issues. These problems have now been addressed through the recent appointment of a replacement planner, reorganization of the team dealing with such applications, and the effective use of external planning consultants.

Other Key Performance Indicators

Theme: Create a Cleaner & Greener District

1 CREATE A CLEANER AND GREENER DISTRICT							
1.1	Provide attractive and cleaner streets, neighbourhood land and open spaces so they can enhance the well being and quality of life for residents and visitors	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
1.1.2	Remove 100% of abandoned vehicles classified as having value from public land within 10 days of report by March 2008	75%	80%	100% Average time 8 days	100% Average time 9.2 was days	100% Average time was 9 days	Green 
1.2	Encourage sustainable waste management through recycling and waste minimization	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
1.2.1	Secure 29% recycling target by March 2008	21.7%	25%	29.75%	29.99% Cumulative total	29.15% Does not include waste to landfill. Estimated as not yet available from ECC.	Green 
1.2.2	Stabilise household waste collected at 390kg per head per year	390 kg	390 kg	111 kg	218 kg	313 kgs Does not include waste to landfill. Estimated as not yet available from ECC *	Amber 
1.3	Reduce the impact of traffic on the District by promoting and supporting improved public and community transport	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
1.3.1	Increase the number of passenger journeys made by the community transport to 41, 700 per year by March 2008	31,500	35,200	8, 692	8,145	* 7640	Amber 


1.4	Conserve and enhance the countryside and heritage of the District	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
1.4.1	Adopt the Review Local Plan by December 2006	Public Enquiry Arranged	Inspectors Report Received	On Target Public Enquiry opened 27 th April 2004	On Target Public Enquiry closed 23 RD July 2004. Report March 05	On Target Inspectors Report received December 2004	Green ↑

- **1.2.2: Stabilise household Waste:** The target for household waste will not be met during 2004/05 owing to an increase in the amount of recyclable waste now collected by the authority.
- **1.3.1: Community Transport:** To reach the target 10723 people will need to use community transport during Quarter 4. Two of the buses were vandalized in mid December and as a result many of the pre Christmas activities had to be cancelled.

Theme: Help People to Feel Safe and Well

2 HELP PEOPLE TO FEEL SAFE AND WELL


2.1	Combat flooding more effectively	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
2.1.1	Work with partners to reduce the number of properties at risk from flooding by 50% (500) by March 2008	1000	800 – average of 200 per year	94% achieved of the annual of the reduction of 200 properties in 04/05	99% achieved of the annual reduction of 200 properties in 04/05	104.5% against a target for 2003/05 of 200 properties	Green ↑
2.3	Reduce anti-social behaviour through direct actions and in partnership with all relevant agencies	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
2.3.1.1	ASBOs: Ensure no breach or re-offending occurs within a specific period	0	0	No breaches at August 2004	No breaches at October 2004	2 breaches – 1 resulting in a 2 month prison sentence, the other is currently pending	Amber ↓
2.3.1.2	ABCs: Ensure no breach or re-offending occurs within a specific period	0	0	Two possible breaches	No breaches at October 2004	No breaches as at Dec 04	Green ↑


2.3.3	Introduce bye-law re public consumption of alcohol at one pilot by March 2005		Finished	Research undertaken	Legal services preparing the byelaws. On target	First Public Notice advertised on 13 th January 2005 – on target	Green 
2.3.4.1	Introduce new systems for licensing under the Licensing Act 2003. First date from which applications received		June 2004	Date set by ODPM as 7 th February 2005	Date on target	On Target	Green
2.3.4.2	Introduce new systems for licensing under the Licensing Act 2003		February 2005	Date on target	Date on target	On Target	Green
2.6	Work with partners to prevent homelessness in the District and tackle consequences. Avoid the use of bed and breakfast through the development of alternative strategies	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
2.6.1	Average stay in B&B (weeks)	0	0		0	0	Green


Other Key Performance Indicators



Theme: Create a Better Place to Live Work and Play

3	CREATE A BETTER PLACE TO LIVE, WORK AND PLAY
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3.2	Maximize the supply of affordable housing in the District	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
3.2.1	400 affordable housing units by March 2008	47	100	No new starts or completion this quarter	On target – Total expected starts and completions 256.	On Target – 66 expected completions and 203 expected starts * See note	Green 
3.3	Promote safe and decent homes for all residents	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status

3.3.2	Reduction in Council homes not meeting Decent Homes Standard by 2010	62%	57%	61%	Work has started on a further 8% of council homes	Work in progress on 11% of the Council stock * See note	Green 
3.4	Rejuvenate our Towns and Villages	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
3.4.3	Promote parish plans and village design statements. At least 3 per year	3	3	On Target	On Target	On Target	Green
3.4.5	Improvements to Braintree Town Centre (Market Square)		Work Started	On Target	On Target Tenders for main contract received	On Target	Green
3.5	Provide more opportunities for Young People	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
3.5.1.1	Ensure that all play areas receive safety inspections. Weekly visual	100%	100%	100%	100%	100%	Green
3.5.1.2	Ensure that all play areas receive safety inspections. Monthly mechanical	100%	100%	100%	100%	100%	Green
3.5.1.3	Ensure that all play area receive annual inspection by an accredited external body	100%	100%	100%	100%	100%	Green
3.5.2	Improve 6 play areas to National Playing Fields Standard	6	12	On Target	2 complete 4 on target	2 finished 4 due to be finished by Mar 2005	Green
3.5.3	Deliver improvements to Halstead Skateboard Park		Complete	On Target	On Target	On Target	Green

3.5.4	Provide outside meeting and seating places for young people in at least 5 towns and villages		Complete	On Target Applications received	On target	On target	Green
3.6	Improve access to Council services and information, especially in rural areas	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
3.6.1	A Dashboard Indicator						Green
3.6.2	Open Witham Area Office/Library joint reception during 05/06			On Target	To be considered by Cabinet 13/12/04	Approved in principal by Cabinet but project deferred until clarity on Housing options and cash handling.	Green
3.6.3	Ensure relocation of Contact Centre to Causeway House during 04/05		Complete	On Target	Project carried out August 2004	Project carried out	Green
3.6.4	Ensure relocation of Halstead Area Office during 04/05		Complete	On Target	Opened on 19 th July 2004	Project carried out	Green
3.6.5	Carry out refurbishment of walk in reception Causeway House during 05/06			On Target	Funding to be considered by Cabinet 13/12/04	Bid in Capital prog. Project scoping started	Green
3.6.6 BVPI 156	Increase the number of premises which are accessible to people with disabilities to 100% by March 2008	3.2%	14%	3.2%	10%	14%	Green 

3.7	Work with the business sector to maintain and provide quality employment	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
3.7.1	Increase the number of business starts to 120 by March 2008	100	105	20 start ups but is slightly down on same quarter last year	30 start ups Up on last quarter but still slightly below target The year end target is 110 start ups	29 starts-ups for this quarter, which is the highest rate in Essex.	Green 
3.8	Improve and provide facilities and activities that enable all ages to enjoy their leisure time	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
3.8.1	Increase the number of visits to Leisure Centres	744,500	Plus 20,000	203249	220,225 Cumulative Total 423474	203955 Cumulative Total 627429	Green 
3.8.2	Complete the new Halstead Leisure Centre by June 2004	Synthetic pitch opens March 04	Complete	Facility opened 19 th June 2004	Facility opened 19 th June 2004	Facility opened 19 th June 2004	Green
3.8.3	Complete the new Braintree Swimming Pool by July 2006			On target. Proposed date now July 2006	Planning application made. Lease agreed. On target	Planning application made. Lease agreed. On target for January decision. Opening target date August 2006.	Green



Comments:

3.2.1 Expected completions 66 units, expected starts 203. Pipeline plan shows potential developments for the next 5 yrs totaling 501 units


3.3.2 Reduction in Council homes not meeting DHS by 2010:

From the next quarter – 4th 2004/05 onwards the actual proportion of non decent homes (BVP1 184) will be reported each quarter based upon existing and new stock condition data.

Theme 4: Improve Performance and Deliver Better Value**4 IMPROVE PERFORMANCE AND DELIVER BETTER VALUE**

4.1	Be a low tax authority, consistent with government grants and funding opportunities	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
4.1.1	Deliver by March 2008 at least £1.2m reduction in the 04/05 revenue base through more efficient methods of working			This process will commence in the autumn of 2004. The budget will be finalized in Feb 2005	Reduction required for 05/06 will be an outcome from the estimates process that is under way	Budget reductions of £775,000 identified for 2005/06, reported to Cabinet in December 2004.	Green
4.1.2	Generate £500,000 of new forms of external funding over the next three years			On Target	This target has now been achieved	£720,000 external funds receivable in the year.	Green 
4.2	Focus on partnerships that deliver real benefits	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
4.2.1	Launch the Braintree District Cultural Partnership		Complete	On Target	On Target	Cultural Partnership now up and running	Green
4.2.2	Assess contribution of the Council's services to the Children's Trust		Complete	On-going Trust in development stage	Progress with the Trust on target	Progress with the Trust on target	Green
4.3	Deliver better value through improved performance	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
4.3.1 BVPI 179	Local Land Charges: 98% standard searches in 10 working days by 07/08	98%	98%	99.8%	100%	98.9% achieved	Green 

4.3.2 BVPI 12	Reduce the number of days sick per employee to 8.3 days by March 07	10.8	9	1.89 days	4.36 days cumulative figure	7.2 days cumulative figure	Green ↑
4.3.4	Training: Deliver a minimum of 3 learning days per member of staff by March 2008	1.7	2	0.34 day	0.75 day Cumulative total	1.28 days Cumulative total	Green ↑
4.3.5 BVPI 8	% of undisputed invoices paid within 30 days	90.6%	90.0%	89.33%	97.27%	96.15%	Green ↑
4.5	Deliver seamless services directly or through partnerships and where possible maximize income for investment in front line services	March 2004 Baseline	March 2005 Target	Quarter 1	Quarter 2	Quarter 3	Status
4.5.1	Percentage of enquiries being taken by the Council's Customer Service Centre	20%	25%	System being introduced	20.38%	24.42%	Green ↑
4.5.2 BVPI 66a	Housing: Increase % of rent collected to 98.6% by March 05	98.5%	98.6%	94.9%	96.2%	95.74% * See comment below	Green
4.5.4. 1	Asset Management: Complete sales in accordance with disposal programme to provide funding for capital programme: GF Capital		-£1.9m		Assets to the value of £4m planned for disposal this year. Additional income due to higher prices for some assets	Income received from assets sold in the year to-date total £3.1m.	Green ↑
4.5.4. 2	Asset Management: Complete sales in accordance with disposal programme to provide funding for capital programme: HRA Capital		-£50,000		Target to be exceeded with two properties expected to generate £200,000	Income received from assets sold in the year to-date total £372,500	Green ↑
4.5.5 BVPI 9	Council Tax: Improve collection rate to 98.6% by March 2008	97.7%	98.0%	29.68%	58.25%	84.77% compared to 85.07% for Qtr.3 2003/04	Green

4.5.6 BVPI 10	Non Domestic Rate: Improve collection rate to 98.9% by March 2008	97.4%	98.0%	28.92%	57.01%	81.27% * See note	Green 
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Comments:

4.5.2 95.74% Behind 2003/4 performance Disappointing rent collection is directly due to delays in posting some Housing Benefit applications. The Finance Dept continue to experience unavoidable difficulties bedding in the new HB system. This is now likely to have an adverse effect on the end of year outturn for BV66a.

4.5.4 Further assets with a value of £2.1m. are currently in the process of being sold. The increase from target is due to bids for some assets being higher than originally anticipated and additional assets identified and agreed for disposal

4.5.4.2 Further assets with a value of £131,000 are currently in the process of being sold. The increase from target is due to additional assets identified and agreed for disposal.

4.5.5 Recovery significantly better than expected for the period of changeover from old to new computer systems. The target for the year is still expected to be marginally under- achieved.

4.5.6 '81.27% (compared to 81.45% for Qtr.3 2003/04). Recovery significantly better than expected for the period of changeover from old to new computer systems. The target for the year is still expected to be marginally under- achieved.

Local Public Service Targets**Oct to Dec 2004**

Braintree agreed to collect performance data in 14 areas as part of the Local Public Service Agreement with Essex County Council. In 2 of these areas *Improving the condition of local roads and increasing adoption rates* it has not been possible to fully participate in the process. Of the remaining 12 areas 10 are on Green and 2 *Community Transport and Cost Effectiveness* the indicator is on Amber as only 5 out of the 6 services within this area are on target.

Number	Target	Quarter 1	Quarter 2	Quarter 3	Status
1.	Reaping the benefits of a better image	Warner Textile collection purchased. Construction phase started. Bids to Arts Council	Textile building project on target Textile Festival in Sept. Joint Music Festival with Royal Phil in Colne Valley	Construction of Warner Mill completed Links established with North West Development Former foundry Atlas Works enhanced	Green
2.	Improving the condition of local roads	Braintree DC are not able to fully assist with this target	Braintree DC are not able to fully assist with this target	Braintree DC are not able to fully assist with this target	
3.	Stimulating the use of e commerce	BDC is making a full contribution to the achievement of this target through e Procurement	On track to achieve target at Braintree District Council	On track to achieve target at Braintree District Council	Green

4.

Access to Services

4.1	Passenger and community transport Transport 35,200 during 04/05	8692 journeys carried out between April and June	8145 journeys carried out between July and September	7640 journeys carried out between October and December	Amber Buses were vandalized in December 2004 so passengers could not use them.
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Number	Target	Quarter 1	Quarter 2	Quarter 3	Status
4.2	Increase mobile youth clubs in rural areas	On target, funding to purchase additional mobile unit.	Due to be purchased in October	The mobile youth club has been purchased and is due to be delivered by May 2005	Green

5. Improving the natural and built environment

5.1	Buildings at risk	No details received from Essex CC as to objective setting. Target for all Essex is 8 buildings removed from at risk	No details but 3 buildings have been removed from the Braintree at risk and one more building in discussion with owners	Two further buildings removed from the Buildings at Risk Register and negotiations ongoing with regards to at least two other important buildings.	Green
5.3	Bio-diversity and species	Wildlife Advisory Group completed proofs of Bio Diversity Leaflet	Practical completion achieved on habitat creation on three development sites	Habitat management plans Completed for 2 sites. 120 volunteer days carried out	Green
5.4	Woodlands and hedgerows	For planting season 2003/04 Grant aid given for planting over 6500 native trees	Continue to provide advice and information about woodland management throughout the district. Increasingly dealing with private household	Prosecution investigation under way for illegal removal and killing of hedgerows. Assessment commenced on Council owned woodlands for preparation of management plans.	Green

Number	Target	Quarter 1	Quarter 2	Quarter 3	Status
5.5	Litter on strategic roads	257,916 metres inspected – 0.33% below standard. 100% cleared of litter within 3 weeks. Braintree's low figure has made a significant contribution to the County contribution	Next inspection due November 04	256,482 metres inspected of which 2% was below the required standard. All work was completed within the 3-week target.	Green
5.6	Abandoned vehicles on strategic routes	4 vehicles removed. Average time 4 days	Target of 4 days being maintained	Target of 2.7 days being maintained	Green
6	Recycling Waste	Countywide target expected to be met following successful partnership bid for external funding, which will support projects in other districts. Braintree's contribution will be less than originally agreed due to decision not to bid for extra funds	Still on target to meet the aims of the joint partnership	Braintree is still on target to deliver a significant stretch over and above our own statutory targets.	Green

Number	Target	Quarter 1	Quarter 2	Quarter 3	Status
7	Cost effectiveness	Next County Council data collection due September 04 for submission October 04	Braintree is on target to meet 5 out of the 6 performance measures. This data is being re-checked to ensure accuracy	One of the six performance measures Benefits Recovery is below target.	Amber
10	Improve life chances for children by increasing adoptions	No further information available at this stage	Unlikely that Braintree will be able to assist this target	Braintree DC are not able to fully assist with this target	
11	Reducing the number of young people in the criminal justice system	Crucial Crew ran in June with 1850 youngsters attending	Reality Roadshow 2004 currently underway. Attendance being recorded	Reality Roadshow was a success with 1242 pupils attending. Funding has now been secured to ensure Crucial Crew and Reality Roadshow will be held next year.	Green

FINANCIAL MANAGEMENT STATEMENT 2004/05 - QUARTER 3						
	PROJECTED OUTTURN					
	(a)	(b)	(c)	(d)	(e)	(f)
	Updated Controllable Budget (£'000)	Full Year Spend (£'000)	Gross Exp. Variance Adverse/ (Favourable) (£'000)	Income Variance Adverse/ (Favourable) (£'000)	Net Exp. Variance Adverse/ (Favourable) (£'000)	Net Exp. variance as % of updated budget
General Fund - Business Plans					(Note 1)	
Business Support	684.4	684.4	1.2	(6.0)	0.0	0.0%
Corporate Management Plan	2,462.5	2,465.0	2.1	0.0	2.5	0.1%
Corporate Support Services	372.3	493.0	(11.4)	120.9	120.8	32.4%
Cultural Services	296.2	352.1	34.9	19.8	55.9	18.9%
Customer Services	2,599.6	2,626.3	19.1	0.0	26.7	1.0%
Development Services	1,217.3	1,217.1	(34.0)	1.2	(0.1)	(0.0%)
Economic Development	52.9	218.3	(10.5)	174.4	165.3	312.4%
Environmental Health	1,239.2	1,193.4	(35.5)	(28.6)	(45.9)	(3.7%)
Finance	1,459.7	1,395.2	46.4	(149.2)	(64.5)	(4.4%)
Strategic Housing Services	791.8	767.1	(32.1)	(4.4)	(24.7)	(3.1%)
Leisure Services	1,149.3	1,181.3	25.7	5.2	32.0	2.8%
Operations Management & Support	933.0	929.0	(4.2)	0.0	(3.9)	(0.4%)
Policy & Partnerships	610.6	610.6	(4.7)	0.5	0.0	0.0%
Street Scene & Open Spaces	1,183.4	1,103.3	(129.6)	32.2	(80.1)	(6.8%)
Waste Management	2,948.1	2,790.8	283.2	(483.8)	(157.3)	(5.3%)
Business Plan Controllable	18,000.2	18,026.9	150.5	(317.7)	26.7	0.1%
Corporate Financing	(210.6)	(242.4)	(31.8)	0.0	(31.8)	15.1%
Charges Between Funds	(3,059.4)	(3,070.6)	0.0	(11.2)	(11.2)	0.4%
Total - General Fund	14,730.3	14,713.9	118.7	(328.9)	(16.3)	(0.1%)

Note (1) - Net Expenditure variance = Gross Exp. variance + income variance offset by a share of the £193.9k efficiency savings target apportioned across business plans

Summary of General Fund Position

This quarters projection is an outturn **underspend of £16.3k** - a variance of 0.1% from budget. This represents an **improvement from the position reported at quarter 2** by £26.6k, with projected expenditure variances increasing by £179.1k being more than offset by increased forecasts of income of £205.7k. Within this overall position the main service variances are:

Corporate Support Services - downturn in income from land charges from both a lower number of requests and change in mix of searches with a trend away from full searches (the position has deteriorated further from that reported at quarter 2)

Cultural Services - Museum Trust anticipated shortfall within the current service level partnership, coupled with delay in completing third party funding arrangements for tourism.

Development Services - higher operating cost of the Discovery Centre and delays to the Licensing Bill, offset by improved forecast of development and building control fee income.

Economic Development (Technology Centre) - higher net service cost based on a reduced take-up on Apprenticeship programmes and short courses, and taking account of known or expected delivery contracts. Discussions continuing regarding transfer of the service to the Braintree College from the start of the 2005 academic year.

Finance - Additional income from commercial property rentals and investment returns, offset by expected non-achievement of income from the A12 advertising hoardings due to Highway Agency restrictions.

Street Scene & Open Spaces - staff vacancies and lower use of seasonal staff, combined with increased income.

Waste Management - Increased operating costs, including the purchase rather than lease of a freighter, more than offset by an increase in income from a mixture of additional tipping away payments, recycling credits, trade waste income, and one-off government grant. Factors contributing to these variances are: ECC decision to direct the council to the Ugley landfill site, recycling expansion and participation rates, changes to ECC process for payment of gate fees, and lower use of the Lakes Road materials recycling facility.

Housing Revenue Account - Business Plans						
Housing Management (HRA)	(5,268.4)	(5,249.5)	55.1	(36.2)	18.9	
Property Services	5,620.8	5,447.8	(223.0)	50.0	(173.0)	
Total - HRA	352.4	198.3	(167.9)	13.8	(154.1)	

The main reason for the reported projected variance on the HRA is an anticipated lower spend on responsive, programmed and cyclical maintenance schemes.

FINANCIAL MANAGEMENT STATEMENT QUARTER THREE : CAPITAL PROGRAMME

	Budget 2004/05 £'000	Profiled Budget to 31 Dec £'000	Actual Spend to 31 Dec £'000	Traffic Lights	
				Time	Cost
General Fund					
IT / eGovernment projects	1,414,610	1,110,355	689,633	Amber	Green
New Swimming Pools	1,122,980	797,980	744,881	Green	Amber
Sports and Leisure Centre	312,390	263,150	138,887	Amber	Green
Capital Salaries	430,000	322,497	291,120	Green	Green
Parks and Open Spaces	293,050	257,300	35,511	Amber	Green
Community Halls	184,220	92,100	32,478	Green	Green
Council Offices	150,000	140,001	74,781	Green	Red
Cycleways	505,250	50,540	38,005	Amber	Green
Playgrounds	162,410	122,410	28,016	Amber	Green
Braintree Town Centre improvements	151,830	73,470	41,521	Green	Green
Car Parks	126,570	26,570	24,456	Green	Green
Industrial Units/Land	50,750	50,750	21,586	Green	Green
Cemeteries	36,200	1,000	4,079	Amber	Green
Fire Risk,Asbestos and Condition Surveys	93,970	84,000	48,082	Amber	Green
Recycling	40,290	40,290	3,134	Amber	Green
Public Conveniences	36,790	4,290	-	Green	Green
Community Transport	30,000	-	-	Green	Green
Skateboard Parks	21,920	1,920	860	Green	Green
Empire Theatre	7,180	-	60	Amber	Green
Corner House	9,000	9,000	9,147	Green	Green
Equipment	33,500	31,500	17,650	Green	Green
Total – General Fund	5,212,910	3,479,123	2,237,619		
Housing Investment					
Housing Grants – Private Sector	730,000	572,999	396,359	Green	Green
Social Housing Grants	475,000	0	0	Green	Green
Works to Council Houses and Estates	8,914,100	5,558,876	5,369,540	Green	Green
Total Housing Investment	10,119,100	6,131,875	5,765,899		

Commentary**General Fund**

Budget for the year is £5.213 million, including budgets brought forward from 2003/04.

A total of 75 Individual projects are programmed for the year, 38 of which have a budget of £30,000 or less. Expenditure incurred to 31st December 2004 was £2,237,619 This compares with a profiled budget of £3,479 million. The main reason for the variation is changes to the timing of the expected spend from the profile, in particular to some of the IT/eGovernment projects, the works at Silver End Park, playgrounds, condition surveys and recycling which are now programmed to be completed in 2005/06. There are 2 schemes where the latest costs exceed the original estimate, Braintree Pool for which an additional £217k was approved by Cabinet on 7th February 2005 and Causeway House toilets for which an additional £10k will be financed by virement.

Housing Investment

Budget for the year is £10.119 million, including budgets brought forward from 2003/04.

Expenditure incurred to 31st December 2004 was £5,765,899

Works to Council Houses and Estates shows a spend of 96.6% of the profile and managers expect the works as programmed for the year to be complete and the budget spent. Support for Social Housing is profiled for March but may slip into 2005/06. Only 70% of profiled private sector grants have been spent and although the budget is fully committed it may not all be spent in this financial year.

Performance Monitoring of Capital Programme: There are **10 Ambers** and **1 Red** within the Capital Programme at Quarter 3. **9** of the Ambers relate to **actual spend** against profile, details of the actual end of year spend will be given with the Quarter 4 report. The remaining **1 Amber** and **only Red** relate to the cost of projects. Both relate to under spend on projects. The Red under spend relates to the refurbishment of toilet facilities within Causeway House and has been brought about by changes to the original contract to accommodate the suggestions of staff.

Strategic Risk Profile 2004 – 2005

Strategic Risk	Trigger	Risk Likelihood	Impact of Risk	Mitigation	Status
Limited capacity to take on new projects/initiatives or involvement in partnerships	Desire exists to take on new initiatives but resources not available	High	Critical	Clarity provided on the Council's priorities and non- priorities enabling focus on what is important. New project management protocol being introduced from April 2005.	Green
Major project not delivered	No agreement reached on site for Braintree swimming pool	High	Critical	Regular reporting on progress to Pools Sub-group. Project management best practice adopted and used.	Green
Lack of affordable housing within the district.	Housing targets not met and not being able to meet the homelessness need without resorting to Bed and Breakfast facilities	High	Critical	Affordable housing target (100 units per annum) currently being achieved. Opportunities to rationalise housing land for potential development being pursued. Being proactive in determining and addressing the reasons for homelessness. Budget provision made for 2005/06. Policy Review Group to include issue within its work programme.	Green
Funding for key projects/initiatives does not meet expectations	No surplus Council land and property for disposal. New sources of capital funding not found.	High	Critical	Property assets kept under review to ensure fit for purpose. Opportunities for external funding explored for all projects. Opportunity to borrow considered for appropriate projects.	Green

Strategic Risk	Trigger	Risk Likelihood	Impact of Risk	Mitigation	Status
Pension Fund requires additional funding	Fund continues to under perform or Stock market fails to increase	Significant	Critical	Additional funding requirements included each year in Medium Term Financial Strategy. Maintain regular contact with Essex County Council, administrators of the pension fund.	Green
Customer Satisfaction fails to meet expected levels	Council does not meet targeted increases in overall customer satisfaction	Significant	Critical	Annual customer survey introduced from 2005 to enable targeted action.	Green
Failure to implement the Customer First Programme	Staff see the Customer First changes as a threat, not an opportunity	Significant	Critical	Significant progress made during 2004/05. Major Customer First 'transformation' programme introduced 2005/06, including dedicated resources to improve capacity and focussed communication and training.	Green
Decent Homes Standard	Failure to achieve a satisfactory options appraisal	Significant	Critical	Members, officers and tenants' representatives are working closely together on the Housing Options review to determine a preferred option to achieve the Decent Homes Standard	Green

Strategic Risk	Trigger	Risk Likelihood	Impact of Risk	Mitigation	Status
Housing Options Outcome	Housing options outcome to transfer housing stock would have a significant effect on the Council	Significant	Critical	Implications for the Council of each of the four options are being explored fully and a communication programme established to keep staff and others updated on the progress of the review	Green
Achievement of Savings identified and agreed for 2004/05 budget	Savings not achieved in full or part.	Significant	Critical	Members and managers have timely and accurate budgetary control information - monthly detailed reports for service managers and quarterly summary report for Members. On track for achievement.	Green

There are 22 areas within the Strategic Risk Profile of the authority. 4 have a **High** and 6 have a **Significant** likelihood of being triggered. The impact on the Council of all 10 is **Critical** and as such are actively managed by the Management Board. All other risks identified within the Strategic Risk Profile are considered to have **Marginal** impact within the organisation.

During Quarter 3 all 10 areas are at Green Status.

Key:

Risk Likelihood – Very High, High, Significant, Low, Very Low or Almost Impossible

Impact – Catastrophic, Critical, Marginal or Negligible

CPA Improvement Plan

As part of the CPA process the authority is required to produce an Improvement Plan which will demonstrate how issues raised by CPA are being managed. The Audit Commission agreed the Braintree DC Plan in October 2004. The Annual Audit Letter from the External Auditor recommended that progress towards delivering the Improvement Plan is reported to Members on a regular basis. Only the Amber variances from the CPA Improvement Plan are included within the report. There are no Reds.

The CPA Improvement Plan has 72 targets spread over the period February 2004 to March 2006.

45 of the 72 targets are already completed. In addition 7 of the targets have been met but are regarded as on-going. Of the remaining 20 targets 14 are in line to be completed by June 2005 leaving a total of 6 to be delivered during the period up to March 2006.

The performance reporting of the CPA Improvement Plan is linked to the Traffic Lights Red, Amber, Green (RAG) colour coding. Green on or within 5% of target, Amber for 6% to 10% of target and Red if 11% or more off target.

For various reasons 7 of the targets (10%) have changed the completion dates:

- Young People Report revised from Dec 04 to Feb 05
Reason: Partnership negotiations delayed final documents
- Training/Audit Members revised from Dec 04 to May 05
Reason: Training completed. Audit not finished
- Action Plan for KPI's revised from Sept 04 to April 05
Reason: To use the 04/05 KPI data
- Establish KPI Directory revised from Sept 04 to April 05
Reason: To use the 04/05 KPI data
- Introduce annual Satisfaction Survey revised from Dec 04 to June 05
Reason: To work with partners to maximize the range of the survey
- Introduce annual Satisfaction Surveys revised from Dec 04 to June 05
Reason: To work with partners to maximize the range of the survey
- Complete Phase 3 of Customer First Programme revised from June 05 to December 2005
Reason: To ensure delivery of e government efficiency savings

Exceptions from the CPA Improvement Plan will be included within the quarterly Performance Monitoring Reporting.

ICT Contract (Value - £ 761,510)

3 rd Quarter Performance	Target	Oct-04	Nov-04	Dec-04	Status
Total calls handled by ITNET	-	514	495	259	Green ↑
	80%				
Percentage of Calls Answered withing 20 Seconds	-	80%	83%	95%	Green ↓
Total Problems Solved within Target (Severity Level by time to resolve)	-	96%	95%	93%	Green ↓
Total Service Requests Solved within Target (Severity Level by time to resolve)	-	99%	96%	91%	Green ↓
Demand for Service (number of problems logged)	-	370	343	195	
Demand for Service (number of service requests logged)	-	138	166	89	
Server (key systems) uptime	99%	99.99%	100%	99.83%	Green
Local Area Network Availability (data)	99%	99.90%	100%	100%	Green
Wide Area Network Availability (data)	99.60%	99.67%	99.60%	99.95%	Green
Voice Network Availability (voice)	99.95%	100%	100%	100%	Green

Summary of Performance

ITNET's performance over the third quarter has been good overall. Demand for the service been decreasing gradually, both in terms of problems & service requests logged. This is comparable to the trends in the same quarter in 2003/04. Performance on resolving these within required timescales have been met in the main. One issue emerging is the ability to solve severity 3 problems within the target time (these form the majority of calls reported), an action plan is being implemented with ITNET to address this issue. All networks (voice & data) services have exceeded their targets, as have the availability of systems.

Projects

Major projects ITNET supported over this period include the continuation of the PC replacement programme, the LoGoS replacement project (in particular the interfaces to other systems), upgrading the server storage infrastructure, supporting the offices moves at Causeway House and Millennium Towers. The team have gained several accolades for their performance in these projects.

Leisure Contract: (Value £750,000)

Key Performance Measures	Target	Quarter 1	Quarter 2	Quarter 3	Status
	Number of visits to Leisure Facilities	More than 804,000	203249	220225	203955
Use of Fitness Suite	112,000	18608	20173	17766	Red
Use of Sports Halls	93,000	20721	26548	25480	Green
Use of Squash Courts	19,000	3774	4022	3944	Red
Use of Solarium/Sauna	30,000	2142	1649	1088	Red
Number of Swimming Lessons	170,000	31704	29242	33414	Red
Use of Soft Play and Creche	6,000	1538	1480	1280	Amber
% of admissions with a disability	1.5% per month	1.1%	0.3%	0.5%	Red
Compliments	To be agreed	1	1	5	7
Complaints	To be agreed	60	85	118	263

Summary of Performance

This quarter the performance of the Leisure Contract has been linked to some of the targets within the Leisure Contract. Two of the targets *Number of visits* and *Use of Sports Halls* will almost certainly be met. While it cannot be denied that overall use of the Leisure facilities is on the increase, use of Fitness Suite, Squash Courts, Sauna etc has not been in line with the contract targets. The issue of use by the disabled is a particular issue as this is a key measure of how the Council provides facilities for the disabled. This may be optimistic targeting when the contract was drawn up but targets have been agreed which are not being met. Leisure managers are meeting with the contractor to try and resolve some of the issues. The Performance Report will be discussed at the next Partnership Meeting.

A final concern is the 37 complaints against every compliment re is a high ratio which is being discussed with the contractor.

Complaints October to December 2004**250 TOTAL COMPLAINTS 1996/97 – 2004/05.**

	TOTAL	JUSTIFIED (includes part justified)	PERCENTAGE JUSTIFIED
1996/97	433	275	63%
1997/98	421	223	53%
1998/99	482	280	58%
1999/00	478	270	56%
2000/01	621	375	60%
2001/02	731	415	57%
2002/03	861	471	55%
2003/04	995	563	57%
2004/05 (To end of December only*)	626	316	50%

* NB Environmental Services Complaints for December are not included in this Quarterly Complaints Monitor due to staff sickness.

2. **QUARTERLY CATEGORY ANALYSIS TREND FOR 2004/05 (Figures for 2003/2004 are shown in brackets).**

	Apr 04 to Jun 04	Jul 04 to Sep 04	Oct 04 to Dec 04	Jan 05 to Mar 05
Justified	250 (69)	84 (113)	67 (139)	(116)
Not Justified	104 (105)	145 (124)	61 (102)	(101)
Partially Justified	27 (36)	29 (34)	19 (23)	(33)
Total	221 (210)	258 (271)	147 (264)	(250)

NUMBER OF COMPLAINTS BY SERVICE – 2004/2005
(2003/04 figures shown in brackets)

<u>SERVICE</u>	Apr 04 - Jun 04	Jul 04 – Sep 04	Oct 04 - Dec 04	Jan 05 – Mar 05	TOTALS
Chief Exec's	0 (0)	0 (0)	0 (2)	(0)	0 (2)
Corp. Serv.	2 (4)	0 (4)	1 (2)	(0)	3 (10)
Env. Serv.	123.5 (81.5)	132.5 (162)	70.5 (161)	(151.5)	326.5 (556)
Finance	12.5 (22.5)	21 (9)	9 (14.5)	(7)	42.5 (53)
Housing	43.5 (73.5)	78 (70)	38 (65)	(75.5)	159.5 (284)
Leisure Development	6 (6)	7 (5)	5 (4)	(1)	18 (16)
Planning	29.5 (22.5)	18.5 (20)	23.5 (15.5)	(14)	71.5 (72)
Personnel Services	2 (0)	0 (0)	0 (0)	(0)	2 (0)
Policy & Partnerships	2 (0)	1 (1)	0 (0)	(1)	3 (2)
Totals	221 (210)	258 (271)	147 (264)	(250)	626 (995)