



First Quarter Performance Management Report

1st April 2018 to 30th June 2018

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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 at the end of the first quarter in relation to the publication of the 'Annual Plan 2018/19'. This sets out the key activities and measures used to check our performance for the year and along with the Corporate Strategy 2016-20 sets out the priorities we are working towards. This year we signed up to 'The Future of Essex' which is a vision shared by more than 100 partners, all dedicated to improving the county over the next 18 years. The projects that are supporting this vision are marked with **(E)**. Further detail is given in relation to a set of business performance indicators covering finances, customer focus, our people and health and safety.






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

Summary of the Corporate Projects current position for the end of the first quarter

The following table provides updates for the end of the first quarter in relation to the key activities in the 'Annual Plan 2018/19'




Corporate Priorities	Status of projects and actions				
					
Environment and Place	1	9	0	0	0
Strategic Growth and Infrastructure	0	5	4	0	0
Economic Development	1	9	1	0	0
Health and Communities	1	13	0	0	0
Finance and Performance	1	12	0	0	0
Overall Strategy and Direction	0	9	0	0	0
TOTAL	4	57	5	0	0

KEY:




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

Summary of the Performance Indicators position for the end of the first quarter

The following table shows the performance for the end of the first quarter in relation to the quarterly and annually reported Performance Indicators that have targets set as defined in the 'Annual Plan 2018/19'.

Corporate Priorities	Status of indicators			
				Data Only
Environment and Place	1	1	1	0
Strategic Growth and Infrastructure	2	0	0	0
Health and Communities	1	0	1	0
Finance and Performance	5	1	1	0
TOTAL	9	2	3	0

KEY:

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

Summary Position

We have seen a good start to the first quarter of the year with four projects completed and the majority of the remaining projects progressing well. Five projects have an amber status due to delays occurring which will push back end dates of the projects.





Nine performance indicators have met or exceed target, two performance indicators have missed target by less than 5% and three performance indicators have missed target by more than 5%. There is room for improvement in some key areas of the business which are experiencing an increase in demand on their services.

The council will be facing some tough challenges throughout the year in dealing with the constraints on funding. As services embed new ways of working, it is expected that any downturn in performance will be mitigated as service areas look to improve processes and work smarter to become more efficient to achieve our corporate priorities.







Environment and Place

Project description and comments	Target Date	Status
Continue to support the Essex Waste Management Partnership to reduce waste, increase recycling and participate in countywide campaigns		
<p>The kerbside textile collection pilot which started in November was concluded on 31 May 2018. End of trial results have been analysed and further development is required to understand if this service is financially viable and sustainable if a District wide roll-out was to occur. A report will be written during August/September to look at options of operating 'in-house/partnering with existing contractor and the options will be presented to Members in September/October.</p> <p>Braintree District Council have also led on a county wide framework for street sweeping arisings, generating a reduction of costs per tonne circa £8.00 in the processing of arisings. The contract is in 'infancy' stage, and is closely monitored to ensure we are getting the correct data for recycling credits and we are working closely with partnering authorities and Essex County Council to ensure a beneficial outcome.</p>	<p>March 2019</p>	<p>▶</p>
(E) Work with other Essex Councils and the University of Essex to better understand people's attitudes towards waste and recycling		
<p>Braintree District Council is working with Essex County Council and the University of Essex to pilot initiatives to increase recycling and reduce waste. Three focus groups with residents were held in May to understand people's attitudes towards waste recycling and to discuss initiatives to encourage residents to recycle or reuse more. The feedback from the focus groups will be used to design an intervention which will be launched in September.</p>	<p>March 2019</p>	<p>▶</p>
Offer our commercial customers a more tailored refuse and recycling service that will help them reduce, reuse and recycle their waste		
<p>Commercial customers are now able to receive bespoke quotations broken down into refuse/recycling options for the customer to consider. This includes container sizing and specification to empower the customer to make the choice of containers appropriate to their business need, alongside our expertise.</p>	<p>March 2019</p>	<p>▶</p>
Continue to protect our larger open spaces from illegal encampments by installing perimeter fencing and lockable bollards to prevent disruption and inconvenience to local residents		
<p>All larger open spaces in the district are now protected from illegal encampments following the installation of perimeter fencing and lockable bollards</p>	<p>June 2018</p>	<p>✔</p>
Develop an improved low tariff energy switching scheme for both residents and businesses in the District, improving the customer experience and offering additional benefits and improved rates for residents on pre-paid meters		
<p>A low tariff energy switching scheme has been developed with i-Choosr who will take an active role in engaging with residents. The scheme will also offer discounted solar installations.</p>	<p>September 2018</p>	<p>▶</p>
Increase the electric car charging infrastructure by installing chargers at the three leisure centres across the District		
<p>We are currently working with the Procurement Team to explore supplier options for the installation of electric car charging points.</p>	<p>March 2019</p>	<p>▶</p>

Upgrade the lighting in our car parks with new energy efficient LED lights to reduce costs and benefit the environment		
Braintree District Council are working with Colchester Borough Council's Engineering department to produce a specification for the type of lighting required.	March 2019	
Trial the use of compaction bins in Braintree Town Centre to see if they offer better value for money for the taxpayer		
The project programme is currently being developed and stakeholders identified. A demonstration from a compact bin company is being arranged for August.	March 2019	
Continue to maintain a focus on investigating and enforcing littering, dog fouling and fly tipping to help keep the District looking clean and tidy		
In the first quarter of the year, 22 fixed penalty notices have been served for littering and the Council has successfully taken legal action against 3 people for fly tipping and associated offences	March 2019	
Run a car litter campaign to reduce litter and raise awareness of the increase in fines		
Braintree District Council will be participating in a district wide campaign in partnership with McDonalds and KFC to reduce car litter and raise awareness of the increase in fines. The creatives for the campaign are currently being designed and costs identified.	March 2019	



Strategic Growth and Infrastructure









Project description and comments	Target Date	Status
(E) Complete the examination and adoption of the Local Plan		
The adoption of the Local Plan is reliant on the approval of the plans for Garden Communities which require more work before they can be agreed. This will delay the process of adopting the Local Plan and revised dates will be agreed over the coming months.	December 2018	
(E) Continue to work on the development of Garden Communities to provide housing, employment and supporting infrastructure to address our long term housing and community needs		
The plans for a west of Braintree garden community have been reviewed by the planning inspector. Braintree District Council is currently considering their options to strengthen and improve plans before they can be taken forward. This is likely to impact on timescales for this project and will delay the process of adopting the Local Plan.	November 2018	
The plans for a west of Colchester garden community have been reviewed by the planning inspector. Braintree District Council is currently considering their options to strengthen and improve plans before they can be taken forward. This is likely to impact on timescales for this project and will delay the process of adopting the Local Plan.	November 2018	
(E) Set up a Housing Development Company to deliver new mixed-tenure homes across the District.		
A report will be submitted to Cabinet in July to seek approval for funds to develop up to five Council sites (subject to planning permission) to run alongside the development of the Business Case for the Housing	March 2022	

Development Company. The Strategic Investment Team and Member Reference Groups will review advice on legal, financial, governance and company advice and the intention is to present the full business case for approval to Cabinet in February 2019.		
(E) Secure planning consent to deliver new homes in Braintree Town Centre as part of the Manor Street Regeneration Project		
A detailed planning application is expected to be submitted by July 2018 and if approved, the building will be completed and handed over in Spring 2021.	March 2019	▶
(E) Continue to work with partner agencies to drive forward improvements to the Braintree and Witham rail link		
Network Rail has been asked to produce a specification and cost for a GRIP 2 study. The District is now waiting for funding from Essex County Council or Central Government to move forward to the next viability stage.	March 2019	▲
(E) Continue to work with Essex County Council to deliver an improvement scheme at Springwood Drive roundabout and Panfield Lane to reduce congestion		
As part of the Braintree Integrated Transport Package, Essex County Council is looking to re-designated lane markings at Springwood Drive to ensure Keep Clears are effective. Essex County Council are also progressing the design for the larger scale improvement schemes which are for capacity improvements including increased entry capacity on all arms as well as increased circulatory, and are looking to secure S106 contribution to fund this.	March 2019	▶
The employment site is dependent on provision of the Spine Road to Panfield Lane. A planning application has been submitted, and indicative costs received. We will work with the developer to bring forward the Spine Road and the developer has submitted a viability appraisal which the Planning Department is responding to.	March 2019	▶
(E) Progress the delivery of new slip roads linking the A120 to Millennium way to alleviate the congestion at Galleys corner		
Design works are currently underway for the A120 slip roads together with Ecology surveys. The next stage is to carry out consultation on the proposals which will begin in August.	March 2021	▶










Economic Development





Project description and comments	Target Date	Status
(E) Complete the acquisition of strategic employment land at Great Notley providing additional sites to support business growth		
Following Council approval in February for the acquisition of the employment land at Great Notley, Heads of Terms have been agreed with both the developer and the vendors of the master-plan land. Draft contracts are expected imminently. Preparatory work, for the business plan, has started with market research being updated and exploratory discussions with companies, expressing interest in re-locating to the site.	March 2019	▶
Complete the construction of four new high quality grow-on units at the Braintree Enterprise Centre		
Construction commenced in January 2018. Completion has been delayed by UK Power Networks and handover is now expected in August 2018	July 2018	▲
Develop our business engagement service, supporting businesses to grow and develop		
A funding drop-in clinic has been organised for July to promote the South East	March 2019	▶

Business Boost fund, with up to £10,000 of funding available for business growth. A business mentoring programme has been launched in partnership with the Consortium with four businesses already signed up. A Braintree District Businesses Facebook group has also been launched to share information, news and opportunities as an additional portal to engage with businesses. This is being promoted widely and content is being updated daily.		
(E) Work in partnership with Essex County Council and the Haven Gateway to secure grant funding to support the delivery of a Construction Innovation Centre		
At Cabinet in May, they approved the investment of £750,000 in the delivery of a Construction Innovation Hub, located at the Braintree Enterprise Centre. This forms part of a wider project to provide business support to businesses undertaking innovation in construction across the South East Local Enterprise Partnership area. The business support will be undertaken by the Haven Gateway Partnership. Approval is conditional upon confirmation of match funding from European Regional Development Fund.	March 2019	
(E) Work with the Braintree Education and Skills board to broker stronger engagement between education providers and businesses to provide a workforce that meets employers' needs		
Members of the Education and Skills Board have approved the production of a sector specific Braintree career video which will initially focus on the advanced manufacturing and engineering sector. Officers are now working on the commissioning of the production.	March 2019	
(E) Commence work on the regeneration of Braintree Town Centre enhancing the appeal of the town to residents and visitors		
A full business case detailing the latest proposals and financial arrangements for the regeneration of Manor Street was approved at Cabinet in May and by Council in June. A planning application will be submitted in July.	March 2020	
(E) Continue to work in partnership with key community partners to deliver the regeneration schemes in Witham and Halstead		
The spatial plans for improvements to Halstead Town Centre have been prepared and are with the Highways Authority for a principle decision.	March 2019	
A series of studies and reports have been completed to look at the impact of the Witham Town Centre improvement proposals on the highway network, market rights and other private rights that relate to the site area. A summary report recommending options to proceed has been prepared for a decision on next steps.	March 2019	
(E) Support businesses and increase tourism by launching the 'Visit Braintree' website to highlight key events and attractions across the District		
The content of the 'Visit Braintree' website will be taken from the Tourism Plan which will be presented to Cabinet in September.	March 2019	
(E) Create an event that celebrates the 90 year anniversary of the opening of the Braintree Town Hall which will enhance the heritage and commercial offer of the Town Hall		
Braintree District residents who share their 90th birthday with Braintree Town Hall were invited to help celebrate the local landmark as part of a special celebration that took place in May. A talk was provided by Julien Courtauld and residents were able to watch a screening of the opening of the town hall with a piece of birthday cake and a cup of tea.	May 2018	
(E) Promote high speed and reliable broadband across the District through the support of phase 4 of the Superfast Essex rollout		
At a Cabinet meeting in May, it was agreed that Braintree District Council will invest £356,000 into the Superfast Essex Phase 4 rollout, run by Essex County Council, to enable an additional 1,668 premises to receive superfast broadband by end of 2020. The £356,000 funding from Braintree District Council will be match-funded by The Department for Digital, Culture, Media and Sport grant. The funding will support the district to reach 99% superfast broadband coverage by end of 2020, which is above the county's average coverage.	June 2018	



Health and Communities

Project description and comments	Target Date	Status
Ensure the football pitches on the Deanery Gardens sports ground and the rugby pitch on King George V playing field are in year round good condition through the installation of a piped drainage system		
Tenders for the provision of the piped drainage system are currently being reviewed and a specification for the works required drawn up.	August 2018	
Continue to invest in our recreational open spaces by enhancing the play equipment at Meadowside and Twelve Acres, Braintree		
Quotations for enhancing the play equipment at Meadowside and Twelve Acres in Braintree have been received and assessed. Delivery timescales for the project are currently being discussed with the successful contractor.	December 2018	
(E) Continue to deliver the Livewell child project, working with families and young children providing support and advice on nutrition and healthy activities		
As Livewell child enters its second year, campaigns will focus on growing your own produce, looking up from a screen, getting together around the table and lunchbox heroes. Livewell schools have been provided with free growing kits courtesy of Innocent Drinks to help schools get gardening clubs started and to encourage children to grow their own produce. Free water bottles, lunch boxes and information leaflets have also been distributed to the children involved in the project.	March 2020	
Introduce a new programme to encourage junior school children to be more healthy, looking at fitness and eating in a fun and informative way		
A Fitbods programme will be introduced into Livewell schools. This is an Essex County Council initiative where children participate in team games to promote fitness, team skills and healthy competition with children receiving a reward and certificate for the number of sessions they take part in. Teachers will receive training at the start of the new academic year to deliver the Fitbods programme.	March 2019	
Provide children and parents with activities which gets them to explore the green areas in our three main towns whilst increasing their activity levels during the school holidays		
Six Xplorer events are planned for the summer holidays across three days in each of the three main towns. Xplorer maps are currently being created.	November 2018	
Improve the outdoor playing experience at Halstead Leisure Centre by installing a new 3G surface		
A consultant has been appointed to put together a capital bid for a contribution towards the costs.	March 2019	
(E) Understand the range of services available to improve mental health and support early interventions for those residents with mental health issues, identifying any areas for improvement		
A mental health workshop has been arranged at the Town Hall for July the aims of which are to bring together a range of partners and organisations across the statutory and voluntary sector to gain an understanding of mental health in the Braintree District. The workshop will be interactive and will help to identify what services are already being delivered, who is delivering them, whether they are meeting the needs of our residents and to identify any gaps in service provision and how we work in collaboration to address them.	March 2019	

(E) Implement a winter warmth campaign providing advice on improving energy efficiency, helping vulnerable residents stay warm during the winter months		
Officers are starting to pull together the content for the winter warmth campaign due to go live in November.	November 2018	
(E) Improve the handyman scheme by expanding the service to help disabled and frail residents lead more independent lives		
The scheme will be launched at the beginning of July for an external handyman to deliver the service on a 6 month trial basis. A new leaflet has been produced providing information on security and dementia support	July 2018	
(E) Raise awareness of child exploitation amongst the business community and licensed trades through the use of the 'Spot-it, Stop-it' campaign		
Meetings have been held with Essex Police Licensing to discuss the possibility of expanding the 'spot-it, stop-it' campaign to include the night time economy which can be implemented through the Pub watch scheme.	March 2019	
(E) Work with Mid Essex Clinical Commissioning Group to see how Braintree District Council can be part of the Home First Programme which ensures residents recuperate in the best environment after receiving hospital treatment		
Officers from Braintree District Council attended a meeting with the Mid Essex Clinical Commissioning Group to scope out how we can be part of the Home First Programme.	March 2019	
(E) Identify and provide opportunities that would benefit those with dementia and their carers through the Braintree District Dementia Alliance and engagement with those living with dementia and their carers		
Dementia Friendly Cinemas have been launched at The Empire in Halstead and the Archer Centre in Braintree and we are working with George Yard shopping Centre to make it a dementia friendly place to shop through the 'slow shopping' scheme	March 2019	
(E) Support community groups to deliver local projects and activities through the Councillors' Community Grant scheme		
Three grants have been made in June totalling £2,250; this included a contribution towards the Community Fund Day organised by the Al Falah Islamic Centre	March 2019	
(E) Work with partners across the community to raise awareness and reduce the impact of social isolation and loneliness		
Essex County Council commissioned the young foundation to work with the community to carry out research into social isolation and loneliness through a number of workshops and events held in Halstead. A 'Taking Action' event took place to discuss ideas to address social isolation and loneliness and the feedback from this and other events will be fed into a report. The young foundation will provide feedback to the community at an event in September to allow the community to identify follow up activities. Further projects will be set up once the next steps have been agreed.	June 2018	



Finance and Performance








Project description and comments	Target Date	Status
Review our waste service, identifying ways to manage the impact of District growth on the future cost of the service		
<p>There are a number of projects and actions being carried out already reported on under 'Environment and Place' in this report. Additional areas of work include a presentation to strategy workshop in June providing information on garden waste and the number of local authorities charging for this service. A business case on vehicle maintenance will be presented to management board in July. The specification for replacing food waste vehicles is being drawn up for discussion and a Task and Finish group has been set up to look at waste minimisation and recycling and the work streams will be agreed in July.</p>	<p>March 2019</p>	<p>▶</p>
Review options to secure a sustainable future for our Community Transport service		
<p>An initial scoping meeting has been held with the Commercial Manager who will be looking at alternative delivery models for the service. As part of this activity meetings will be held with private and social enterprise organisations.</p>	<p>December 2018</p>	<p>▶</p>
Ensure that our Housing service is resilient to respond to the new demands placed on it through the Homelessness Reduction Act		
<p>The Commercial Manager has been working with the Housing service to identify improvements and address resilience following the introduction of the Homelessness Reduction Act. A business case will be considered by Management Board in July to consider any recommendations.</p>	<p>March 2019</p>	<p>▶</p>
Develop our commercial programme to generate income that can be reinvested in front line services		
<p>An expanded Commercial programme with four elements has been developed. These are increasing income, getting maximum value against third party spend, generating service efficiencies and contract and supplier management. Activities against all four areas are underway and have been communicated to all levels of the organisation, with savings from activities being tracked.</p>	<p>March 2019</p>	<p>▶</p>
Identify and progress investment opportunities that support us to deliver our corporate strategy whilst providing a return on investment to strengthen our financial independence		
<p>The Council have taken back possession of the Braintree Enterprise Centre and has been issuing new leases, letting vacant units and collecting rent and service charge payments. This will provide a significant unbudgeted income for the Council.</p>	<p>March 2019</p>	<p>▶</p>
Ensure the 2017/18 accounts are produced, audited and published by the 31st July 2018		
<p>The 2017/17 accounts were signed by the Corporate Director on the 29th May and external auditors commenced their audit on the 4th June. The external auditors audit results report for the year will be presented at Governance Committee in July and published accordingly.</p>	<p>July 2018</p>	<p>▶</p>
Improve customer focused services by delivering a programme of continuous improvement to achieve the Customer Service Excellence Standard		
<p>The Customer Service Excellence Standard assessment will take place in November 2018. Evidence base is currently being collated.</p>	<p>December 2018</p>	<p>▶</p>

Prepare the organisation for the changes in data protection legislation due to commence 25th May 2018		
A number of areas of work are now completed to ensure the Council is in a good position following the implementation of the General Data Protection regulations and the Data Protect Act 2018. Privacy notices have been added to our website and forms that collate personal data amended accordingly. All staff received data protection training to ensure they are fully aware of the requirements placed on them regarding processing personal data.	May 2018	✔
Develop our online booking and payment systems enabling residents to book and pay for more services through our website		
We are currently working with our website providers to develop an on line booking system. The processes have been mapped out and customer 'my account' design agreed.	March 2019	▶
An order has been raised to purchase a payment system to integrate with the new booking system and our on line forms	March 2019	▶
Improve our mobile working technology to allow our staff to be more flexible and customer focused		
A working group has been formed to work with our ICT team to identify different technical opportunities that can be used more effectively to assist staff in their day to day activities. Areas being looked at will include remote working, tele-working and home working.	March 2019	▶
Continue to respond to emerging cyber security threats, protecting our network and information by regularly reviewing our approach and training		
A metacompliance exercise has been carried out in June identifying issues that are currently being looked into. All ICT security and usage procedures are under review and updates will be completed by the summer. A new cyber security training module is being developed and will be rolled out to all staff.	March 2019	▶
Introduce in-cab technology into our street scene vehicles to improve the efficiency of the service		
A specification is currently being drawn up to implement in-cab technology into our street scene vehicles. Officers from Braintree District Council visited an organisation already using in-cab technology for street scene to see how this is being utilised and how this will be applied at Braintree.	March 2019	▶









Overall Strategy and Direction









Project description and comments	Target Date	Status
Work effectively with our partners to deliver the Essex Vision to give communities, groups and businesses in Essex a way to collaborate in planning their future, recognising the collective power of Essex as a whole		
Throughout this report, the actions that reference how we are supporting the Essex Vision are marked with (E) . They provide an update to show how we are dedicated to improving the county by working with partners to deliver the Essex Vision.	March 2019	▶
Ensure that Braintree District Council is financially sustainable and fit for the future by delivering a balanced budget and becoming financially independent by 2020, whilst ensuring we remain a resilient organisation providing effective frontline services through smarter working		
Staff briefings have taken place throughout the first quarter at which the budget pressures were outlined to encourage staff to be involved and identify areas where possible savings can be made whilst ensuring residents continue to receive the service they need.	March 2019	▶

<p>(E) Deliver projects under the District Investment Strategy to achieve better outcomes for the District and a return for the taxpayers purse by:</p> <ul style="list-style-type: none"> • Working in partnership to improve health provision across the District • Facilitating the need for housing by providing homes and supporting infrastructure • Improving our most congested roads and journeys across the District • Planning for growth by providing 9000 jobs by 2026 by delivering increased opportunities for new businesses and employment • Delivering investment opportunities that support growth and provide a return for the District Council 		
<p>Following close partnership working with the Mid-Essex Clinical Commissioning Group and NHS England, the regeneration of Manor Street has been designed to include a Live Well Hub and was approved by Cabinet in May 2018 and Council in June. The Council is also working with two local GP practices, Mid Essex Clinical Commissioning Group and NHS England to develop proposals to deliver a rural healthcare hub on Council-owned land in Sible Hedingham. A paper requesting funding to undertake initial due diligence and design work will be presented at Cabinet in July 2018.</p>	<p>March 2019</p>	
<p>The Manor street regeneration project includes the provision of 35 new homes and the business case has been approved by Cabinet and Full Council. A planning application will be submitted in the summer.</p>	<p>March 2019</p>	
<p>Work continues on a number of projects reported under the Strategic Growth and Infrastructure section such as the A120 Millennium Slip roads and improvements to Springwood roundabout and Panfield Lane</p>	<p>March 2019</p>	
<p>A number of projects and actions are underway to ensure delivery of the Braintree Plan for Growth to provide jobs such as working with developers to bring forward strategic employment land at Great Notley, completing the construction of four grow on units at the Braintree Enterprise Centre and securing funding for the delivery of a Construction Innovation Centre.</p>	<p>March 2019</p>	
<p>There are a number of projects reported under the Strategic Growth and Infrastructure section that provide an update on current investment opportunities under the District Investment Strategy. As and when new opportunities arise, projects will be set up accordingly.</p>	<p>March 2019</p>	
<p>Work with partner authorities (Tendring District Council, Colchester Borough Council and Essex County Council) and other public and private sector organisations to plan for and enable sustainable growth in homes and jobs in the north Essex area</p>		
<p>Braintree District Council continues to work with Tendring District Council, Colchester Borough Council and Essex County Council on the shared part one of the proposed Local Plan. Strategic planning meetings are now taking place with Chelmsford City Council to co-ordinate growth and infrastructure in the region.</p>	<p>March 2019</p>	
<p>Support Essex County Council in the management and operation of the Country Park to enhance the visitor experience, making full use of the leisure, recreational and natural facilities the park has to offer</p>		
<p>A Joint Governance Partnership Board meeting was held in May, at which the Annual Review of the Artificial Grass Pitch and Multi-Use Games was reviewed by Members.</p>	<p>March 2019</p>	

Section 3: Managing the Business

Our Performance Indicators in Detail

Performance Indicator	2018/19						Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Target for the Quarter	Status at the end of the Quarter	
Environment and Place							
Percentage of land that falls below cleanliness standards for litter	n/a				n/a	n/a	Recorded three times a year – July, November and March
Percentage of household waste sent for reuse, recycling and composting	54.47%				54.78%		We are awaiting reconciliation of the figures by Essex County Council and may change if the data for residual waste changes (see below). Target has been missed by less than 0.5% and the service continues to work on projects to encourage recycling which are detailed earlier in this report.
Tonnage of residual household waste not recycled	122kgs				108kgs		We are awaiting reconciliation of the figures by Essex County Council. They have been asked to verify the residual waste data as the tonnage appears incorrect. This will be updated in the next report.
Number and percentage of non-hazardous fly tips on public land cleared within 24 hours of being reported	100% (170)				100%		
Number of fuel poverty and domestic energy reduction installations carried out	Annually reported indicator					n/a	
Strategic Growth and Infrastructure							
Number of affordable homes delivered	63				32		
Number of homes granted planning permission	667				250		
Health and Communities							
Average waiting time for applicants on the Disabled Facilities Grant	105 days				75 days		In the last quarter there have been delays in 4 specific cases where the client was uncontactable/ access issues or planning consent required. One case was a discretionary grant on appeal which has since been cancelled. The waiting list has now been substantially reduced and some legacy issues have now been cleared which will have a positive impact on the average waiting time.

Performance Indicator	2018/19						Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Target for the Quarter	Status at the end of the Quarter	
Achieve a 2% increase on the contract baseline in participation levels across all our sports centres	238,928				233,756		
Achieve at least a 1% increase in adults being active for 150 minutes per week	Annually reported indicator					n/a	
Finance and Performance							
Average call answer time in the Customer Service Centre	13 seconds				15 seconds		
Time taken to process housing benefit/council tax benefit new claims	19.92 days				22 days		
Time taken to process housing benefit claim changes	7.7 days				6 days		<i>Following the introduction of Universal Credit, there are a higher number of claim changes where information is required from the DWP and the time it takes to receive this has increased adversely affecting the overall timescales. This will be monitored over the next few months to fully understand the impact on targets.</i>
Percentage of Stage 1 complaints responded to within target	94.7%				90%		
Collection rate for Council Tax	31.06%				30.82%		
Collection rate for Business Rates	31.40%				30.84%		
Percentage of invoices paid within 30 days of receipt	99.19%				99.25%		<i>Performance is slightly below target due to delays in processing five invoices in June. The target is expected to be achieved during the remainder of the year.</i>

Complaints

The quarterly complaints analysis for the first quarter of 2018/19 and the end of the year is detailed below. This is compared with 2017/18 figures shown in brackets. The figures represent all three stages of the complaints process.

Complaint Category	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	TOTAL
Justified	110 (64)	(67)	(38)	(60)	(229)
Not Justified	24 (69)	(79)	(67)	(81)	(296)
Partially Justified	76 (27)	(31)	(22)	(17)	(97)
Not known	0 (0)	(1)	(3)	(0)	(4)
Total	210 (160)	(178)	(130)	(158)	(626)

Comments

The number of complaints received in the first quarter of 2018/19 has increased. This is mainly due to missed waste collections.

A number of missed waste collections are due to the waste vehicles being unable to access smaller roads due to parked cars or where road closures have taken place. The crews will endeavour to return to collect the waste as soon as possible and the service continues to monitor issues with missed collections.

Some of the routes across the district have also been re-routed to improve service delivery. This has resulted in changes to times of collections and some customers who are used to their collection happening later in the day found that their collection had been missed as they had not presented their waste by 7am. A promotion to remind customers that bins must be put out by 7am has been carried out to address this issue.

In the first quarter of 2018/19, of the 210 complaints received:

- 207 are stage one complaints
- 2 are stage two complaints
- 1 is a stage three complaint

A summary of Local Government Ombudsman (LGO) cases:

In the first quarter of 2018/19, the LGO has received five initial enquiries. Two of the enquiries, the LGO have declined to investigate and the Council are assisting the LGO on two other enquiries. At the time of writing, the LGO are deciding how to proceed on one enquiry.

The LGO have completed a draft decision in the first quarter but have not issued any final decisions. The draft decision relates to planning enforcement and initial findings have found fault with the recommended remedies.

Our Organisation

The following is a selection of our people performance measures:

People: Indicators of Performance	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Change on previous period	Yearly Target
Total headcount	469				+ 3	-
Total number of posts	485				+ 5	-
Number of temporary staff	33				-	-
Total staff FTE	425.08				+ 3.63	-
Level of employee turnover	2.13%				+ 0.2%	-
Number of leavers	10				+ 1	-
Number of starters	13				+ 10	-
Working days lost to sickness per employee	2.07 days				0.13 days	8.0 days
Percentage of staff with nil sickness	78.68%				-	-
Number of learning hours	7747				- 1027	-
Number of delegates	602				+ 207	-
Number of apprentices **	15				- 1	-

Year on Year Headcount Analysis	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	466	478	472	470	464	466

** BDC's apprenticeship programme runs from September each year. The figures reflect level 2 and level 3 apprenticeships.

Health & Safety

The following is a selection of our health and safety performance measures. The data is for information purposes only.

Health and safety is a crucial responsibility of everyone within the organisation. This information is used to improve the management of health and safety of staff, our customers, residents and other non-employees we come into contact with. Monitoring is undertaken by the corporate health and safety committee and action plans will be put in place where necessary.

Health & Safety: Indicators of Performance	Q1	Q2	Q3	Q4	
	(2017/18 figure in brackets)				
Total number of reported accidents/ incidents, calculated from:	10 (10)	(10)	(26)	(13)	
<i>Accidents/ incidents to employees</i>	6 (8)	(8)	(20)	(12)	
<i>Accidents/ incidents to contractors</i>	0 (1)	(2)	(5)	(0)	
<i>Accidents/ incidents to non-employees</i>	1 (1)	(0)	(1)	(1)	
Time lost in days due to employee accidents/ incidents	85 (0)	(20)	(8)	(28)	<i>One accident resulted in 75 days being lost and involved a member of the waste team catching their arm in part of the bin lift machinery</i>
Number of reported verbal/ physical incidents to employees	2 (0)	(2)	(1)	(0)	
Number of near miss incidents	1 (0)	(0)	(0)	(0)	
Number of Accidents/ incidents registered resulting in insurance/ compensation claim	1 (0)	(0)	(0)	(0)	
Number of claims settled	0 (0)	(0)	(0)	(0)	

Financial Performance

This part of the report provides an updated review of the financial position for the year. It examines the latest forecast for spending on day-to-day service provision compared to the budget for the year. Also included is a summary of treasury management activities; projected movements on the General Fund balance; and a summary of spending to date on capital projects.

Background

Full Council approved a budget of £14.784 million for the 2018/19 financial year. This included planned spending across all services totalling £12.144 million; corporate items amounting to £2.840 million; and an overall efficiency target to be achieved in-year of £200,000.

Financing of the budget was to be from a combination of: general government grants (£294,000); business rates (£5.237 million); and Council Tax (£9.253 million).

During the year individual budgets may be updated in accordance with the Council's Budget and Policy Framework Procedure, and against which quarterly performance is monitored.

Summary Financial Position at the First Quarter (Q1)

- An overall adverse variance for the year of £87,000 (+0.6%) is projected against the budget.
- Across all services staffing budgets are forecast to be overspent by £36,000; and after allowing for the corporate efficiency target of £200,000, this results in a projected adverse variance of £236,000.
- Other Expenditure is projected to be overspent by £136,000.
- Income is projected to be overachieved by £285,000.

Revenue Spending

Service	Budget £'000	Projected Spend £'000	Adverse (Positive) variance against budget				RAG Status
			Staffing £'000	Other Expenditure £'000	Gross Income £'000	Total £'000	
Asset Management	(2,131)	(2,268)	(3)	4	(138)	(137)	G
Business Solutions	1,985	1,985	(12)	13	(1)	-	G
Community Services	350	361	6	(10)	15	11	A
Corporate Management	1,254	1,214	(37)	(3)	-	(40)	G
Economic Development	199	199	5	(5)	-	-	G
Environment & Leisure	843	832	(12)	(2)	3	(11)	G
Finance	1,172	879	(134)	(67)	(92)	(293)	G
Governance	922	1,068	81	(13)	78	146	R
Housing Services	799	805	8	(1)	(1)	6	A
Human Resources	342	341	-	(1)	-	(1)	G
Marketing and Communications	544	542	(11)	(2)	11	(2)	G
Operations	5,136	5,328	(42)	175	59	192	R
Strategic Investment	12	12	-	-	-	-	G
Sustainable Development	717	759	187	56	(201)	42	A
Service Total	12,144	12,057	36	144	(267)	(87)	G
Corporate Financing	2,840	2,814	-	(8)	(18)	(26)	G
Efficiency target	(200)	-	200	-	-	200	
Total	14,784	14,871	236	136	(285)	87	A

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

Budget = controllable expenditure budget net of direct service income

Staffing

Staffing budgets include both directly employed staff, and bought-in/ agency staff, the latter being used where additional resources are required to meet increased service demands and/ or the need for specialist skills; to provide cover in cases of absence (e.g. holidays, sickness, maternity etc.); or where in-house staff are assigned to work on other projects and priorities.

Further detail of the projected staffing budget variances is provided in the following table:

Service – Staffing Budgets	Budget	Projected Spend	Adverse/ (Positive) variance	RAG Status
	£'000	£'000	£'000	
Asset Management	237	234	(3)	G
Business Solutions	1,196	1,184	(12)	G
Community Services	369	375	6	A
Corporate Management	1,232	1,195	(37)	G
Economic Development	226	231	5	A
Environment & Leisure	1,553	1,541	(12)	G
Finance	2,385	2,251	(134)	G
Governance	565	646	81	R
Housing Services	823	831	8	A
Human Resources	310	310	-	G
Marketing & Communications	371	360	(11)	G
Operations	5,297	5,255	(42)	G
Strategic Investment	490	490	-	G
Sustainable Development	1,574	1,761	187	R
Service Total	16,628	16,664	36	A
Corporate Financing	-	-	-	
Efficiency	(200)	-	200	
Total	16,428	16,664	236	A

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

Commentary on staffing variations:

Based on information known at the end of Q1, a number of service areas are projecting underspends on staffing budgets totalling £251,000, the largest being **Finance** (-£134,000). These are expected to be achieved from a combination of vacant posts, reductions in contracted hours, and appointments being made at a lower grade/ scale point. In addition, underspends have arisen in the **Operations** service where external funding, previously received, has been applied in 2018/19.

A number of service areas are currently projecting overspends on staffing which totals £287,000, with the two services mainly contributing to this position being:

- **Governance** (+£80,000) – Projected costs associated with the need for additional capacity for legal work in relation to the Council’s strategic growth agenda and projects. Whilst the assumption is that temporary additional resources will be required for the remainder of the year, this is subject to approval of a longer term proposed staffing structure for the team and, therefore, the position may change at Q2.
- **Sustainable Development** (+£187,000) - within this service area there is a projected overspend (£181,500) on staffing related to the Development Management team. The volume of current pre-applications and planning applications, particularly in relation to major development proposals and planning appeals has created a need for additional experienced staff. This is being/to be met by bought-in staff. In addition, a number of vacancies exist leading to a projected underspend against in-house staffing budgets however difficulties experienced in recruiting to these posts has meant that they have had to be filled on a temporary basis by bought-in staff. These

additional costs are notionally being offset by expected overachievement of income in the year – see comments under the section on Income. In order to address this situation, a request for a virement between staffing and income budgets is included in the Medium-Term Financial Strategy report which is included as a separate item on this Cabinet agenda.

The approved budget provided for a **corporate efficiency target** which in previous years has been achieved from in-year staffing variances. The amount included in the budget for 2018/19 was £200,000, which based on this quarter's review will not be achieved and results in an overall projected staffing variance for the year of £236,000. The virement requested, if approved, will reduce this variance to £49,000.

Other Service Expenditure

In total there is a projected overspend against non-staffing expenditure budgets of £136,000. The main service areas contributing to this position are:

- **Operations: Waste Management (+£199,000)** - increased costs are forecast on gate fees payable to the Council's material recovery facility (MRF) operator, the price of which is linked to market indices and subject to quarterly review. The budget was set based on an assumed fee of £24.36 per tonne (based on Q3 17/18), whereas the price increased at Quarter 1 and Quarter 2 to £58.14 and £40.36 per tonne, respectively. The cumulative effect of these price changes has resulted in a projected overspend of £220,000 for the year. In addition, vehicle fuel costs have shown an increase over the Q1 period, with the average price per litre over 10% higher than assumed in the budget. The forecast for the year is therefore an additional cost of £41,000 above budget. However, partially offsetting these two issues are savings on the cost of recycling and residual waste sacks (a mix of usage and lower cost); lower operating costs of the clinical waste service; and lower operating costs of the Cordons Farm waste transfer site.
- **Sustainable Development: Development Management (+£46,000)** – As reported under staffing, the service is currently experiencing an increased number of planning applications of a type which has meant additional specialist support is required from external providers to carry out work on matters such as viability assessments, urban design advice, landscape impact assessments, etc.
- **Finance: Housing Benefits (-£70,000)** – The budget for the net cost of Housing Benefits to the Council is £389,000, which is calculated from an estimate of payments to individuals of around £39million, and an assumed 99% cost recovery rate through subsidy from the Department for Works and Pensions. The recovery rate is now estimated to be higher at 99.12% based on the outturn for 2017/18, coupled with a revised estimate of payments to individuals of circa £34million, which is 12% lower than budgeted (10% less than the actual payments for 2017/18). The combined effect of these two factors have resulted in a forecast underspend for the year of £70,000.

External Income

A significant proportion of the Council's budget is reliant on external income. Grants and subsidies from government, alongside income from business rates are major elements, totalling over £45 million. These income streams are either fairly predictable as they are determined at the start of the year as part of the annual Local Government Finance Settlement; or variations can be largely offset by commensurate changes in expenditure, e.g. subsidy received on housing benefits is related to the level of payments made.

The amount of business rates ultimately retained by the Council depends on the actual amounts collectable (taking into account changes in the Valuation List, exemptions and reliefs granted,

and provisions for non-collection and rating appeals). Variances are accounted for via the Collection Fund and taken into account when determining future budgets and council tax setting. Fluctuations from those elements which have a direct impact on the General Fund revenue account, e.g. the levy payable on growth or grants received from Government to fund certain discretionary reliefs, are managed via the Business Rate Retention reserve.

As a participant in the Essex Business Rates Pool the Council is entitled to a share of the extra business rates retained “locally” which will be rebated against the 2018/19 levy. The final determination and receipt of the actual amount of the Council’s share will be made after year-end returns have been collated from each of the participating authorities. At the start of the year it was anticipated that Braintree’s share for 2018/19 could be around £560,000. The benefits received from being a member of the Pool have to date been held in the Business Rate Retention reserve.

Other external income for which the Council has budgeted £15.119 million comes from a variety of sources that are subject to external demands and other influences, meaning these are more susceptible to variations against budget. It is currently forecast that services will over achieve against their income budgets by a net £285,000, as shown in the table below:

Service	Updated Budget £000	Joint Financing	Sales, Fees & Charges	Rents	Other Income	Total	RAG Status
		5,286	5,375	2,835	1,623	15,119	
Asset Management	2,873	-	11	(149)	-	(138)	G
Business Solutions	23	(1)	-	-	-	(1)	G
Community Services	209	-	18	-	(3)	15	A
Corporate Management Plan	-	-	-	-	-	-	G
Economic Development	-	-	-	-	-	-	G
Environment & Leisure	1,312	1	14	-	(12)	3	A
Finance	2,457	(21)	-	-	(71)	(92)	G
Governance	306	-	78	-	-	78	G
Housing Services	46	(1)	-	-	-	(1)	G
Human Resources	-	-	-	-	-	-	G
Marketing & Communications	118	25	14	-	(28)	11	A
Operations	5,169	4	56	15	(16)	59	A
Strategic Investment	107	-	-	-	-	-	G
Sustainable Development	1,253	-	(201)	-	-	(201)	G
Service Total	13,873	7	(10)	(134)	(130)	(267)	G
Corporate Financing	1,246	(18)	-	-	-	(18)	G
Total	15,119	(11)	(10)	(134)	(130)	(285)	G

RAG Status: G = positive or nil variance, A = up to 5% adverse variance or <£50k, R = adverse variance greater than 5% and >£50k at Individual Business Plan level

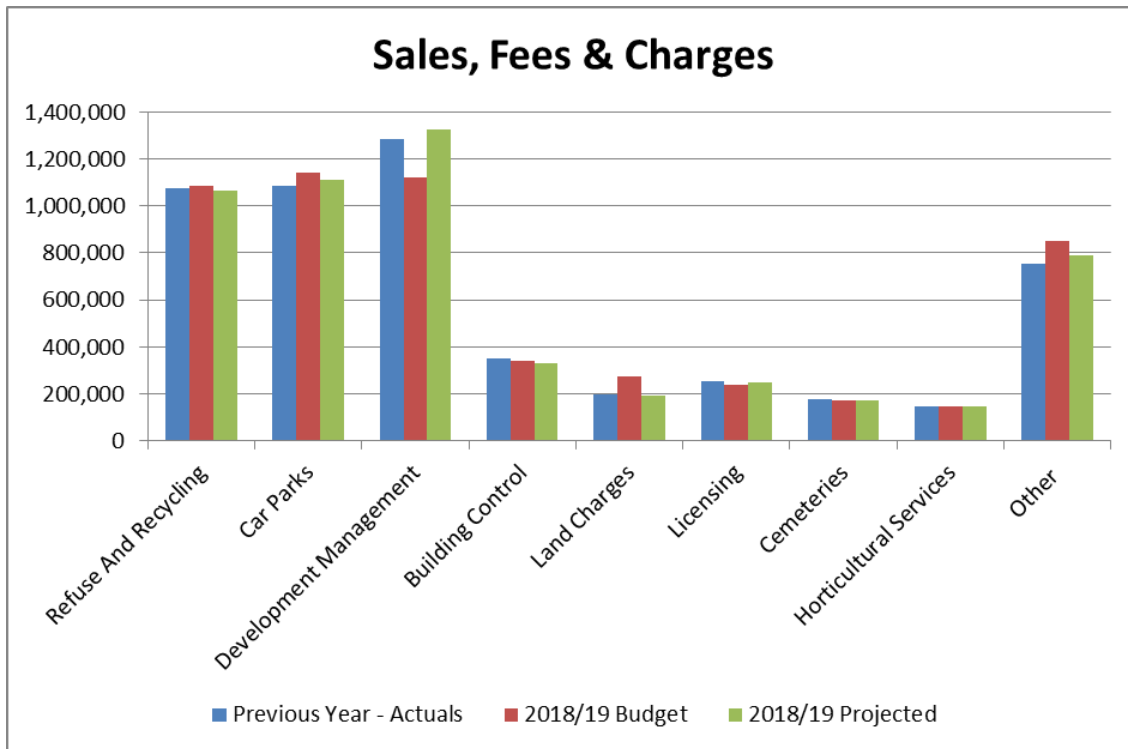
Joint Financing & Other Reimbursements

The total budget for income from joint financing and other reimbursements is £5.286 million, the main sources of which are: Essex County Council contributions towards service costs (£2.345 million); estimated benefit from the Essex Business Rate Pool (£560,000); Council Tax sharing and investment agreement with the major precepting bodies (£625,000); housing benefit overpayment recoveries and local tax costs recovered (£803,000); and subscriptions to the Procurement Hub (£359,000).

At Q1 a small variance for the year is predicted of £11,000 across all services.

Sales, Fees & Charges

The budget for income from sales, fees & charges is £5.375 million which is projected to be over achieved by a net £10,000. The following chart shows the main income streams:



Commentary on Fees and Charges:

- Car Parks:** New tariff charges were introduced with effect from April 2018. Initial figures show an increase in income but not to the extent originally envisaged, leading to a projected shortfall of £32,000 against the higher budget approved. As there could be some initial adverse reaction it is possibly too soon to gauge the long-term impact of the new charges. The position will continue to be monitored over the coming months.
- Development Management:** Planning application income received up to the end of June was £315,000, a similar level to last year. Based on historical trends, the projection for the whole of 2018/19 is £1.3 million (last year actual was £1.267 million). The budget for fee income is £1.112million, which includes an allowance for the estimated impact of a 20% increase in fees introduced in January 2018, as part of an agreement with Government to reinvest any additional income into the planning service. The current position is, therefore, a projected over achievement of income for the year of £188,000. The higher number and complexity of applications received has also meant there is an increased cost projected for staffing and other external support.
- Local Land Charges:** Income from search fees at the end of June was £48,000 which is around 17% lower than last year for the same period. The number of full searches are down by 18%, and free of charge viewings, mainly by personal search companies, have increased by 9%. The overall downturn in the number of searches appears to be in line with reduced activity in the housing market. The combined effect is a projection of income of £194,000 compared to the budget of £272,000, a potential shortfall of £78,000. The approved budget included an increase of £50,000 to reflect a price increase introduced to recoup the additional costs faced by the Council for digital enhancement of land search information in preparation for data migration to Land Registry. Whilst there is no set date for this transfer the digital enhancement work is still required, albeit it is progressing at a slower pace and utilising some internal resources, thereby leading to a potential underspend on this work of £10,000 in 2018/19.
- Other Income - Marketing and Communications:** The total budget for sponsorship and advertising income is £93,000. Currently the post of Sponsorship Officer is vacant and not expected to be filled until November at the earliest. Consequently, a shortfall is currently projected of £51,000 (-£26,000 from sponsorship; and -£25,000 from the sale of

advertising). Income generation across a number of the Council's services is one of the work streams currently being reviewed by the Commercial Manager.

Rental Income

The budget for rental income from land & property is £2.835million – comprising the investment & commercial property portfolio, markets, housing properties, and other let properties. The current projected outturn for the year is a net over achievement of £134,000.

Commentary on Rental Income:

- **Asset Management:** Following the closure of Ignite Business in May 2018, the Council has taken back responsibility for the management and letting of the former Ignite House at the Springwood Industrial Estate, as well as the Corner House in Braintree town. With the addition of the grow-on units being developed by the Council at Springwood, along with the anticipated transfer to the Council of Osier House in Sible Hedingham, there is a projected increase in net rental income of £90,000 (after allowing for some additional staffing costs). In addition, following the completion of tenancy agreement during last year, Causeway House is currently fully let leading to higher rental income than was originally budgeted of £37,000. Other additional income is expected from existing commercial and non-commercial properties totalling £22,000.
- **Operations – Markets:** A promotion of reduced rates to market traders has been introduced in an attempt to increase the number of stalls; however, as yet demand does not appear to have increased sufficiently to generate the budgeted level of income (£80,000) leading to a shortfall of income of £15,000 being predicted for the year.

Other Service & Corporate Income

Total budgeted Other Income is £1.623million of which £618,000 is internal recharges including staffing costs that are expected to be charged against capital projects (£314,000). Other external income includes the following streams:

- **Investment & Other Interest Income:** The budgeted amount is £843,000, which is expected to be achieved, principally through the Council's treasury management investments, including in long-term equity and property funds.
- **Solar Panel Feed-in-Tariffs:** the budget provides for an expected £93,000 of income from investment in solar panels at various Council facilities.

The overall projection is for Other Income to be over achieved by £130,000, mainly due to a number of unbudgeted government grants (£61,000) and increased work undertaken by the graphics and reprographics team (£40,000).

Treasury Management

The Council's treasury management activity for the quarter is summarised in the table below:

Amount Invested at start of the year	Activity to the end June		Amount Invested at end of the quarter
	New Investments	Investments Sold or Matured	
£42.26m	£34.27m	£18.00m	£58.53m
Average amount invested for the period			£56.81m
Highest amount invested			£61.46m

The Council has £16 million invested for the long-term spread across a mixture of property and equity funds. Remaining investments have been in short-term instruments including call accounts and term deposits with UK and Non-UK financial institutions, deposits with other local authorities, and Money Market Funds (MMF).

Interest and dividends earned to the end of the quarter total £275,000, which is equivalent to an annualised rate of return of 1.94%:

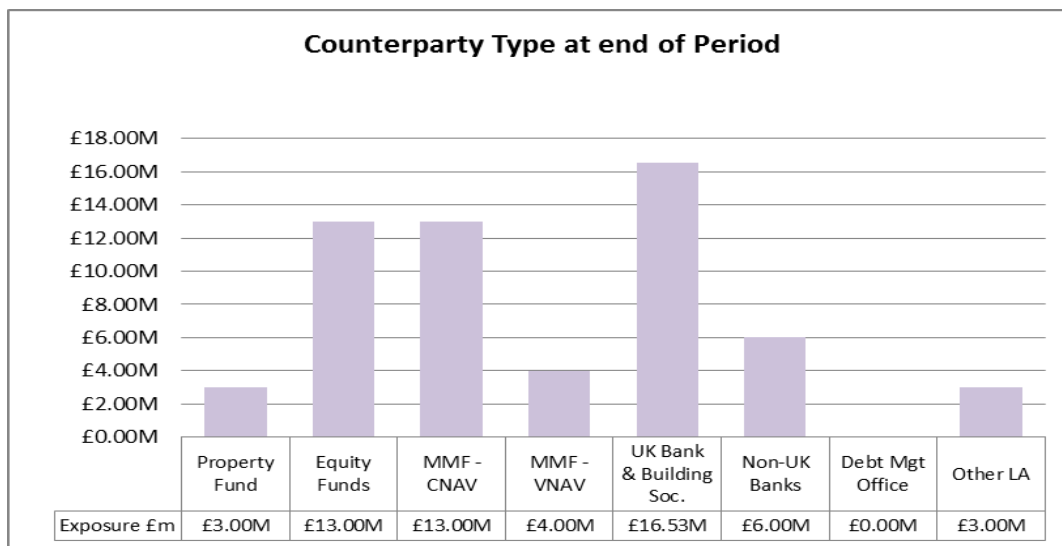
Investments	Average Amount Invested	Interest & Dividends Earned	Annualised Return %
Long-Term Pooled Funds	£16.00m	£217,000	5.43%
Short-Term	£40.81m	£58,000	0.57%
Total	£56.81m	£275,000	1.94%

Investment returns have been increased by the dividend income earned from long-term investments. In addition, being exposed to equities and property, the value of these funds fluctuate based on prevailing market conditions. At the end of the quarter the market valuation for all the long-term pooled funds was £17.974 million, representing an unrealised gain of £1.974 million on the original amounts invested.

Market Commentary

The Financial Times Stock Exchange (FTSE) 100 index bounced back after plummeting below 7000 during the first quarter of the 2018 calendar year, finishing Q1 of the financial year 2018/19 at 7610. Money market rates remained low: 1-month, 3-month, and 12 month London Inter-Bank Bid (LIBID) rates averaged 0.38%, 0.55% and 0.84% in the quarter respectively.

At the end of the quarter the Council's investment portfolio comprised the following:



CNAV = Constant Net Asset Value i.e. the Fund value is expected to remain constant

VNAV = Variable Net Asset Value i.e. the Fund value and therefore amounts invested can fluctuate

General Fund Balances

General Fund balances are held for the following reasons:

- As a contingency against unforeseen events
- To meet short-term or non-recurrent one-off costs that are not provided in the base budget and/ or are incurred to achieve future savings and efficiencies.

Based on the projected outturn set out above, the movement on the General Fund balance is estimated to be:

	£'000
Balance at 1 April 2018	2,860
Add:	
Budgeted addition	228
Pension Fund triennial payment	1,411
Less:	
Projected in-year variance	(87)
Supplementary budget	(219)
Estimated Balance at 31 March 2019	4,193

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

- The budget approved by Council for 2018/19 included an anticipated addition to balances of £228,072, reflecting savings anticipated being made in advance of future years' budget shortfalls.
- The budget for 2017/18 included a one-off payment to the Pension Fund covering the period April 2017 to March 2020, which was in part funded from General Fund balances. A repayment back into balances was expected in 2018/19 and 2019/20.
- The projected outturn variance for the year would mean £87,000 less being added to balances.
- An allocation from General Fund balances was approved by Full Council in July 2018 to meet a supplementary budget request for the transitional costs of the Strategic Investment Team.

At the time the Budget was approved it was estimated that the unallocated General Fund balances would be £3.861 million at 31 March 2019. The above table indicates that the latest estimate is higher by £332,000, mainly due to the balance brought forward at April 2018 being higher as a result of the 2017/18 financial outturn.

Risks and Assumptions

The forecasts reflect service managers' "best estimate" of the predicted outturn for the year. The previous year outturn and trends in-year have been considered; however, as always, these are subject to changing circumstances and unforeseen events. Directors and service managers continue to scrutinise all expenditure commitments in light of the planned savings set out in the Medium Term Financial Strategy. External income is inherently difficult to predict as it is substantially demand led and impacted by external factors.

Planning application fee projections are based on the best information available regarding when developers are likely to submit planning applications for growth locations within the district - this could change and income could be significantly higher or lower than projected. Projections are based on historical trends and will be influenced by both the number and type of planning applications received.

The projected costs of planning appeals for the year is currently £270,000 which can be funded from the earmarked reserve brought forward at the start of the year (Balance £287,000). On this basis the reserve will almost be depleted by the end of 2018/19, and with the level of appeals and public inquiries currently being experienced, it is likely that further money will need to be set aside.

Payments made by the Council for processing its recycling material collected from households are subject to quarterly review of market indices. Consequently future gate fees may fluctuate +/-.

The budget assumes that £314,000 of staffing costs can be recharged to capital projects – this was reduced as part of the 2018/19 budget setting based on in-year monitoring of the position for 2017/18. The actual amount recharged will depend on the extent to which projects progress and staff are working on activities that can properly be treated as capital under accounting rules. The current assumption is that the budgeted level of recharges will be achieved in 2018/19.

Capital Investment

Taking into account projects which were in progress and carried forward from earlier years, new projects approved as part of the Budget agreed in February 2018, and the subsequent decisions taken by Council on some major growth and infrastructure projects, the overall capital programme currently totals in excess of £38 million. Delivery of significant projects will span a number of years, therefore, the amount expected to be spent in the current year is £12.688 million. The following table shows how much has been spent to the end of Q1.

	Profiled Spend 2018/19 £000	Actual Spend in Quarter 1 £000	Actual Spend in Quarter 1 % of 18/19 Profile
Commercial and investment property	7,436	-	0%
Manor Steet regeneration	430	43	10%
Springwood Drive business units and parking	663	161	24%
Planned maintenance to Council premises	533	37	7%
Replacement vehicles and plant	582	5	1%
Information technology systems	573	27	5%
Play areas, parks and open spaces	311	5	2%
Spa Road environmental improvements	282	4	1%
John Ray Park improvement	42	-	0%
Industrial estate improvements	116	-	0%
Museum replacement heating system	100	-	0%
Operational equipment	83	45	54%
Sports and leisure facilities improvements	40	-	0%
Cordons Farm waste transfer station	39	-	0%
Grants to registered social landlords	531	-	0%
Grants to private home owners – disabled facilities grants	613	174	28%
Capital salaries	314	79	25%
Total	12,688	580	5%

The percentage actual spend to the end of Q1 is relatively low; however, this is impacted by the inclusion in the programme of a number of commercial and investment property acquisitions which are not expected to complete until later in the year. Adjusting for these items the spend to Q1 is around 11% which is broadly in line with previous years where the rate of capital spending tends to increase in later quarters.

Capital resources

The main sources of new capital resources anticipated for the year are from the sale of Council owned assets (£3.674 million), preserved right-to-buy (RTB) receipts (£1 million) and the Council's share of the VAT shelter operating in conjunction with Greenfields Community Housing (£250,000).

Greenfields has reported that 9 RTB sales have been completed up to the end of Q1 generating approximately £1.238 million for the Council. This compares to 5 sales completed last year for the same period, and also suggests that this year's total is likely to exceed last year's 20 sales which generated £2.122 million for the Council. Greenfields have also reported two repayments of RTB discounts which adds £72,000 to the Q1 amount.

VAT shelter monies due to the Council at the end of Q1 were £64,000, which is broadly in line with what could be expected based on the full year estimate; however, Greenfields are reviewing their major works programme so this position could change at subsequent quarters.

The Council has received £862,000 grant from the Better Care Fund, which is used to fund the Council's disabled facilities grant scheme. This is an increase of £162,000 over that originally anticipated for the year.