

Scrutiny Standing Panel Agenda



Finance and Performance Management Scrutiny Panel Tuesday, 19th June, 2007

Place: Committee Room 1, Civic Offices, High Street, Epping

Time: 7.00 pm

Democratic Services Officer: A Hendry - Democratic Services Officer
Tel: 01992 564246 Email: ahendry@eppingforestdc.gov.uk

Members:

Councillors R Bassett, M Colling, J Hart, P House, D Jacobs, G Mohindra, R Morgan, Mrs P Smith, A Watts and J M Whitehouse

1. APOLOGIES FOR ABSENCE

2. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

(Head of Research and Democratic Services) To report the appointment of any substitute members for the meeting.

3. DECLARATION OF INTERESTS

(Head of Research and Democratic Services). To declare interests in any items on the agenda.

In considering whether to declare a personal or a prejudicial interest under the Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 11 of the Code in addition to the more familiar requirements.

This requires the declaration of a personal and prejudicial interest in any matter before an OS Committee which relates to a decision of or action by another Committee or Sub Committee of the Council, a Joint Committee or Joint Sub Committee in which the Council is involved and of which the Councillor is also a member.

Paragraph 11 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a matter.

4. NOTES FROM PREVIOUS MEETING - 12 FEBRUARY 2007 (Pages 5 - 10)

To consider and agree the notes of the meeting the Panel held on 12 February 2007.

5. TERMS OF REFERENCE / WORK PROGRAMME (Pages 11 - 14)

(Chairman/Lead Officer) The Overview and Scrutiny Committee has agreed the Terms of Reference of this Panel and associated Work Programme. This is attached. The Panel are asked at each meeting to review both documents.

6. KEY PERFORMANCE INDICATORS 2006/07 AND 2007/08 (Pages 15 - 26)

(Head of Human Resources and Performance Management) To consider the attached report.

7. VALUE FOR MONEY SUB-GROUP - REPORT (Pages 27 - 28)

(Head of Human Resources and Performance Management) To consider the attached report.

8. VALUE FOR MONEY IN LEISURE SERVICES (Pages 29 - 36)

(Head of Leisure Services) To consider the attached report.

9. BACKWARD LOOKING EFFICIENT STATEMENT 2006/07 (Pages 37 - 42)

(Head of Finance) To consider the attached report.

10. COUNCIL PLAN 2006-2010 - ANNUAL REVIEW (Pages 43 - 80)

(Head of Human Resources and Performance Management) To consider the attached report.

11. ESSEX LOCAL AGREEMENT - REFRESH AND QUARTERLY PROGRESS MONITORING (Pages 81 - 90)

(Head of Leisure Services and Head of Human Resources and Performance Management) To consider the attached monitoring schedule.

12. CONSULTATION PLAN AND REGISTER 2006/07 AND 2007/08 (Pages 91 - 102)

(Head of Human Resources and Performance Management) To consider the attached report.

13. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

To consider which reports are ready to be submitted to the Overview and Scrutiny Committee at its next meeting.

14. FUTURE MEETINGS

1. To consider the forward programme of meeting dates for the Panel. The proposed meeting dates are:

14 August; 13 November; 14 January 2008 and 11 February.

2. The secretary to this Panel has been approached by an officer asking that the 14 August meeting be moved forward, as he has an important report to deliver to the Panel, but was also booked to go on annual leave from 8 August. This report was initially programmed to go to the (now defunct) Customer Services and ICT Standing Panel in July 2007, but as this Panel's work was redistributed to this Panel at the end of last year, the July meeting that it was scheduled to go to was destined not to take place. To help the Panel it has been established that the following days are available if the Panel is so minded to change the date of its' next meeting:

Thursday 26 July; Tuesday 31 July and Monday 6 August.

RECOMMENDATION:

The Panel is requested to consider moving the next meeting of the Panel to any of the above dates.

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EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF FINANCE AND PERFORMANCE MANAGEMENT SCRUTINY
PANEL
HELD ON MONDAY, 12 FEBRUARY 2007
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.00 - 8.45 PM

Members Present: J M Whitehouse (Chairman), J Hart (Vice-Chairman), R Church, M Colling, Mrs A Cooper, P House and D Jacobs

Other members present:

Apologies for Absence: R Morgan

Officers Present T Tidey (Head of Human Resources and Performance Management), A Hall (Head of Housing Services), J Akerman (Chief Internal Auditor), P Maddock (Assistant Head of Finance), S Tautz (Performance Improvement Manager), A Akhrif (Trainee Performance Improvement Officer) and A Hendry (Democratic Services Officer)

Also in attendance:

35. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

The Panel noted that there were no Substitute members.

36. DECLARATION OF INTERESTS

There were no declarations of interests.

Councillor Mrs Cooper requested that her comment that she did not wish to continue as a member of this Panel be included in the minutes.

37. NOTES FROM PREVIOUS MEETING - 15 JANUARY 2007

The notes of the previous meeting, held on 15 January 2007, were agreed.

38. TERMS OF REFERENCE / WORK PROGRAMME

The current work programme was noted.

39. QUARTER 3 KPI MONITORING

The Panel noted that this was the third quarter when the new performance monitoring system had been used to provide information on KPI's. It was noted that at present the Council was not meeting about two thirds of the KPI targets. It would need to meet about 50%.

On the specific KPI's the following questions were asked:

BV008 – Percentage of Invoices Paid on time: noted that the target of 99.2% was very high and there would be some difficulty in meeting it. Although, it must be assumed that some councils were meeting it, it may be there was a need to further analyse our performance.

BV009 – Percentage of Council Tax Collected: noted that we would have to wait until the end of the year to know if we had achieved this target. Also, under 'Target met for 2005/06' it should read 'Yes' not 'No'.

BV010 – Percentage of non-domestic rates collected: Again this is a very high target (99.2%) and it would be a close thing for us to achieve this target at the end of the year.

BV012 – Working Days Lost Due to Sickness Absence: The Panel noted that we would not meet this target by the end of the year.

BV078b – Speed of Processing: Change in circumstances for HB/CTB Claims: Noted that this target was unrealistic. The Local Authorities Association was evaluating this as a target and found that a lot of authorities that reported that they had met this target had in fact not met it. A more realistic target would be 11 or 12 days.

BV091a – Kerbside Collection of Recyclables (one recyclable): Noted that the target should be reset to take in flats and other non-standard residences. By 2010 the Council would need meet a 100% target, so our strategy would need to be developed by then.

BV109a – Planning Applications: Major Applications: Noted it was a close run thing to meet this target. Also the description says it is "determined in a timely manner" this was a vague phrase and it should be replace (wherever it occurs) by a definite time period, eight weeks was said to be the time frame planning was working to. If so, eight weeks should be the period specified.

BV166a&b – Environmental Health & Trading Standards Checklist: The Panel noted that this target was unlikely to be achieved this year.

BV170a – Visits to and use of Museums (and Galleries): all visits: It was noted that the target had jumped from 309 in 2005/06 to 811 in 2006/07 a significant jump to happen in just one year. Also the Panel would like clarification as to what 811 means, is it per 1,000 of the population or total of population?

BV183b – the average length of stay in hostel accommodation of households that are unintentionally homeless and in priority: noted that our period is reducing from 20 to 19 weeks. However, it was also noted that this is a nonsense target as not all Local Authorities have hostels.

BV199a – Local Street and Environmental Cleanliness – Litter and Detritus: It was asked that our own internal indicators used to monitor our contractors should be used as targets.

BV204 – Planning appeals: It was uncertain that we would meet this target. It was noted that responsibility for performance against this indicator could be shared between the planning Sub-Committee and the delegated officer decisions. The Panel wished that a written explanation as to the circumstances why this target might not be met, be put into the members bulletin.

BV212 - The average time to re-let Local Authority Housing: noted that when Choice Based Letting is introduced in the autumn it would improve the situation. Also that the turnaround time for repairing empty properties for the next occupant would improve once the staff recruiting problems of the works unit are addressed.

H15a – the number of affordable homes completed and ready for occupation during the year: noted that the target would not be met. The problem was the lack of land for building on. There are however about 430 potential houses in the pipeline depending, among other factors, the outcome of the East of England plan.

The Panel noted that CEM1a, CEM1b, CEM1c, CEM1d, CEM1e, CEM1f, CEM1g and EH6 are all new indicators and need to be run for a year before meaningful targets could be set, and that it would be inappropriate to set targets for some of the indicators (e.g. number of tickets issued).

RESOLVED:

That the Panel considered the Council's Performance for the first nine months of 2006/07 in relation to those Key Performance Indicators.

That the appropriate officer provide members with an explanation of BV170a.

That the Head of Planning Services place in the Member's bulletin an explanation of why the target for BV 204 might not be met.

40. BVPP SUMMARY 2007/08

The Panel considered and noted the Best Value Performance Plan 2007/08.

RESOLVED:

- (1) That this Panel agree the summary of the Best Value Performance Plan for 2007/08, but that the wording of the final section be reconsidered to avoid jargon and remove items of purely internal interest; and
- (2) That the proposed arrangement that for consideration of the full version of the Best Value Performance Plan for 2007/08, that is a complete version of the draft Plan be individually circulated for comment to all members of the Scrutiny Panel early in the municipal year with any comments being reported to the Cabinet at its first meeting in June, be agreed.

41. COUNCIL PLAN / LOCAL AREA AGREEMENT - PERFORMANCE MONITORING ARRANGEMENTS

The Head of Human Resources and Performance Management introduced this report. The Panel noted that they had received reports over the last year in connection with the adoption or review of the following corporate strategies:

- The Council Plan for 2006 to 2010;
- The Comprehensive Performance Assessment (CPA) Improvement Plan; and
- The Essex Local Area Agreement (LAA)

These documents contained a range of objectives and targets to be achieved over the short to medium-term. Progress towards the completion of these actions were to be monitored by this Scrutiny Panel in line with its other performance management and monitoring functions.

Given the range of actions/policies to be monitored the panel debated whether they should focus down and only receive exception reports, highlighting things that had not gone to plan rather than receiving general updating quarterly reports.

RESOLVED:

- (1) That the Scrutiny Panel note arrangements for the future monitoring and reporting of performance against targets and objectives contained in the Council Plan for 2006 to 2010, the Comprehensive Performance Assessment Improvement Plan, and the Council's priorities within the Local Area Agreement for Essex; and
- (2) That the Panel only receives exception reports highlighting the things not meeting the standards and targets as set out in the above mentioned plans and strategies.

42. DRAFT INTERNAL AUDIT PLAN 2007/08

The Chief Internal Auditor introduced the covering report on the Draft Internal Audit Plan for 2007/08, which was being submitted to this committee as part of the members consultation. The Plan would be submitted to the Finance and Performance Management Cabinet Committee in March and Cabinet for approval during April. He then took the Panel through the Internal Audit Business Plan for 2007/08 pointing out that it had been consulted upon with Heads of Service, and that all the main finance systems would be covered in accordance with Audit Commission requirements.

RESOLVED:

The committee noted and agreed the Draft Internal Audit Plan for 2007/08.

43. QUARTERLY FINANCIAL MONITORING REPORT

The Assistant Head of Finance introduced the report on financial monitoring on key areas of income and expenditure for each portfolio for the third quarter of 2006/07, covering the period from 1 April to 31 December 2006.

The Panel noted that:

- the table on salary monitoring showed that in some areas there were areas of underspend in excess of 10%;
- there had been no comments from individual portfolio holders;
- the underspends in annex 5 (Customer Services, Media & Communications & ICT) should clear by the years end;
- that for annex 8 (Planning & Economic Development) much of the underspends has been rephrased into 2007/08; and
- there was an overspend in Environmental Protection (annex 13) – a report will be going to Cabinet to explain why.

The Panel asked why the Loughton High Road, Town Centre Enhancement was 58% above target, the assistant Head of Finance said he would find out why and would report back.

RESOLVED:

That the Panel noted the Revenue and Capital Financial Monitoring report for the Third quarter of 2006/07

44. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

To report back to the Overview and Scrutiny Committee that the Panel had completed its work programme for this year.

45. FUTURE MEETINGS

The Panel noted that this was the last programmed meeting for this municipal year.

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TERMS OF REFERENCE - STANDING PANEL

Title: Finance and Performance Management (incorporating work from the Customer Services and ICT Standing Panel)

Status: Standing Panel

Terms of Reference:

Performance Management

1. To review Best Value Performance Indicator (BVPI) and Local Performance Indicator (LPI) outturns for the previous year at the commencement of each municipal year, and to determine the following on an annual basis:
 - (a) The criteria for deciding which BVPIs and LPIs should be formally monitored by the Panel throughout the remainder of the year, based upon the 'traffic light' system of performance reporting, Comprehensive Performance Assessment improvements, and existing council and member priorities;
 - (b) A 'basket' of priority BVPIs and LPIs, performance against which will be reported to the Panel throughout the year;
 - (c) The monitoring frequency of those priority BVPIs and LPIs identified by the Panel;
 - (d) Arrangements for the wider member reporting and monitoring of performance against those BVPIs and LPIs that are not contained in the Panel's 'basket' of high priority indicators;
2. To consider proposals and make recommendations for corrective action in relation to poorly performing BVPIs and LPIs;

Best Value Performance Plan

3. To consider and make recommendations as appropriate on the format and content of the Council's annual Best Value Performance Plan;

Council Plan

4. To undertake a full review of the existing Council Plan and to make recommendations to the Cabinet on the overall strategic vision to be adopted, within the context of how the authority intends to prioritise resources and develop services in the medium term;

Public Consultation

5. To develop arrangements to directly engage the community in commenting on and shaping the future direction of services to make them more responsive to local needs, including the development of proposals for effective consultation through an

annual community conference;

6. To annually review the consultation exercises undertaken by the council over the previous year.

Finance

7. To consider the draft budgets for each portfolio and in so doing to evaluate and rank proposals for either enhancing or reducing services. Members will need to ensure consistency between wider policy objectives and financial demands.
8. To consider financial monitoring reports on key areas of income and expenditure for each portfolio.

Customer Services and ICT

9. The Panel to consider feedback from the Customers Services Working Group to ensure that the Panel is kept up to date on current customer service activities across all service areas.
10. To monitor and review progress on the implementation of all major ICT systems:
 - Review of the Web-Casting System.

| <i>Finance and Performance Management Standing Panel</i> | | |
|--|----------------|---|
| (1) Best Value Performance Plan 2007/08 | | Summary BVPP considered on 12 February 2007. Arrangements for consideration of Full BVPP agreed on 12 February 2007. |
| (2) Key Performance Indicators - Quarterly Monitoring | Ongoing | Underway Third Quarter information considered on 12 February 2007. |
| (3) Quarterly Financial Monitoring | Ongoing | Underway: Third Quarter information was considered on 12 February 2007. |
| (4) Performance (Services to be scrutinised in Rotation) | Ongoing | Underway |
| (5) Local Area Agreement – Performance Monitoring | Ongoing | Underway: Quarterly performance monitoring to commence from start of 2007/08 municipal year. |
| (6) Council Plan 2006-2010 – Performance Monitoring | | Publication of Council Plan completed . Annual performance monitoring to commence from start of 2007/08 municipal year |
| (7) Annual Value for Money Analysis | Ongoing | Underway: Sub-Group set up to consider VFM Analysis for 2006/07. Sub-Group met on 8 March 2007 to consider the analysis and propose areas for possible Task and Finish Panels. |
| (8) CPA Improvement Plan – Performance Monitoring | | Review of Improvement Plan completed on 14 November 2006. Quarterly performance monitoring of outstanding actions to commence from start of 2007/08 municipal year |
| (9) Annual Consultation Plan | | Consultation Plan to be considered at first meeting of each municipal year - June 2007 |
| (10) Land Assets – Performance | | Added to Programme at OSC meeting on 1 Feb.07. |
| (11) Value for Money in Leisure Services | | Added to Programme at last meeting. |

19 June,
14 August,
13 November 2007,
14 January,
11 February 2008

| | | | |
|---|------------------------|--|--|
| (12) *Customer Contact Centre | Ongoing see (14) below | Proposed Progress reports on Customer Services Transformation Programme to every meeting | |
| (13) *Webcasting Project | July 2007 | Further evaluation to be presented at July 2007 mtg. Project agreed to continue pending evaluation | |
| (14) *Customer Services Working Group feedback * = items previously under disbanded Customer and ICT Panel | April 2007 | New Item | |

Report to: Finance and Performance Management Scrutiny Panel

Date of Meeting: 19 June 2007



Portfolio: Finance, Performance Management and Corporate Support Services

Subject: Key Performance Indicators 2006/07 and 2007/08

Officer contact for further information: S. Tautz (Ext 4180)

Democratic Services Officer: A. Hendry (Ext 4246)

Recommendations:

- (1) That the Council's performance in relation to Best Value Performance Indicators (BVPIs) and Local Performance Indicators (LPIs) for 2006/07, be noted;**
- (2) That subject to the concurrence of the Cabinet:**
 - (a) the Council's Key Performance Indicators (KPIs) for 2006/07 be readopted for 2007/08, with the exception of BVPI 164 (Race Equality in Housing), BVPI 183(a) (Length of stay in Bed and Breakfast accommodation) and LPI CEM1 (Penalty Charge Notices for Car Parking); and**
 - (b) a target be set for at least 75% of the KPIs to achieve top quartile (or other appropriate target) performance for 2007/08;**
- (3) That, subject to recommendation (2)(a) above, the Scrutiny Panel identify any additional BVPIs or LPIs to be recommended to the Cabinet for adoption as KPIs for 2007/08; and**
- (4) That the Scrutiny Panel consider the Council's current rate of progress in securing performance improvement, and identify options for achieving increased improvement across the range of services and functions measured by the current BVPI suite, and recommend to the Cabinet accordingly.**

Report:

Background

1. (Head of Human Resources and Performance Management) A range of 52 Key Performance Indicators (KPIs) for 2006/07 was adopted by the Cabinet at its meeting on 10 July 2006. The KPIs are crucial to the Council's core business and its corporate priorities, and comprise a mixture of both Best Value and Local Performance Indicators (BVPIs/LPIs). The aim of the indicators is to focus improvement actions on key areas and to move performance against each into the top quartile (the performance levels of the top 25% of local

authorities against each indicator) of local authorities where appropriate, and to then maintain or improve further on that level of performance.

2. Targets for each KPI have traditionally been based on the most recently available national performance information published by the Audit Commission. In the case of the KPIs for 2006/07, targets were based on audited national performance information for 2004/05 that had been published by the Commission in February 2006. The setting of KPI targets on this basis results in current performance being measured against two year old quartiles and, whilst providing challenging targets for achievement, the Audit Commission's assessment of the Council's performance will always measure it against the performance of other local authorities in the same year. On the adoption of the KPIs for 2006/07, the Cabinet set a target that at least 50% should achieve top quartile status by the end of the year.

3. Annual improvement plans are produced for each of the KPIs to reflect year on year changes, which also contain details of service costs and feed into the Council's annual value for money analysis. Progress in achieving top quartile performance in respect of the KPIs is reported to the Finance and Performance Management Scrutiny Panel and the relevant Portfolio Holder at the conclusion of each quarter. Details of performance against all BVPIs and LPIs (including the KPIs) are also deposited in the Members' Room at the end of each quarter.

Key Performance Indicators 2006/07

4. A schedule detailing the performance against BVPIs and LPIs (including those indicators also designated as KPIs), for the period from 1 April 2006 to 31 March 2007, is attached as Appendix 1 to this report. Members are asked to note that performance targets have not been set for any of the KPIs relating to the issue of Penalty Charge Notices for on-street and off-street car parking (LPI CEM1 (a)-(g)), as local authorities are encouraged not to set targets for the issue of Penalty Charge Notices.

5. The Scrutiny Panel is requested to consider the Council's performance for 2006/07 in relation to the BVPIs and LPIs. Appendix 1 illustrates performance for each indicator in red shading where targets were not achieved and in green shading where targets were met. Additionally, the schedule also highlights in amber shading, those indicators where, whilst targets were not met for the year, outturn performance fell within 5% of the respective target.

6. The overall year-end position with regard to the achievement of top quartile (or other relevant) targets set for 44 of the KPIs (excluding the 7 indicators comprising LPI CEM1 for which performance cannot be measured against targets, and BVPI 184(a) (Non-decent dwellings) that reflects a base-line position brought forward from the preceding year) is as follows:

- (a) 23 (52%) achieved the performance target for 2006/07;
- (b) 6 (14%) did not achieve the performance target for 2006/07, although outturn performance was within 5% of the target for the year; and
- (c) 15 (34%) did not achieve the performance target for 2006/07 and outturn performance was not within 5% of the target for the year.

7. The Scrutiny Panel is requested to note the Council's performance in relation to its KPIs for 2006/07. Relevant Heads of Service will be in attendance at the meeting to respond members' questions in respect of current performance against specific indicators and targets.

Key Performance Indicators 2007/08

8. Management Board has recently considered outturn performance against the KPIs for 2006/07, and recommends that LPI CEM1, which measures various issues relating to the issue of Penalty Charge Notices (PCNs) for on and off-street car parking, should be deleted

as a KPI and LPI for 2007/08 and future years. Although this indicator was adopted at the request of the Scrutiny Panel, local authorities are encouraged not to set targets for the issue of PCNs, and it is considered that the indicator therefore serves little purpose other than to establish trends in relation to car parking. Subject to the agreement of the deletion of this indicator, the Head of Environmental Services will ensure that the information previously collected by the indicator is made available to members on a regular basis, possibly through a quarterly report in the Council Bulletin.

9. In addition, the Department for Communities and Local Government has recently advised local authorities that the following BVPIs have been deleted with effect from April 2007:

- BVPI 17(b) - Economically active population from ethnic minority communities;
- BVPI 76(a) - Housing Benefit claimants visited per 1,000 caseload;
- BVPI 164 - Access to social housing;
- BVPI 183(a) - Length of stay in temporary accommodation (Bed and Breakfast);
- BVPI 203 - Change in number of families in temporary accommodation;
- BVPI 214 - Repeat homelessness;
- BVPI 219(a) and (c) - Conservation Areas with published management proposals;
and
- BVPI 200(c) - Plan making.

10. BVPI 164, which measures race equality in the provision of housing services, and BVPI 183(a) which measures the length of stay in bed and breakfast accommodation, are the only current KPIs amongst these deletions, although the Cabinet had already previously agreed that BVPI 164 be deleted as a KPI from 2007/08. With the exception of these indicators and LPI CEM1 (Car Parking), it is recommended that the existing KPI set be readopted for 2007/08. The Scrutiny Panel is however also requested to identify any additional Best Value or Local Performance Indicators that it wishes to recommend to the Cabinet for adoption as KPIs for 2007/08.

11. As the Council's target of achieving top-quartile status (based on outturns for 2004/05) for at least 50% of the KPIs has been achieved for 2006/07, assessment of the Council's performance should look for further improvement in 2007/08 and beyond. Management Board has considered the Council's performance against the KPIs for the year, and recommends that a target be set for at least 75% of the KPIs to achieve top quartile (or other appropriate target) performance for 2007/08.

12. Notwithstanding the achievement of performance targets for 52% of the KPIs for 2006/07, members are reminded that the Audit Commission has previously reported that the Council's current rate of performance improvement is slower than that of comparable local authorities. In order to address the concerns of the Commission in this respect, Management Board considers that the Scrutiny Panel and the Cabinet should consider the Council's current rate of progress in securing performance improvement, and identify options for achieving increased improvement across the range of services and functions measured by the current BVPI suite, whilst recognising that the provision of additional targeted resources will be likely to be necessary to focus on sustaining improvement in specific areas.

13. The views of the Scrutiny Panel in respect of the adoption of KPIs for 2007/08 and options for securing further BVPI improvement will be reported to the Cabinet at its meeting on 16 July 2007.

Reason for Decision:

14. To ensure that the Council monitors progress against its aim of achieving top quartile district council performance of 50% of its key performance indicators for 2006/07, and that proposals for corrective action are considered in respect of areas of current under-performance.

Options Considered and Rejected:

15. None. The Council has previously agreed arrangements for monitoring progress against the achievement of targets set for the Key Performance Indicators and other BVPIs and LPIs.

Consultation Undertaken:

16. The performance information compiled in this report has been submitted by each appropriate Head of Service. Outturn performance for 2006/07 and proposals for the adoption of KPIs for 2007/08 have been considered by Management Board and will be considered by the Cabinet at its meeting on 16 July 2007.

Resource Implications:

Budget/Personnel/Land: The respective Head of Service will identify the resource requirements for any proposals for corrective action in respect of KPI areas of current under-performance set out in this report.

Council Plan/BVPP Reference: Council Plan 2006-2010 Section 8 – ‘How We Measure Our Achievements’.

Relevant Statutory Powers: None

Background Papers: None

Environmental/Human Rights Act/Crime and Disorder Act Implications: As set out in respective performance reports for individual KPIs.

Key Decision Reference: (if required) None

BEST VALUE/LOCAL PERFORMANCE INDICATORS - OUTTURNS 2006/07

| | |
|------------------------|---|
| TARGET 2006/07 | Performance target for 2006/07 |
| OUTTURN 2006/07 | Performance outturn for 2006/07 |
| TOP QUARTILE? | Illustration of performance for 2006/07 against district top quartiles for 2005/06 (Quartiles set for BVPIs only) |
| OUTTURN 2005/06 | Illustration of performance improvement (or otherwise) between 2005/06 and 2006/07 |
| RED | Outturn performance target not met for 2006/07 |
| AMBER | Outturn performance for 2006/07 not met, but outturn within 5.00% of target |
| GREEN | Outturn performance target met for 2006/07 |

Community Wellbeing Portfolio

| PI (AND KPI) REF | SUMMARY DEFINITION AND POLARITY INDICATOR (GOOD PERFORMANCE IS AN OUTTURN HIGHER OR LOWER THAN TARGET) | TARGET 2006/07 | OUTTURN 2006/07 | TOP QUARTILE? | OUTTURN 2005/06 | TRAFFIC LIGHT 2006/07 |
|------------------|--|----------------|-----------------|------------------|-----------------|-----------------------|
| BV2a | The level of the Equality Standard for Local Government (HIGH) | Level 1 | Level 1 | Quartile not set | Level 1 | GREEN |
| KPI BV2b | The quality the Race Equality Scheme (HIGH) | 63.00% | 89.00% | Yes | 53.00% | GREEN |
| BV126 | Domestic burglaries per 1,000 households (LOW) | 12.97 | 14.09 | No | 16.67 | RED |
| BV127a | Violent crimes per 1,000 population (LOW) | 13.93 | 13.79 | No | 13.92 | GREEN |
| BV127b | Robberies per 1,000 population (LOW) | 0.71 | 1.28 | Yes | 1.49 | RED |
| BV128 | Vehicle crimes per 1,000 population | 12.19 | 13.93 | No | 14.86 | RED |
| KPI BV156 | Disabled access to the authority's buildings (HIGH) | 76.90% | 83.33% | Quartile not set | 76.90% | GREEN |
| BV174 | Racial incidents per 1,000 population (LOW) | 134.83 | 119.94 | Quartile not set | 105.06 | GREEN |
| KPI BV175 | Racial incidents resulting in further action (HIGH) | 100.00% | 100.00% | Quartile not set | 100.00% | GREEN |
| BV225 | Performance against action against violence checklist (HIGH) | 75.00% | No data | Quartile not set | No data | No data |

| | | | | | | |
|--------------------|---|----------|---------------|------------------|-------------|-------|
| BV226a | Expenditure on legal and advice services provided by external organisations (N/A) | £136,580 | £136,580 | Quartile not set | £133,250.00 | GREEN |
| BV226b | Percentage of expenditure on legal and advice services provided by external organisations holding the CLS Quality Mark (HIGH) | 100.00% | 78.00% | Quartile not set | 77.00% | RED |
| BV226c | Expenditure on housing, benefits, welfare, and consumer matters advice and guidance services provided by the Council (N/A) | Not set | Not collected | Quartile not set | No data | N/A |
| KPI LPI EH6 | Licence applications processed within statutory periods (HIGH) | 100.00% | 98.30% | N/A | 95.90% | AMBER |

Housing Portfolio

| PI (AND KPI) REF | SUMMARY DEFINITION AND POLARITY INDICATOR (GOOD PERFORMANCE IS AN OUTTURN HIGHER OR LOWER THAN TARGET) | TARGET 2006/07 | OUTTURN 2006/07 | TOP QUARTILE? | OUTTURN 2005/06 | TRAFFIC LIGHT 2006/07 |
|--------------------|---|----------------|-----------------|------------------|-----------------|-----------------------|
| KPI BV63 | The average SAP rating of the Council's dwellings (HIGH) | 67.00 | 66.00 | Quartile not set | 65.00 | AMBER |
| BV64 | Private vacant dwellings returned to occupation or demolished as a result of action by the Council (HIGH) | 25.00 | 0.00 | Quartile not set | 0.00 | RED |
| KPI BV66a | Rent collected as a proportion of rents owed on housing revenue account dwellings (HIGH) | 98.74% | 98.83% | Quartile not set | 98.58% | GREEN |
| BV66b | Tenants with more than seven weeks gross rent arrears as a percentage of total tenants (LOW) | 12.00% | 8.39% | Quartile not set | 8.24% | GREEN |
| BV66c | Percentage of tenants in arrears who have been served a Notice Seeking Possession (LOW) | 20.00% | 22.34% | Quartile not set | 20.00% | RED |
| BV66d | Percentage of tenants evicted as a result of rent arrears (LOW) | 0.26% | 0.20% | Quartile not set | 0.21% | GREEN |
| KPI BV164* | Following the Commission for Racial Equality's code of practice in rented housing and the Good practice Standards for social landlords on tackling harassment (N/A) | Yes | Yes | Quartile not set | Yes | GREEN |
| KPI BV183a* | Average length of stay (weeks) in bed and breakfast accommodation of households that are unintentionally homeless and in priority need (LOW) | 0.00 | 2.67 | No | 0.00 | RED |
| KPI BV183b | Average length of stay (weeks) in hostel accommodation of households that are unintentionally homeless and in priority need (LOW) | 15.00 | 20.23 | No | 18.11 | RED |
| KPI BV184a | Proportion of Council dwellings which were non-decent at the start of the year (LOW) | N/A | 6.00% | Quartile not set | 7.31% | N/A |
| KPI BV184b | Percentage change in the proportion of non-decent Council dwellings between the start and end of the year (HIGH) | 12.50% | 10.90% | Yes | 19.50% | RED |
| BV202 | Rough sleepers (LOW) | 0-10 | 1 | Quartile not set | 1 | GREEN |
| BV203* | Percentage change in the average number of families placed in temporary accommodation (LOW) | -12.30 | -17.22 | Yes | 67.16% | GREEN |

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|------------------|---|---------|----------|------------------|------------|--------------|
| KPI BV212 | Average number of days to re-let Council dwellings (LOW) | 42.00 | 51.00 | Quartile not set | 46.00 | RED |
| BV213 | Homeless situations resolved by Housing Advice Services (HIGH) | 4.20 | 10.00 | Quartile not set | 4.00 | GREEN |
| BV214* | Proportion of repeat homeless households (HIGH) | 0.50% | 6.48% | Quartile not set | 0.50 | RED |
| LPI H1a | Former Tenant Arrears collected (HIGH) | £40,000 | £119,465 | N/A | £65,351.00 | GREEN |
| LPI H1b | Current rent arrears as proportion of rent roll (LOW) | 1.60% | 1.69% | N/A | 1.53% | RED |
| LPI H2a | Emergency repairs undertaken within target time (HIGH) | 99.00% | 99.00% | N/A | 99.00% | GREEN |
| LPI H2b | Urgent repairs undertaken within target time (HIGH) | 95.00% | 89.00% | N/A | 81.00% | RED |
| LPI H2c | Routine repairs undertaken within target time (HIGH) | 95.00% | 90.00% | N/A | 86.00% | RED |
| LPI H3 | Satisfaction with repairs (HIGH) | 97.00% | 98.00% | N/A | 98.00% | GREEN |
| LPI H10a | Average number of single homeless households placed in bed and breakfast accommodation (LOW) | 15.00 | 17.30 | N/A | 19.25 | RED |
| LPI H10b | Average number of homeless households placed in hostel accommodation (LOW) | 32.00 | 22.80 | N/A | 25.50 | GREEN |
| LPI H10c | Average number of homeless households placed in other temporary accommodation (LOW) | 130.00 | 154.30 | N/A | 170.00 | RED |
| KPI H15a | The number of affordable homes completed and ready for occupation during the year (HIGH) | 33.00 | 25.00 | N/A | 74.00 | RED |
| KPI H15b | The amount of affordable housing required as part of Section 106 Agreements signed during the year (HIGH) | 33.00% | 30.80% | N/A | 28.00% | RED |
| LPI EH2 | Response to service requests (Care and Repair) (HIGH) | 91.00% | 98.60% | N/A | 92.80% | GREEN |

* These indicators have been deleted by the Department for Communities and Local Government with effect from 2007/08

Finance, Performance Management and Corporate Support Services Portfolio

| PI (AND KPI) REF | SUMMARY DEFINITION AND POLARITY INDICATOR (GOOD PERFORMANCE IS AN OUTTURN HIGHER OR LOWER THAN TARGET) | TARGET 2006/07 | OUTTURN 2006/07 | TOP QUARTILE? | OUTTURN 2005/06 | TRAFFIC LIGHT 2006/07 |
|------------------|--|----------------|-----------------|------------------|-----------------|-----------------------|
| KPI BV8 | Percentage of invoices paid within 30 days of receipt (HIGH) | 99.20% | 96.98% | No | 93.88% | AMBER |
| KPI BV9 | Percentage of Council Tax collected (HIGH) | 98.50% | 98.20% | No | 98.02% | AMBER |
| KPI BV10 | Percentage of non-domestic rates collected (HIGH) | 99.20% | 99.01 | No | 98.86% | AMBER |
| KPI BV11a | Percentage of top-paid 5% of staff who are women (HIGH) | 28.93% | 24.81% | No | 27.00% | RED |
| KPI BV11b | Percentage of top 5% of staff from an ethnic minority (HIGH) | 1.98% | 2.89% | Yes | 2.15% | GREEN |
| KPI BV11c | Percentage of top 5% of staff who have a disability (HIGH) | 6.25% | 11.57% | Quartile not set | 8.59% | GREEN |

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|------------------|--|---------|---------|------------------|---------|--------------|
| KPI BV12 | Number of working days lost due to sickness absence (LOW) | 8.48 | 10.98 | No | 10.66 | RED |
| KPI BV14 | Percentage of employees retiring early (excluding ill-health) as a percentage of the Council's workforce (LOW) | 0.00% | 0.00% | Yes | 0.18% | GREEN |
| BV15 | Percentage of employees retiring on grounds of ill-health as a percentage of the Council's work force (LOW) | 0.35% | 0.55% | No | 0.18% | RED |
| KPI BV16a | Percentage of the Council's employees with a disability (HIGH) | 4.10% | 9.67% | Yes | 2.75% | GREEN |
| KPI BV17a | Percentage of the Council's employees from ethnic minority communities (N/A) | 2.50% | 3.78% | Yes | 4.13% | GREEN |
| BV17b* | Percentage of the economically active population from ethnic minority communities (HIGH) | Not Set | 5.15% | Quartile not set | 5.15% | N/A |
| BV76a* | Benefit claimants visited per 1,000 caseload (HIGH) | 150.00 | 215.98 | No | 253.81 | GREEN |
| BV76b | Benefit fraud investigators employed per 1,000 caseload (HIGH) | 0.40 | 0.49 | Quartile not set | 0.47 | GREEN |
| BV76c | Benefit fraud investigations employed per 1,000 caseload (HIGH) | 65.00 | 67.39 | Yes | 45.50 | GREEN |
| BV76d | Benefit fraud prosecutions per 1,000 caseload (HIGH) | 6.00 | 6.67 | Yes | 2.65 | GREEN |
| KPI BV78a | Average time (days) for processing new benefit claims (LOW) | 28.00 | 28.53 | Yes | 29.28 | AMBER |
| KPI BV78b | Average time (days) for processing notification of changes of circumstance for benefit claims (LOW) | 6.80 | 12.40 | No | 11.94 | RED |
| KPI BV79a | Accuracy of processing benefit claims (HIGH) | 99.00% | 99.40% | Yes | 99.60% | GREEN |
| BV79b(i) | Percentage of recoverable benefit overpayments recovered (HIGH) | 45.00% | 42.14% | No | 43.23% | RED |
| BV79b(ii) | Benefit overpayments recovered, as percentage of overpayment debt (HIGH) | 45.00% | 32.54% | No | 28.73% | RED |
| BV79b(iii) | Benefit overpayments written-off, as percentage of overpayment debt (N/A) | 10.00% | 6.40% | Quartile not set | 7.04% | GREEN |
| LPI SS4a | Percentage of audit projects completed (HIGH) | 85.00% | 82.00% | N/A | 86.00% | AMBER |
| LPI SS4b | Productive audit time (HIGH) | 65.00% | 67.00% | N/A | 67.00% | GREEN |
| LPI SS4c | Internal Audit customer satisfaction (HIGH) | 80.00% | 83.00% | N/A | 85.00% | GREEN |
| LPI SS4f | Average cost per productive audit day (HIGH) | £290.00 | £314.00 | N/A | £292.00 | RED |
| LPI F13 | Percentage of revenues calls answered within ten seconds (HIGH) | 94.00% | 92.29% | N/A | 90.12% | AMBER |

* These indicators have been deleted by the Department for Communities and Local Government with effect from 2007/08

Environmental Protection Portfolio

| PI (AND KPI) REF | SUMMARY DEFINITION AND POLARITY INDICATOR (GOOD PERFORMANCE IS AN OUTTURN HIGHER OR LOWER THAN TARGET) | TARGET 2006/07 | OUTTURN 2006/07 | TOP QUARTILE? | OUTTURN 2005/06 | TRAFFIC LIGHT 2006/07 |
|------------------|--|----------------|-----------------|---------------|-----------------|-----------------------|
| | | | | | | |

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|----------------------|---|----------|----------|------------------|---------|--------------|
| KPI BV82a(i) | Percentage of household waste sent for recycling (HIGH) | 25.00% | 25.31% | Yes | 16.10% | GREEN |
| KPI BV82a(ii) | Tonnage of household waste sent for recycling (HIGH) | 12500.00 | 12654.59 | Quartile not set | 7982.33 | GREEN |
| KPI BV82b(i) | Percentage of household waste sent for composting or anaerobic digestion (HIGH) | 11.00% | 11.78% | Yes | 7.40% | GREEN |
| KPI BV82b(ii) | Tonnage of household waste sent for composting or anaerobic digestion (HIGH) | 5500.00 | 5891.50 | Not set | 3681.73 | GREEN |
| KPI BV84a | Kilograms of household waste collected per head (LOW) | 416.00 | 409.88 | Yes | 410.44 | GREEN |
| BV84b | Percentage change in kilograms of household waste collected per head (LOW) | -1.20% | 0.14% | Not set | -4.60% | GREEN |
| BV86 | Cost of waste collection per household (LOW) | £54.31 | £64.29 | No | £42.19 | RED |
| KPI BV91a | Percentage of households served by kerbside collection of recyclables (HIGH) | 98.00% | 89.99% | No | 89.65% | RED |
| BV91b | Percentage of households served by kerbside collection of at least two recyclables (HIGH) | 98.00% | 89.99% | No | 89.65% | RED |
| KPI BV166a | Performance against environmental health best practice check list (HIGH) | 85.00% | 80.00% | No | 80.00% | RED |
| KPI BV199a | Proportion of land and highway with unacceptable deposits of litter and detritus (LOW) | 10.00% | 2.00% | Quartile not set | 13.00% | GREEN |
| KPI BV199b | Proportion of land and highway with unacceptable levels of graffiti (LOW) | 10.00% | 0.00% | Quartile not set | 0.00% | GREEN |
| KPI BV199c | Proportion of land and highway with unacceptable levels of fly-posting (LOW) | 10.00% | 0.00% | Quartile not set | 0.00% | GREEN |
| KPI BV199d | Reduction in number of incidents and increase of enforcement actions taken to deal with fly-tipping (HIGH) | Grade 2 | Grade 1 | Quartile not set | Grade 4 | GREEN |
| BV216a | Number of sites of potential concern with respect to contaminated land (N/A) | 5825.00 | 5825.00 | Quartile not set | 5825.00 | GREEN |
| BV216b | Percentage of sites of potential concern for which information is available to enable remediation to be considered (HIGH) | 1.70% | 0.56% | Quartile not set | 0.44% | RED |
| BV217 | Percentage of pollution control improvements completed (HIGH) | 90.00% | 100.00% | Quartile not set | 100.00% | GREEN |
| BV218a | Abandoned vehicle reports investigated within 24 hours (HIGH) | 60.00% | 48.60% | Quartile not set | 24.00% | RED |
| BV218b | Percentage of abandoned vehicles removed within 24 hours of entitlement to remove (HIGH) | 65.00% | 78.17% | Quartile not set | 76.00% | GREEN |
| LPI EH1 | Response to service requests (Environmental Protection) (HIGH) | 91.00% | 94.50% | N/A | 94.00% | GREEN |
| LPI EH3 | Statutory Environmental Protection Act inspections (HIGH) | 100.00% | 100.00% | N/A | 100.00% | GREEN |
| LPI EH4 | Response to service requests (Consumer Protection) (HIGH) | 90.00% | 93.90% | N/A | 88.00% | GREEN |
| LPI EH5 | Reporting of notifiable accidents within statutory periods (HIGH) | 100.00% | 100.00% | N/A | 100.00% | GREEN |
| LPI EH7 | Food safety inspections carried out in accordance with Food Standards Agency targets (HIGH) | 90.00% | 100.00% | N/A | 93.00% | GREEN |
| LPI WM1 | Missed refuse collections per 100,000 collections (LOW) | 95.00 | 66.74 | N/A | 172.72 | GREEN |

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|---------|---|--------|--------|-----|--------|-------|
| LPI WM2 | Missed collections as a percentage of exemptions (LOW) | -1.00% | 0.63% | N/A | 1.04% | GREEN |
| LPI WM3 | Missed glass collections per 100,000 collections (LOW) | 95.00 | 40.65 | N/A | 40.74 | GREEN |
| LPI WM4 | Missed dry recyclable collections per 100,000 collections (LOW) | 95.00 | 150.02 | N/A | 174.07 | RED |
| LPI WM5 | Missed garden collections per 100,000 collections (LOW) | 95.00 | 97.27 | N/A | 130.20 | AMBER |

Planning and Economic Development Portfolio

| PI (AND KPI) REF | SUMMARY DEFINITION AND POLARITY INDICATOR (GOOD PERFORMANCE IS AN OUTTURN HIGHER OR LOWER THAN TARGET) | TARGET 2006/07 | OUTTURN 2006/07 | TOP QUARTILE? | OUTTURN 2005/06 | TRAFFIC LIGHT 2006/07 |
|-------------------|---|----------------|-----------------|------------------|-----------------|-----------------------|
| KPI BV106 | Percentage of new homes built on previously developed land (HIGH) | 90.00% | 95.65% | Yes | 98.65% | GREEN |
| KPI BV109a | Percentage of major applications determined within 13 weeks (HIGH) | 71.25% | 67.20% | No | 54.00% | RED |
| KPI BV109b | Percentage of minor applications determined within 8 weeks (HIGH) | 75.33% | 72.96% | No | 57.00% | RED |
| KPI BV109c | Percentage of 'other' applications determined within 8 weeks (HIGH) | 88.03% | 89.50% | Yes | 80.00% | GREEN |
| BV200a | Completion of Local Development Scheme (N/A) | Yes | Yes | Quartile not set | Yes | GREEN |
| BV200b | Achievement of milestones within Local Development Scheme (N/A) | Yes | No | Quartile not set | Yes | RED |
| BV200c* | Publication of annual monitoring report for Local Development Scheme (N/A) | Yes | Yes | Quartile not set | Yes | GREEN |
| KPI BV204 | Number of appeals allowed against refusal of planning applications, as percentage of the total number of appeals against refusals (LOW) | 24.00% | 29.10% | Yes | 22.00% | RED |
| BV205 | Performance against planning quality of service checklist (HIGH) | 89.00% | 83.00% | No | 89.00% | RED |
| BV219a* | Number of Conservation Areas (HIGH) | 25.00 | 25.00 | Quartile not set | 25.00 | GREEN |
| BV219b | Percentage of Conservation Areas with up to date character appraisals (HIGH) | 8.00% | 16.00% | Quartile not set | 4.00% | GREEN |
| BV219c* | Percentage of Conservation Areas with published management proposals (HIGH) | 8.00% | 16.00% | Quartile not set | 4.00% | GREEN |

* These indicators have been deleted by the Department for Communities and Local Government with effect from 2007/08

Leisure and Young People Portfolio

| PI (AND KPI) REF | SUMMARY DEFINITION AND POLARITY INDICATOR (GOOD PERFORMANCE IS AN OUTTURN HIGHER OR LOWER THAN TARGET) | TARGET 2006/07 | OUTTURN 2006/07 | TOP QUARTILE? | OUTTURN 2005/06 | TRAFFIC LIGHT 2006/07 |
|-------------------|---|----------------|-----------------|---------------|-----------------|-----------------------|
| KPI BV170a | Number of visits to Council funded or part funded museums and galleries in the area per 1,000 population (HIGH) | 811.00 | 636.44 | No | 524.48 | RED |

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|-------------------|--|---------|---------|-----|----------|-------|
| BV170b | Number of visits to Council funded or part funded museums and galleries in the area, that were in person per 1,000 population (HIGH) | 128.09 | 129.02 | No | 110.28 | GREEN |
| KPI BV170c | Number of pupils visiting museums and galleries in organised school groups (HIGH) | 3181.00 | 4531.00 | Yes | 3294.00 | GREEN |
| LPI L1 | Number of parishes in which the Council provides leisure opportunities (HIGH) | 17 | 20 | N/A | 14.00 | GREEN |
| LPI L2 | Number of parishes in which the Council has enabled leisure opportunities (HIGH) | 15 | 16 | N/A | 15.00 | GREEN |
| LPI L3 | Number of people benefiting from special activity prices (HIGH) | 2350 | 289 | N/A | 422.00 | RED |
| LPI L4 | Number of new leisure facilities enabled (HIGH) | 2 | 3 | N/A | 81.00 | GREEN |
| LPI L5 | Number of new leisure opportunities directly introduced by the Council (HIGH) | 13 | 88 | N/A | 81.00 | GREEN |
| LPI L6 | Number of new leisure opportunities enabled by the Council (HIGH) | 4 | 34 | N/A | 31.00 | GREEN |
| LPI L7 | Number of organisations that the Council has worked with to promote health and social inclusion (HIGH) | 55 | 246 | N/A | 143.00 | GREEN |
| LPI L8 | Number of patients referred by GP to Council activity scheme (HIGH) | 50 | 185 | N/A | 186.00 | GREEN |
| LPI L9 | Number of under 16 year olds attending swimming lessons (HIGH) | 10500 | 12500 | N/A | 12387.00 | GREEN |
| LPI L10 | Number of events staged at North Weald Airfield (HIGH) | 140 | 109 | N/A | 75.00 | RED |
| LPI L11 | Number of new leisure activities for 13-19 year olds enabled or provided by the Council (HIGH) | 15 | 28 | N/A | 30.00 | GREEN |
| LPI L12 | Leisure centre customer satisfaction (HIGH) | 80.00% | 81.74% | N/A | 94.00% | GREEN |

Civil Engineering and Maintenance Portfolio

| PI (AND KPI) REF | SUMMARY DEFINITION AND POLARITY INDICATOR (GOOD PERFORMANCE IS AN OUTTURN HIGHER OR LOWER THAN TARGET) | TARGET 2006/07 | OUTTURN 2006/07 | TOP QUARTILE? | OUTTURN 2005/06 | TRAFFIC LIGHT 2006/07 |
|-------------------------|--|----------------|-----------------|---------------|-----------------|-----------------------|
| KPI LPI CEM1(a)* | The number of Penalty Charge Notices issued in relation to on-street parking (N/A) | N/A | 13,102 | N/A | N/A | N/A |
| KPI LPI CEM1(b)* | The number of Penalty Charge Notices issued in relation to off-street parking (N/A) | N/A | 9,350 | N/A | N/A | N/A |
| KPI LPI CEM1(c)* | The number of Penalty Charge Notices subject of an informal challenge (N/A) | N/A | 3,643.00 | N/A | N/A | N/A |
| KPI LPI CEM1(d)* | The number of Penalty Charge Notices subject of a formal challenge to the Head of Environmental Services (N/A) | N/A | 0.00 | N/A | N/A | N/A |

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|--|---|-----|-----------|-----|-----|-----|
| KPI LPI CEM1(e)* | The number of Penalty Charge Notices subject of a formal challenge to the National Parking Adjudication Service (N/A) | N/A | 23.00 | N/A | N/A | N/A |
| KPI LPI CEM1(f)* | The number of challenges allowed against the issue of a Penalty Charge Notice (N/A) | N/A | 2,852.00 | N/A | N/A | N/A |
| KPI LPI CEM1(g)* | The number of Penalty Charge Notices issued where collection was obtained (N/A) | N/A | 15,966.00 | N/A | N/A | N/A |
| <i>* These indicators are proposed for deletion from 2007/08</i> | | | | | | |

Customer Services, Media, ICT and Communications Portfolio

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|---|---|-----------------------|------------------------|----------------------|------------------------|------------------------------|
| PI (AND KPI) REF | SUMMARY DEFINITION AND POLARITY INDICATOR (GOOD PERFORMANCE IS AN OUTTURN HIGHER OR LOWER THAN TARGET) | TARGET 2006/07 | OUTTURN 2006/07 | TOP QUARTILE? | OUTTURN 2005/06 | TRAFFIC LIGHT 2006/07 |
| There were no performance indicators for this Portfolio for 2006/07 | | | | | | |

Leader's Portfolio

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|---|---|-----------------------|------------------------|----------------------|------------------------|------------------------------|
| PI (AND KPI) REF | SUMMARY DEFINITION AND POLARITY INDICATOR (GOOD PERFORMANCE IS AN OUTTURN HIGHER OR LOWER THAN TARGET) | TARGET 2006/07 | OUTTURN 2006/07 | TOP QUARTILE? | OUTTURN 2005/06 | TRAFFIC LIGHT 2006/07 |
| There were no performance indicators for this Portfolio for 2006/07 | | | | | | |

Report to: Finance and Performance Management Scrutiny Panel

Date of Meeting: 19 June 2007



Portfolio: Finance, Performance Management and Corporate Support Services

Subject: Value For Money Analysis 2005/06 – Value For Money Sub-Group

Officer contact for further information: S. Tautz (Ext 4180)

Committee Secretary: A. Hendry (Ext 4246)

Recommendations:

That the recommendations of the Value For Money Sub-Group established by the Scrutiny Panel to undertake detailed consideration of the Council's Value For Money analysis for 2005/06, be endorsed.

Report:

Background

1. (Head of Human Resources and Performance Management) As members will be aware, at its meeting on 14 November 2006 the Scrutiny Panel agreed that a Sub-Group comprising Councillors Hart, Jacobs and J. M. Whitehouse be established to consider in detail the Value For Money (VFM) analysis produced for 2005/06.
2. At that meeting, members were advised of the importance of the Council having information on its costs, knowing how these compared to other organisations, and how they related to the quality of its services and were linked with performance and the Council's overall objectives, and that these issues were central themes of the Audit Commission's annual VFM assessment. The VFM analysis had therefore been developed as part of an on-going process to better understand the Council's unit costs for services.
3. The Sub-Group met on 8 March 2007, supported by the Head of Housing Services and the Head of Human Resources and Performance Management, and considered the VFM analysis in detail. At that time, members thoroughly reviewed the cost and performance information available for each service area, and identified that some service areas were able to provide comprehensive information on costs, whilst the level of detail available for other services was more limited. For each service area, the Sub-Group considered whether, based on the results of the VFM analysis, further information was required from the respective Head of Service or whether a more detailed 'service review' type of analysis should be undertaken through a member level task and finish panel.
4. In order not to delay the progress of actions arising from the Sub-Group's consideration of the VFM analysis, its recommendations were implemented without further recourse to the Scrutiny Panel. The Sub-Group recommended as follows:

- (a) That a report be made to the Finance and Performance Management Scrutiny Panel with regard to the achievement of VFM within Leisure Services, following the first year of operation of the leisure management contract with SLM Limited; and
- (b) That the establishment of a task and finish panel be proposed for 2007/08, to consider in detail the provision of VFM within the Council's Development Control function.

5. A report of the Head of Leisure Services on the achievement of VFM following the first year of operation of the external leisure management contract, is to be found elsewhere on this agenda for this meeting of the Scrutiny Panel. A bid for the establishment of a Task and Finish Panel to consider the provision of VFM within Development Control was agreed by the Overview and Scrutiny Committee on 5 April 2007, and terms of reference and membership for the task and finish panel were due to be established by the Committee at its meeting on 14 June 2007.

6. The Scrutiny Panel is requested to endorse the recommendations of the Sub-Group.

Reason for decision:

7. To enable the Council to demonstrate its commitment the achievement VFM in its services, and to further embed a VFM culture across the authority.

Options Considered and Rejected:

8. None. The establishment of the VFM Sub-Group was agreed by the Scrutiny Panel as a means of progressing the achievement of VFM in priority service areas

Consultation Undertaken:

9. All Heads of Service contributed to the development and content of the VFM analysis for 2005/06.

Resource implications:

Budget Provision: None

Personnel: None

Land: Nil

Council Plan/BVPP Reference: Council Plan Section 8 – 'How We Measure Our Achievements'.

Relevant Statutory Powers: Local Government Act 1999

Background Papers: None

Environmental/Human Rights Act/Crime and Disorder Act Implications: Nil

Finance & Performance Management Scrutiny Panel



Date of meeting: 19th June 2007

Portfolio: Leisure and Young People

Subject: Value for Money/Leisure Management Externalization

Officer contact for further information: Derek Macnab (Ext: 4261)
Committee Secretary: Adrian Hendry (Ext: 4246)

Recommendations:

That the Finance and Performance Management Scrutiny Panel consider the Value for Money considerations of the Leisure Management Contract and comment accordingly.

Background

1. At the meeting of the Council's Overview and Scrutiny Committee on the 28th March 2002, a Report was considered outlining progress on implementing the Audit Commissions Best Value Inspectors Recommendations, arising from the Best Value Review of Leisure Management. One of the most fundamental conclusions of the Inspection was that the test of "Competition" had not been fully met. To this end, the Group asked to receive a presentation on the feasibility of the establishment of a Not For Profit Trust, to manage the Council's Leisure Centres and Swimming Pools.
2. However, as part of the Council's budget process for 2002/03, the then Executive Committee requested that wider options be considered as part of a more fundamental review of the Council's future role in the provision of Leisure Services. This matter was subsequently delegated to Policy Working Group One, who initially met in July 2002, to initiate the review process.
3. The Policy Working Group received a presentation from Leonie Cowen of Leonie Cowen Associates, a procurement expert, on the feasibility and implications of Alternative Management. Following the presentation, the Working Group determined that there appeared to be a number of Alternative Management Options, including Direct Management, Private Sector Contractor or the establishment of an In-House or External Trust.
4. During November, 2002 members of the Policy Working Group visited Maldon District Council and met with the private sector contractor who managed the Council's major facility at Blackwater Leisure Centre. Additionally, they visited Thurrock Council, who had elected to transfer the management of their Leisure Centres to an In-House Community Trust. Finally, the Members received a presentation by Greenwich Leisure Limited (one of the largest Leisure Trusts) on external Trust Management.
5. Policy Working Group Members considered the relative merits of each of the types of future Management Options and concluded that their preferred Option was to seek expressions of interest from "External Partners" who could either be a "Private Sector" Company or "External Trust".

The Council's Aims and Objectives

6. From the outset, the Policy Working Group were keen to ensure that the Council secured maximum Value for Money. To this end they determined a number of Key Objectives to be achieved, through any move to Alternative Management.

- i) To manage the Council's Facilities by the most cost effective means possible, therefore reducing the level of revenue support necessary;**
- ii) To alleviate the financial risks to the Council and in particular to release the Council from the threat of punitive VAT penalties, deriving from exempt income;**
- iii) To invest in facilities, not only to ensure that their internal fabric is maintained to the current standards, but that capital refurbishments and new facilities are provided where possible; and**
- iv) To retain the accessibility, quality and diversity of leisure opportunities provided and to seek continuous improvement to the Service.**

7. In order to secure these Objectives and safeguard the Council's assets, a set of Contract Documents i.e., Invitation to Tender, Conditions of Contract and Specification of Works, were developed. These clearly set out the core expectations and the minimum standards that any future Management Partner must achieve. This was necessary to enable the Council to evaluate any Tender Bids in a consistent manner. The Contract Documentation was also important to assist in performance monitoring the future delivery of the Service.

Contract Strategy

8. The Key Features of the overall Contract Strategy, developed by Members of the Ad Hoc Policy Working Group, were as follows:

- That a Hybrid Contract would strike the correct balance between encouraging innovation and safeguarding the Council's position in the event of Non Performance.
- That the Contract Strategy for the Tender of the Centres be based on one package of Four Centres, omitting Waltham Abbey Sports Centre. (Due to the type and level of use and the Dual Use Agreement with King Harold Secondary School, expiring in 2007)
- That there is a recognised link between the length of Contract Period and Levels of Investment/Management Fee, and therefore proposals be sought from external partners based on Contract lengths of a) 15 years, b) 7 years plus possible 3 years extension; and c) limiting the length of Contract at Epping Sports Centre to 3 years given the uncertainty at the time of the potential relocation to the St John's School site.
- Contractors were required to state levels of Guaranteed Investment over the Contract Period as well as the % level of any income share.
- That a Comparison be developed by the current Management Team, not only to meet the requirements of Full Council for a Financial Evaluation which would allow the identification of costs to the Council if it elected to retain the Service In-House, but also to allow the assessment of the realism of Contractors Financial

Projections.

Tender Process

9. On the basis of the above Contract Strategy and Documentation, Adverts were placed in the National Leisure Media, seeking Expressions of Interest. Fourteen Companies responded and nine returned the Pre-Tender Questionnaire.

10. From these, a Member Panel short-listed 5 Contractors, who they felt had the best blend of experience, financial standing and approach to the future delivery of the Service.

11. Contract Documents were issued to Tenderers on the 10th June 2004. In the intervening period, the Companies made several site visits to the Council's Leisure Centres. In addition, a Meeting was held with the Officer Project Team, to afford Tenderers an opportunity to seek clarification on any points regarding the Conditions of Contract, Specification or Form of Tender.

12. However, in late July, two of the short listed Contractors, Greenwich Leisure Ltd., and D. C. Leisure notified the Council, that they would not be submitting Tenders. The reasons given at the time was their inability to resource the Tender process and the pursuit of other opportunities. Formal Tenders from the remaining three Companies were returned by the due date of 20th August 2004, i.e. from Sports and Leisure Management (SLM), Leisure Connections and Hertsmere Leisure Ltd. The Leisure Portfolio Holder opened the Tenders on the 23rd August and the Bids were formally recorded.

13. As a result of the responses received, it was apparent to the Council that there were a number of omissions in all three Tenders. The Contractors therefore sought the opportunity to make adjustments to their Tenders. In an attempt to ensure that the Final Evaluation was undertaken on the most complete information and although an exemption to Standing Orders would be required, (in the event of a Contract being awarded), all Tenderers were given a further opportunity to amend their Bids by the 26th October 2004. It is these figures, which formed the basis of the Financial Evaluation undertaken by the Head of Finance.

14. The Final Stage of the Tender Process, was the formal Member Interviews held on the 3rd November 2004. Each Contractor was invited to give a presentation on how they could deliver the Council's Key Objectives, demonstrating what Added Value they could bring to Service Delivery. After the Presentation Members asked a series of questions around the main considerations of the Tender.

Evaluation Methodology and Criteria

15. Contractors were invited to submit a number of key pieces of information as part of their Tender. These ranged from Financial Projections and Method Statements to copies of Company Policies, Bonds and Guarantees. These formed the main qualitative criteria for the Evaluation. In addition, feedback from Site Visits and the result of the Member Interviews was also included. Members of the Multi-Disciplinary Officer Project Team, were also tasked with undertaking a technical evaluation, of the elements of the Tender within their area of professional expertise.

16. A Maximum Score was established for each for the main sections within the Contract i.e. Objectives and Overall Contract, Finance, Resourcing and Staffing Issues, Operating the Contract, Quality of Service, Health and Safety, Marketing and Asset Management. The maximum total that could possibly be achieved being 1000 points. Each company's score was then calculated as a proportion of each areas potential maximum and totalled. The Company with the highest total score being assessed as offering the most compliant Tender with the highest level of Quality.

17. Amongst the Council's Key Objectives with respect to Alternative Management, was a desire to reduce the level of revenue support necessary in the future. As such, Tenderers were also asked to submit projections of their Total Expenditure, Principal Income and thus the level of Management Fee required from the Council over the Contract Period. In the event, the financial evaluation concluded that the Preferred Contractor, SLM would deliver in the region of £1.1million of revenue savings over the 7-year term of the Contract against the prevailing In House Management Cost Projections.

18. In addition the Contractors were asked to declare any Guaranteed Investment over the period and if income exceeded their Principle Income Projections, the % level of Income Share that would be returned to the Council.

19. As previously agreed by Members the outcome of the Evaluation was then geared on a ratio of 40% Quality and 60% Price (Management Fee).

Investment Proposals

20. One of the Key Objectives sought within the Alternative Management process, was to retain the quality of the Council's Assets and to seek Capital Investment in New Facilities and Services. As such, each Contractor was asked to submit proposals and to guarantee the level of investment over the respective Contract Periods.

21. SLM proposed a range of improvements and indicated that the investment will be made irrespective of the Contract Period. In the first year they committed to provide £916,000, in addition to the Council's contribution to provide a 2 Storey Fitness Suite and Movement Studio at Ongar Leisure Centre. In addition to the Health and Fitness Facilities, SLM also proposed a refurbishment of the Swimming Pool Changing Areas.

22. At Waltham Abbey Swimming Pool SLM, again in year one, committed to invest £372,000 in extending the Fitness Suite and providing new internal access. Due to the age of the New Loughton Leisure Centre and the uncertainty of the future of Epping Sports Centre, SLM's investment was limited to IT improvements at a guaranteed cost of £25,000 and £20,000 respectively. Overall, SLM offered the highest level of guaranteed investment.

Building Maintenance

23. In order to safeguard the Council's Assets, it was decided that any incoming Contractor would be awarded a Lease, which required them to accept a range of responsibilities for Repair and Maintenance. The Cabinet also agreed that the Council would retain responsibility for the main structure of the Leisure Facilities e.g. roofs, external walls etc., and also for car parks and grounds maintenance. This would retain greater control of any future major repair costs, reduce risk to the Contractor and ultimately management fee levels.

24. The Contractor therefore is responsible for the maintenance of plant and equipment as well as day-to-day routine maintenance, planned programmes of work and the refurbishment/alteration of internal areas. The Council as part of the Tender Documentation, provided a comprehensive survey of the current condition of the Council's Buildings and a detailed assessment of future repair and maintenance liabilities.

Income Share

25. In the event that Contractors either performed above their expectations or benefited from some form of windfall, the Contract allows for a share of income to be returned to the Council. As part of the Tender process, Contractors were given the opportunity to state the % level of income share above their declared Principal Income Levels.

26. Leisure Connections did not offered any Income Share whilst SLM proposed 30% and

Hertsmere 20%. Examination of the Income Projections from SLM showed that they anticipate significant increases on both Fitness and Swimming. They claimed these could be achieved through marketing, promotion and investment in upgraded facilities.

Tender Evaluation Conclusions and analysis of Risk

27. With respect to the Overall Evaluation of the Bids, based on Quality and Price for the 15-year option the most advantageous Tender was submitted by Hertsmere Leisure. However, on the 7-year option there was no significant difference in terms of the scoring between Hertsmere and SLM.

28. As the Council had been seeking a "Partner" to manage and develop the Service in the future, to an extent they were not compelled to award the Contract to the Lowest Tenderer, but rather to choose the Company they felt could best meet the Objectives of the Alternative Management process, expose the Council to the Lowest level of Risk and maximise Value for Money.

29. On this basis the Council appointed SLM as their Preferred Contractor subject to final negotiations on the specific terms of the Contract. These were concluded satisfactorily and SLM were appointed for a 7-year Contract Period (3 years at Epping sports Centre), with a Contract Commencement date of 3rd January 2006.

The overall Experience to Date

30. A significant amount of joint planning took place in late 2005 which resulted in a smooth transition at the commencement of the Contract, with minimal disturbance to the Service, Users and Staff who TUPE Transferred.

31. The Contract is practically monitored on a day-to-day basis by a Client Officer, who undertakes Site Inspections etc. In addition, a monthly "Core" Meeting is held with the SLM Contract Manager and Key EFDC Staff from Leisure, Finance and Building Maintenance. Finally, the Council has appointed five Members to sit on the "Contract Monitoring Board" which has successfully met on three occasions.

32. The Contractors Performance is monitored against the Key Performance Indicators, both quantitative and financial within the Contract. (*Attached at Appendix 1 is a note of how the Performance Indicators are practically monitored*) To date the Contract is operating well with only one Default Notice issued, with respect to water quality monitoring.

In Summary

33. Overall, the Council's Key Objectives have been met and Value for Money achieved, in the following ways:

1. Revenue Savings anticipated to be in the region of £1.1million over the Contract Period are being achieved. Income Share in second year of Contract anticipated, with an estimate of £50,000 included in the CSB.
2. In addition to the £1.1 million of operational savings achieved, over the Contract Period CSB Savings of £180,000 p.a. have also been delivered through reduction of support service costs. (£66,000, p.a. Leisure Admin and £114,000p.a. others, Legal, Finance, Human Resources etc).
3. The Financial Risk has been transferred to SLM, particularly with respect to underachievement of Income. Fee and Charge increases have remained in line with inflation, with many discounted promotions.
4. The Council no longer has any problems with respect to its exempt income levels and

the threat of additional VAT payments.

5. In the first year of the Contract £1.3m of additional external investment in new facilities has been achieved, which has improved the Quality and Range of the Service.
6. High standards of customer satisfaction have been maintained, with no Stage 2 Complaints from the Public received to date.
7. Quality Standards have been maintained with the retention of Chartermark and Quest Quality Assurance Accreditation achieved.
8. Participation has increased, particularly with respect to young people learning to swim and the number of people participating in Health and Exercise Initiatives.
9. The Council's assets have been improved by the Capital Investment and the buildings are being satisfactorily maintained.
10. Contract Compliance has been good, with only one Default Notice (in relation to a water test log failing) issued and seven improvement Notices issued, primarily in relation to speed of response to routine building maintenance and servicing of plant.

VALUE FOR MONEY - MONITORING REGIME

There were Seven KPI's listed as part of the requirements of the Contract.

1. Facility Management
2. Human Resources Management
3. Health and Safety
4. Asset Management
5. Financial Accounting, Audit and Management
6. Activity Base

The CORE meeting is held once a month and attended by both SLM and EFDC Officers. Minutes are taken and are available for viewing. Copies of these Minutes are also sent to the Head of Leisure Services, Portfolio Holder for Leisure, Chief Executive and Audit Section.

There is also a Monitoring Board which convenes once a quarter and consists of Members where items are reported by SLM and Council Officers. These are Minuted by an Officer from Leisure Services and also distributed to the Chief Executive and Audit.

MONITORING OF KPI'S

1. FACILITY MANAGEMENT

Open Hours Programme:

Any changes have to be discussed with the Council and permission given by the Council before Implementation.

Usage:

Participation figures are collated from source data by the Client Monitoring Officer. These are presented, in table format, comparing previous data to present, at both the CORE and Monitoring Board Meeting.

Marketing and Advertising:

All proposals must be discussed with the Leisure Marketing and Events Manager for approval before implementation. These are also discussed at the CORE Meeting.

Consultation and Commitment:

Any consultation initiatives are discussed at the CORE Meeting. This also enables joint projects between SLM and the Council to be undertaken.

2. HUMAN RESOURCES MANAGEMENT

This is a standard item at the CORE Meeting so that any changes are highlighted and commented on and action taken, if needed, to ensure the contract requirements are covered.

3. HEALTH AND SAFETY

Monthly/Quarterly visits are made to the facilities to spot-check the operation. Feedback on the findings are made to the Contractor and also fed back to the CORE Meeting and Monitoring Board. Corrective action is taken where required.

4. ASSET MANAGEMENT

The Client Monitoring Officer will visit the facilities once a month to monitor the operation and its affect on the asset e.g. cleanliness, access, etc. He will report back on the day and at the CORE meeting on findings, to ensure items are rectified.

The Building Maintenance Officer visits every 2 months to review the planned and unplanned maintenance being undertaken. He will attend the CORE Meeting and report back on findings and required rectification or attention to any issues.

5. FINANCIAL ACCOUNTING

SLM provide the Council with the income figures on the 22nd Month for the previous month. This data is collated and put on a table, which again compares previous to present. The first 15 months figures show an increase in income due to the investment SLM have made in the facilities. Financial information reporting is part of both the CORE and Monitoring Board Agenda.

The first end of year figure audit has not yet been completed as it was agreed by both parties that the "1st year" would be 15 months covering 4th January 2006 to 31st March 2007.

6. MONITORING OF PERFORMANCE

This ensures that the Leisure Objectives of the Service agree to the Contract. It also gives rise to new initiatives and promotions to ensure increased community use, reaching specific groups such as the elderly, young, disabled etc and furthering partnership issues.

Report to the Finance and Performance Management Scrutiny Panel

Date of meeting: 19 June 2007



Portfolio: Finance, Performance Management and Corporate Support Services

Subject: Gershon Efficiency Savings

Officer contact for further information: Bob Palmer (01992 - 56 4279)

Committee Secretary: Adrian Hendry (01992 - 56 4246)

Recommendations:

To note the contents of the report and consider the efficiencies proposed for inclusion in the backward-looking Annual Efficiency Statement for 2006/07 to be submitted to the Department for Communities and Local Government on 5 July 2007.

Report

Background

1. As part of the 2004 Comprehensive Spending Review (CSR) the Government published a report entitled "Releasing Resources to the Front Line". This report was written by Sir Peter Gershon and led to a target of 2.5% per annum efficiency gains for local government to deliver £6.45bn of gains by 2007/08.

2. Every local authority is required to submit a forward looking efficiency statement in April, which covers the gains anticipated for the financial year that has just commenced, followed by a backward looking statement in July, which covers the gains achieved in the financial year that has just finished. To date forward looking statements have been submitted for 2005/06, 2006/07 and 2007/08, and backward looking statements for 2004/05 and 2005/06. Guidance issued by the Department for Communities and Local Government (DCLG) requires that backward looking data is subject to Member scrutiny, hence this report on the financial data that will form the basis for the 2006/07 backward look.

Definition of Efficiency

3. From the start of the process the guidance notes have stressed that the initiative is about increasing productivity and improving value for money, it was not aimed simply at cutting budgets. Volumes of guidance have been issued on techniques for measurement, quality cross checks and other key issues. Although some of the guidance has been late and unclear and Members may recall that this led to the extending of the reporting deadline last year.

4. An efficiency gain is made when, for a given area of activity, an organisation is able to:

- Reduce inputs for the same outputs (representing a cashable gain; i.e. money is released that can be used elsewhere);
- Reduce prices for the same outputs (representing a cashable gain);
- Get greater outputs or improved quality from the same inputs (representing a non-cashable gain; i.e. money is not released); or
- Get greater outputs or improved quality in return for a proportionately smaller increase in resources (representing a non-cashable gain).

5. Some types of activity are specifically excluded, as whilst they may reduce overall costs they do not improve efficiency:

- Re-labelling of activity (e.g. reclassifying inspection as advice);
- Cuts that result in poorer services for the public; or
- Increasing income simply by raising fees and charges.

Measurement of Efficiency Gains

6. The 2.5% per annum efficiency gain that local authorities are required to achieve is calculated from a 2004/05 net expenditure baseline. This means that by the end of the CSR period in 2007/08 efficiency gains equivalent to 7.5% of the 2004/05 baselines should be achieved.

7. At least half of the gains achieved must be cashable and the funds released can be used for other priority services or minimising increases in the Council Tax. So when looking at gains it must be remembered that they are measured against 2004/05 and may be non-cashable and so they will not necessarily equate to a reduction in continuing service budgets (CSB) for the period being considered.

8. The efficiency targets were initially calculated on predicted spending in 2004/05 but were later amended to reflect the actual outturn. As the combined revenue and capital outturn reduced to £16.4m from an estimated £17.7m, it can be seen in the table below that the targets for the later years were reduced.

| | Annual Target | Total Gain on 2004/05 Baseline | Annual Cashable Target | Total Cashable Gain on 2004/05 |
|---------|---------------|--------------------------------|------------------------|--------------------------------|
| 2005/06 | £0.44m | £0.44m | £0.22m | £0.22m |
| 2006/07 | £0.38m | £0.82m | £0.19m | £0.41m |
| 2007/08 | £0.41m | £1.23m | £0.21m | £0.62m |

9. In recognition of the fact that local authorities have been achieving efficiency gains over a number of years in advance of the new requirement a concession was made that allowed efficiency gains achieved in 2004/05 to be included in the process. The table below summarises the gains achieved to date and shows that with one year of the process still to go the target has already been exceeded by nearly £2m.

| | Annual Efficiency Gains | Cumulative Efficiency Gains |
|--------------------|-------------------------|-----------------------------|
| 2004/05 – claimed | £0.29m | £0.29m |
| 2005/06 – claimed | £1.17m | £1.46m |
| 2006/07 - proposed | £1.76m | £3.22m |

Backward-Look 2006/07

10. In compiling the backward-look for 2006/07 Heads of Service were asked to re-visit their earlier efficiency statements to re-consider the contents and investigate any possible additional efficiencies. This process produced efficiencies totalling £1,756,973 that bring the cumulative figure to £3,215,496, as detailed in Appendix 1.

11. Members may now be familiar with the headings under which the efficiencies are analysed, as even though it is an unusual format the DCLG have not changed it since the process began. Brief comments on the main efficiencies under each heading are given below:

- a. Culture & Sport/Corporate Services – the gains of £66,000 and £114,000 respectively are the savings in support services following the externalisation of the management of the Council's leisure centres. These are cashable gains that were reflected in CSB reductions in 2006/07.
- b. Environmental Services – the gain of £209,591 has arisen from improved performance for street sweeping. This is a reduction on the gain of £426,653 calculated for 2005/06 as even though performance has continued to improve there has also been considerable additional expenditure under the transitional arrangements for the management of waste and street sweeping. This is a non-cashable gain.
- c. Social Housing/Homelessness – there are no significant new items in these figures, they reflect ongoing gains from improvements initiated in earlier periods. The gains are a mixture of cashable and non-cashable efficiencies.
- d. Procurement – similarly to c above the gains shown are mostly ongoing items. A number of initiatives on procurement have been developed and the efficiencies from these will be reflected in the backward looking statement for 2007/08. The gains from procurement are mostly cashable.
- e. Transactions – efficiencies have again been generated by improving collection rates for Council Tax and Non-Domestic Rates and improving processing times for benefit claims. Gains have been included for improvements in these areas in each of the backward looking statements, these are mostly non-cashable.
- f. Miscellaneous – the efficiencies under this heading arise primarily from interest earnings on the disposal proceeds of surplus assets. These were boosted in 2006/07 by the disposal of the Parade Ground site. These gains are cashable.

12. If Members are satisfied with the amount and spread of the efficiencies the official return will be completed on this basis and submitted before the deadline of 5 July. The final version of the document has to be approved by the Head of Finance, the Chief Executive and the Leader prior to submission to the DCLG.

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Backward-Looking Efficiency Gains for 2006/07

| <u>Service</u> | Culture & Sport & Services £ | Environ. Services £ | Social Housing £ | Homelessness £ | Corporate Services £ | Procurement £ | Productive Time £ | Transactions £ | Misc. £ | Total £ |
|----------------------|------------------------------------|---------------------------|------------------------|-------------------|----------------------------|------------------|-------------------------|-------------------|------------|------------|
| Environ. Estates | | 209,591 | | | | | | | | 209,591 |
| Finance | | | | | | 202,200 | | 163,720 | 577,822 | 577,822 |
| Housing | | | 80,740 | 103,829 | | 104,901 | 47,774 | 23,248 | | 365,920 |
| Human Resources | | | | | | 21,000 | | | | 360,492 |
| Leisure | 66,000 | | | | | | | | | 21,000 |
| Planning | 9,000 | | | | | 6,500 | | | 700 | 66,000 |
| Administration | | | | | | 60,948 | | | | 16,200 |
| Corporate Management | | | | | 79,000 | | | | | 60,948 |
| Support Services | | | | | 114,000 | 11,944 | | | | 79,000 |
| | 75,000 | 209,591 | 80,740 | 103,829 | 193,000 | 407,493 | 47,774 | 186,968 | 578,522 | 1,756,973 |

Cumulative Backward-Looking Efficiency Gains for 2006/07

| <u>Service</u> | Culture & Sport & Services £ | Environ. Services £ | Social Housing £ | Homelessness £ | Corporate Services £ | Procurement £ | Productive Time £ | Transactions £ | Misc. £ | Total £ |
|----------------------|------------------------------------|---------------------------|------------------------|-------------------|----------------------------|------------------|-------------------------|-------------------|------------|------------|
| Environ. Estates | | 636,244 | | | | | | | | 636,244 |
| Finance | | | | | | 399,400 | | 311,023 | 802,912 | 802,912 |
| Housing | | | 145,276 | 179,551 | | 128,851 | 128,622 | 46,496 | | 710,423 |
| Human Resources | | | | | | 64,000 | | | | 628,796 |
| Leisure | 66,000 | | | | | | | | | 64,000 |
| Planning | 13,825 | | | | | 12,000 | | | 1,400 | 66,000 |
| Administration | | | | | | 121,896 | | | | 27,225 |
| Corporate Management | | | | | 158,000 | | | | | 121,896 |
| Support Services | | | | | 114,000 | 15,485 | | | | 158,000 |
| | 79,825 | 636,244 | 145,276 | 179,551 | 272,000 | 741,632 | 128,622 | 357,519 | 804,312 | 3,215,496 |

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Report to: Finance and Performance Management Scrutiny Panel

Date of Meeting: 19 June 2007



Portfolio: Finance, Performance Management and Corporate Support Services

Subject: Council Plan 2006-2010, Local Area Agreement and Comprehensive Performance Assessment Improvement Plan – Performance Monitoring

Officer contact for further information: S. Tautz (Ext 4180)

Committee Secretary: A. Hendry (Ext 4246)

Recommendations:

That the Scrutiny Panel consider performance against objectives, targets and actions contained in the Council Plan for 2006 to 2010, the Local Area Agreement for Essex and the Comprehensive Performance Assessment Improvement Plan.

Report:

Background

1. (Head of Human Resources and Performance Management) Over the course of the last year, the Scrutiny Panel has received reports in connection with the adoption or review of the following corporate plans and strategies:

- the Council Plan for 2006 to 2010;
- the Comprehensive Performance Assessment Improvement Plan; and
- the Local Area Agreement for Essex.

2. As members will be aware, each of these important documents contains a range of priorities, objectives, actions and targets to be achieved over the short to medium-term. The Cabinet has previously agreed that progress towards the achievement of the actions and targets within each document be monitored by the Scrutiny Panel, in line with its other performance management and monitoring responsibilities.

3. Given its high-level nature, it has previously been agreed that performance towards the achievement of objectives and targets contained in the Council Plan be monitored on an annual basis. The Council Plan was adopted in April 2006 and was therefore due for its first review at the end of March 2007. In view of the countywide importance of the Council's contribution to the success of the Local Area Agreement (LAA) for Essex, performance against the LAA actions and targets adopted by the authority are subject of quarterly report to the Scrutiny Panel, alongside performance reporting on the small number of actions remaining outstanding from the improvement plan arising from the Council's first Comprehensive Performance Assessment (CPA) in 2004.

4. A schedule setting out current progress towards the achievement of the thematic objectives and targets contained in the Council Plan is attached as Appendix 1 to this report.

Performance against the various LAA priorities and targets adopted by the Council is set out within Appendix 2 to the report, and progress towards the completion of the outstanding actions from the CPA Improvement Plan is detailed in Appendix 3. Relevant Heads of Service will be in attendance at the meeting to respond to any questions raised in respect of current performance against specific actions and targets.

5. The Scrutiny Panel is requested to note current performance towards the achievement of objectives, targets and actions contained in the Council Plan for 2006 to 2010, the Council's contribution to the Essex LAA and the CPA Improvement Plan. Relevant Heads of Service will be in attendance at the meeting to respond to members' questions in respect of current performance against specific actions and targets.

Reason for Decision:

6. To ensure that the Council monitors progress and reports against the achievement of corporate priorities, countywide objectives, and improvement in those areas identified by the CPA and other improvement processes.

Options Considered and Rejected:

7. None. Arrangements for monitoring progress against priorities, objectives, and improvement have been agreed by the Cabinet and mirror those for the Council's adopted Key Performance Indicators.

Consultation Undertaken:

8. Current performance against the objectives, targets and actions contained in the Council Plan, the LAA and the CPA Improvement Plan have been reported by each appropriate Head of Service.

Resource Implications:

Budget/Personnel/Land: The respective Head of Service will identify the resource requirements for any proposals for corrective action in respect of areas of current under-performance set out in future performance reports

Council Plan/BVPP Reference: Council Plan Section 8 – 'How We Measure Our Achievements'.

Relevant Statutory Powers: None

Background Papers: None

Environmental/Human Rights Act/Crime and Disorder Act Implications: As set out in respective performance reports for individual targets and actions

Key Decision Reference: (if required) None

COUNCIL PLAN 2006-2010 – ACTION PLAN

PROGRESS REPORT – 31 MARCH 2007

| REF | OBJECTIVE AND KEY PERFORMANCE INDICATOR (KPI) REFERENCE | ACTION (S) | LEAD MEMBER/LEAD OFFICER | REQUIRED OUTCOME(S) | PERFORMANCE TARGET/MEASURE |
|-----|--|--|--|--|---|
| GU1 | To ensure that new homes provided in the district as a result of regional growth are sustainable, by good planning and the provision of adequate infrastructure (KPI Ref: Not applicable). | <p>(a) To make representations to the Examination-in-Public of the East of England Plan, in relation to the appropriate level of future residential development in the district;</p> <p>Progress Report (31.3.07)</p> <p>The Council has continued to make representations on the East of England Plan and the number of homes proposed for the district is now around 7,000. The East of England Plan has completed the Proposed Changes stage and the final plan should be issued during summer 2007.</p> <p>When members considered the original draft East of England Plan, they agreed to include in the Council's response concerns about the perceived high level of need for accommodation specifically for key workers, compared to an apparent lack of demand on the ground. The Head of Housing Services attended the Examination in Public (EIP) of the East of England Plan on behalf of the Council for the session on affordable housing, and this was one of the areas covered. Having heard the concerns and information provided at the Examination in Public, the EIP Panel did not include a target in its report to the Secretary of State, nor has the Secretary of State made any reference in her proposed changes to the draft Plan.</p> | Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development | <p>The protection of the special character of the Epping Forest District by a reduction in the number of homes planned for the district, and the number of affordable homes allocated to key workers planned for the east of England region.</p> | <p>(a) A reduction in the number of homes proposed for the district in the final version of the East of England Regional Plan from 11,000;</p> <p>(b) A reduction in the number of affordable homes allocated to key worker homes planned for the region in the final version of the East of England Regional Plan from 760 to 500 per annum.</p> |
| | | <p>(b) To approach neighbouring local authorities with a view to jointly planning the delivery of additional homes in the region, following the final East of England Plan has been published.</p> | Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development | The establishment of a joint delivery vehicle for the joint planning of new homes in the Epping Forest District and neighbouring areas. | The establishment of an appropriate Joint Delivery Vehicle by April 2008. |

| | | | | |
|-----|---|---|---|--|
| | | <p>Progress Report (31.3.07)</p> <p>The proposed changes to the East of England Plan indicate that a specific list of bodies will have to work together to create joint Local Development Documents for the growth of Harlow. A delivery vehicle has been established within Harlow called 'Harlow Renaissance, and a number of the specific bodies already meet at Member/Chief Executive level.</p> | | |
| GU2 | <p>To increase levels of recycling and to reduce waste growth (KPI Refs: BV82(a)(i), BV82(a)(ii), BV82(b)(i), BV82(b)(ii)).</p> | <p>To fully implement the wheeled bin and alternate weekly waste collection arrangements across the district;</p> | <p>Environmental Protection Portfolio Holder/Head of Environmental Services</p> | <p>The attainment of statutory and local recycling and waste reduction targets.</p> <p>The achievement of a recycling target of 40% by 2008/09.</p> |
| | | <p>Progress Report (31.3.07)</p> <p>All stages of the wheeled bins programme have been implemented across the district. Recycling performance averaged across the district is approximately 37% and, if performance is maintained, the 40% target set for 2008/09 should be achievable. The total household waste stream has remained almost static which, whilst not meeting the target, is good compared to a national year on year increase of 3%.</p> | | |
| GU3 | <p>To increase the profile of the Council's Museum Service and improve access to the collections of the Epping Forest Museum and understanding of the social history of the district (KPI Refs: BV156, BV170(a), BV170(c)).</p> | <p>(a) To undertake improvements to the entrance area and re-display the lower galleries at the Epping Forest Museum;</p> | <p>Leisure and Young People Portfolio Holder/Head of Leisure Services</p> | <p>The provision of improved access to the Epping Forest Museum for people with disabilities, the generation of increased numbers of visitors to the museum, and greater public awareness of the Museum Service and the history of the district.</p> <p>(a) Improvements to museum entrance area to be completed by 30 September 2006;</p> |
| | | <p>Progress Report (31.3.07)</p> <p>Capital Funding was secured in 2006/07 to undertake refurbishment, access and re-display work to ground floor level of museum, and works to the entrance area and the refurbishment of the Museum Shop were completed. Work is currently underway on the lower archaeology gallery due for completion in June 2007. Access improvements include new low-level display cases for wheelchair users and the re-titling of display/interpretation boards and up-graded lighting to assist people with impaired vision. It is also planned to install a touch-screen display containing a photographic record of social history images and objects. Press and marketing initiatives in relation to the refurbishments should lead to increased museum attendance in 2007/08. Attendances in 2006/07 were adversely affected by some periods of closure to facilitate the improvement works.</p> <p>(a) To undertake a community outreach programme at schools, libraries and public buildings to increase the profile of the Council's Museum Service.</p> <p>(b) Improved performance of 5% per annum to be achieved on BVPI's in relation to numbers of visitors to the Epping Forest Museum.</p> | | |
| | | <p>Progress Report (31.3.07)</p> <p>Pre-planning work has started on Community Outreach Programme to include sourcing of new peripatetic display cases to be located in schools, public buildings and libraries. This will increase access to the museum collection. The full Community Outreach Programme will be rolled-out in Autumn 2007.</p> | | |

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| GU4 | To develop the Local Development Framework for the district (<i>KPI Ref: Not applicable</i>). | To commence the development of the Local Development Framework once amendments to the current Local Plan for the district has been completed and the final version of the East of England Regional Plan has been published. | Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development | The adoption of a development framework for the district against which future planning proposals can be assessed. | The adoption of the Local Development Framework by 30 September 2010 (targets for the completion of numerous intermediate stages of the development of the framework have previously been approved by the Office of the Deputy Prime Minister). |
| Progress Report (31.3.07) | | | | | |
| The final version of the East of England Plan has been delayed, and publication is now due during Summer 2007. Amendments to the Local Development Scheme to reflect the publication of the East of England Plan await approval from Department for Communities and Local Government. | | | | | |

| HOMES AND NEIGHBOURHOODS | | | | | |
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| HN1 | To increase the amount of affordable housing in the district to meet identified need, and to consider and investigate different options for increased delivery (<i>KPI Refs: BV106, H15(a), H15(b)</i>). | <p>(a) To revise the Local Plan for the district to require that 40% of all homes built on developments over fifteen properties are affordable to people on low incomes;</p> <p>Progress Report (31.3.07)</p> <p>Action achieved. The Local Plan for the district now requires that 40% of all homes built on developments of over fifteen properties are affordable to people on low incomes.</p> <p>(b) To work with housing associations to provide more local affordable housing;</p> <p>Progress Report (31.3.07)</p> <p>Due to the current dearth of land available for private development within the district, the amount of new affordable housing provided has been low. The target of at least 100 homes per annum (on average) was met between 2004/05 and 2005/06, when 199 new affordable homes were completed, but only 25 new affordable homes were completed on two developments in 2006/07, and only 13 are expected to be completed on two developments in 2007/08. However, there are a potential 444 affordable properties in the development pipeline, most of which are hoped to come to fruition over the coming years.</p> <p>Negotiations with developers on Section 106 sites have been robust, resulting in the Council's target of 30% affordable housing prior to July 2006 and 40% since then being secured, with a small number of exceptions where these have been justified and accepted by members. The Strategic Housing Partnership (comprising the Council and its five preferred Registered Social Landlord partners) continues to strengthen and increase partnership working, and has contributed towards so many potential schemes being developed in the pipeline.</p> | Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development | An increase in the amount of affordable housing provided through Section 106 Agreements by at least 33%. | The approval of at least twenty more affordable homes per annum through planning permissions, than if the alterations to the Local Plan had not been made. |
| The completion of at least one hundred new affordable homes per annum. | | | | | |
| The development of a good relationship between the Council, its housing association partners, and the Epping Forest Strategic Housing Partnership, resulting in the provision of additional affordable housing. | | | | | |

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| | | <p>(c) To consider in detail the following options for increasing the delivery of affordable housing, initially through the Housing Scrutiny Panel:</p> <p>(i) allowing the development of residential accommodation in the Green Belt, providing significant levels of affordable housing, as a very special reason for departing from normal Green Belt policy;</p> <p>(ii) the development of affordable housing on large urban open spaces within estates;</p> <p>(iii) setting an absolute minimum amount of 20% affordable housing that will be acceptable on large development sites, irrespective of other planning gains;</p> <p>(iv) the provision of more Social Housing Grant to Registered Social Landlords;</p> <p>(v) a review of the Council's landholdings to assess the scope for developing additional affordable housing;</p> <p>(vi) the use of grant funding from the Housing Corporation's London Region to be used to fund the development of affordable housing schemes in the district, with nomination agreements being shared between the Council and London boroughs;</p> <p>(vii) greater commitment by the Council to comply with the agreed Joint Commissioning Scheme, to increase the likelihood of Housing Corporation bids being funded; and</p> <p>(viii) the seeking of 'hot spot' status from the Office of the Deputy Prime Minister, to reduce right to buy discounts and deter right to buy sales, thereby slowing down the reduction in Council housing stock.</p> | <p>Housing Portfolio Holder/Chairman of Housing Scrutiny Panel/Head of Housing Services</p> | <p>The consideration and future adoption of new initiatives to increase the amount of affordable housing.</p> | <p>An increase in the amount of affordable housing available in the district.</p> |
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| | <p>Progress Report (31.3.07)</p> <p>At its meeting on 3 March 2006, the Housing Scrutiny Panel considered the potential ways of increasing affordable housing set out in this action. However, although the Scrutiny Panel did not support suggestions/proposals relating to (c)(i) – (c)(iii) or (c)(v) – (c)(vi), it did recommend to the Cabinet that an additional £1m local authority social housing grant (LA SHG) should be provided and that annual consideration should be given to the amount of LA SHG that should be made in future years (following which the Cabinet agreed to make additional provision of £0.5m and undertake an annual review of LA SHG). The Cabinet also agreed a recommendation from the Housing Scrutiny Panel that the land associated with any General Fund assets that becomes surplus to requirements in the future may be provided to an RSL free of charge to provide affordable housing. However, the Cabinet did not agree the Scrutiny Panel's recommendation that the Council should seek Right to Buy (RTB) 'Hot Spot Status' for the district from the Government which, if obtained, would reduce the maximum discount available to tenants under the RTB from £34,000 to £16,000.</p> | See objective HN1 | See objective HN1 |
| HN2 | <p>To prevent homelessness and respond to homelessness applications efficiently, effectively and fairly, to help homeless people secure appropriate accommodation and minimise the use of bed and breakfast accommodation (KPI Refs: BV106, BV183(a), BV183(b), H15(a), H15(b)).</p> | <p>(a) To increase the amount of affordable housing in the district to meet identified need;</p> <p>Progress Report (31.3.07)</p> <p>See progress report in relation to HN1(b) above</p> | <p>Housing Portfolio Holder/Head of Housing Services</p> |
| | <p>(b) To provide additional temporary accommodation by the extension of the Fresh START Scheme from ten to twenty privately rented properties leased by a housing association, and the development of Leader Lodge at North Weald for the provision of eight to 1 ten self contained flats as temporary accommodation;</p> <p>Progress Report (31.3.07)</p> <p>East Thames Housing Group has only been able to source 4 of the 10 private rented properties sought under the Fresh START Scheme, that meet the Council's needs and which private landlords are prepared to offer to the scheme. However, following a recent meeting, East Thames has agreed to re-energise their efforts, increasing advertising if necessary.</p> <p>In June 2006, despite an officer recommendation for approval, the Area Plans Sub-Committee refused an outline planning application to demolish Leader Lodge and redevelop the site to provide 10 new self-contained flats. This was because the Sub-Committee felt that 'the proposals would result in a form of development out of character in this area of predominantly single-family dwellings and detrimental to the street scene' and 'would result in an intensification of use out of character with the surrounding properties and likely to result in activity causing disturbance to the occupiers of adjacent properties'. The Housing Portfolio Holder intends to report to the Cabinet in June 2007 on an alternative proposal for the future of Leader Lodge and its associated land.</p> | <p>The provision of eighteen to twenty additional units of temporary accommodation.</p> | <p>The provision of an additional ten units of accommodation by 30 April 2006 and a further 8 to 10 units by 30 April 2008.</p> |

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| | | (c) To further develop the Council's homelessness prevention service by the appointment of an additional part-time homelessness prevention officer, specialising in young people's homelessness and to work with partner agencies to tackle homelessness. | Housing Portfolio Holder/Head of Housing Services | The provision of improved homelessness services, particularly for young people. | The prevention of at least an additional forty incidences of homelessness per annum. |
| | | Progress Report (31.3.07) Following the receipt of increased funding from the Department for Communities and Local Government (due to the progress made by the Council in the past in preventing homelessness) the capacity of the Homelessness Prevention Service has increased to 4.5 FTE homelessness prevention officers, including the introduction of a Team Leader post. The Service's success continues to increase and 516 cases of homelessness were successfully prevented in 2006/07. | | | |
| HN3 | To help people with special housing needs to live in homes suitable for their needs, with appropriate levels of support (KPI Ref: Not applicable). | To work with the other main agencies involved with supported housing and, after consultation with service providers and service users, produce an annual Local Supporting People Strategy. | Housing Portfolio Holder/Head of Housing Services | The production of an annual Local Supporting People Strategy setting out how the agencies involved with supported housing will help meet peoples special needs. | The production of an updated Local Supporting People Strategy by 1 April each year. |
| | | Progress Report (31.3.07) In partnership with other support agencies in the district, the Council has uniquely produced a Local Supporting People Strategy following consultation exercises, annually since the introduction of the supporting people regime. However, the Supporting People Commissioning Body has decided that local strategies should now be produced on a sub-regional basis. Discussions are therefore taking place with the four other Essex local authorities in the London Commuter Belt Sub-Region about the formation of a sub-regional group and the production of a sub-regional supporting people strategy and action plan. | | | |
| HN4 | To ensure that privately owned homes are fit for people to live in, with empty homes kept to a minimum and to provide help to those who need it most (KPI Ref: Not applicable). | (a) To target assistance at home owners in need; | Environmental Protection Portfolio Holder/Head of Environmental Services | The provision of improved, more secure homes in the private sector. | (a) The provision of at least four home renovation grants and sixty Home Repairs Assistance Grants per annum, at a cost of no more than £200,000 per annum until the revised Private Sector Housing Assistance Policy is adopted; (b) 70% of vulnerable private sector households to be living in homes meeting the decent homes standard by 2010/11. |

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| | <p>Progress Report (31.3.07)</p> <p>The Council has adopted its revised Private Sector Housing Strategy and approach for the provision of financial assistance. In 2006/07 the Council provided 2 Renovation Grants and 52 Home Repairs Assistance grants, and has also received additional funding from Go-East to assist it in meeting the 2010/11 target for decent homes.</p> <p>(b) To produce an Empty Homes Strategy setting out how the number of empty homes in the district can be reduced;</p> | <p>Environmental Protection Portfolio Holder/Head of Environmental Services</p> | <p>The development of an Empty Homes Strategy setting out the way that the Council will try to minimise the number of empty properties and will deal with long term empty properties causing a nuisance.</p> | <p>(a) The production of an Empty Homes Strategy by 1 September 2006;</p> <p>(b) The bringing of at least ten empty properties brought back into use per annum as a result of initiatives within the Empty Property Strategy.</p> |
| | <p>Progress Report (31.3.07)</p> <p>The Empty Homes Strategy has been produced and adopted by the Cabinet/Council. The Strategy was adopted late in the Council year and therefore the target was not met. However, steps are in place to take the strategy forward, including the use of compulsory purchase powers where considered appropriate. In reality, given the nature of the district and the resources available, a more reasonable annual target would be 5 homes rather than the existing 10.</p> | | | |
| | <p>(c) To analyse the results of the latest Private Sector Stock Condition Survey;</p> | <p>Environmental Protection Portfolio Holder/Head of Environmental Services</p> | <p>To achieve a better understanding of the condition and energy efficiency of the private sector housing stock and the number of empty properties in the district.</p> | <p>The completion of the analysis the results of the Private Sector Stock Condition Survey by 31 March 2006.</p> |
| | <p>Progress Report (31.3.07)</p> <p>The data provided by the Stock Condition Survey was used as the basis behind the new Private Sector Housing Strategy and the Private Sector Housing Assistance Policy, both of which have now been adopted.</p> | | | |
| | <p>(d) To produce an updated Private Sector Housing Assistance Policy, based on the results of the Private Sector Stock Condition Survey.</p> | <p>Environmental Protection Portfolio Holder/Head of Environmental Services</p> | <p>The development of a clear policy on the criteria to be adopted by the Council for the provision of various forms of assistance to owners and occupiers of private sector properties.</p> | <p>The production of the Private Sector Housing Assistance Policy by September 2006.</p> |
| | <p>Progress Report (31.3.07)</p> <p>The Private Sector Housing Assistance Policy was adopted by the Council in March 2007.</p> | | | |

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| HN5 | <p>To ensure that the Council manages and maintains its homes effectively and efficiently, and that it provides decent homes for its tenants and leaseholders at affordable rents, and deals with issues of anti-social behaviour (KPI Refs: BV63, BV66(a), BV164, BV184(a), BV184(b)).</p> | <p>(a) To continue to identify which Council homes do not meet, or will not meet, the Decent Homes Standard, provide sufficient resources and carry out appropriate programmes of work to ensure that all these homes meet the Standard by 2010;</p> <p>Progress Report (31.3.07)</p> <p>Rather than commission consultants to undertake stock condition surveys, stock surveys are now undertaken on a rolling basis by technical housing officers, in order to maximise value for money. Significant programmes of work continue to be undertaken to improve tenants' homes and reduce the number of non-decent homes. The number of non-decent Council homes has reduced from 22% of the Council's stock in April 2002 to 5.3% in April 2007. The Council is on course to meet the Government's objective of having no non-decent homes by 2010.</p> | <p>Housing Portfolio Holder/Head of Housing Services</p> | <p>The provision of decent homes for occupation by the Council's tenants</p> | <p>All homes to meet the Decent Home Standard by 2010.</p> |
| | | <p>(b) To undertake a major improvement scheme at Springfields, Waltham Abbey;</p> | <p>Housing Portfolio Holder/Head of Housing Services</p> | <p>The achievement of ninety-six improved tenanted and leasehold properties that meet the Decent Homes Standard.</p> | <p>The completion of improvement works by 31 December 2007.</p> |
| | | <p>Progress Report (31.3.07)</p> <p>Following an extensive resident consultation exercise, which resulted in an agreed specification of works and the receipt of planning permission, tenders are shortly to be invited and reported to the Cabinet in July 2007.</p> | | | |
| | | <p>(c) To implement an Introductory Tenancy Scheme;</p> | <p>Housing Portfolio Holder/Head of Housing Services</p> | <p>All new tenants to be provided with non-secure introductory tenancies, for the first twelve months Council tenancy, to reduce anti-social behaviour by new tenants and to enable the Council to take swift action against offenders.</p> | <p>No serious acts of anti-social behaviour by new tenants, which have not resulted in legal action being taken to evict the offending tenants.</p> |
| | | <p>Progress Report (31.3.07)</p> <p>The use of introductory tenancies for new Council tenants was successfully introduced on 1 April 2006. In its first year of operation, 311 introductory tenancies were granted. It was necessary to issue Notices of Possession Proceedings in just 16 cases (all on the grounds of rent arrears), which resulted in only one application to court.</p> <p>The use of the introductory tenancy scheme appears to be a significant success in that it has sent a clear message to all new tenants of the Council's expectations of them as tenants, and that the Council will take action to re-possess their property, much more easily than from a secure tenants, if they fail to keep to their Conditions of Tenancy. It is believed that this initiative has contributed to the rent collection rate increasing further in 2006/07.</p> | | | |
| | | <p>(d) To introduce a joint Choice Based Lettings Scheme, in collaboration with five neighbouring local authorities.</p> | <p>Housing Portfolio Holder/Head of Housing Services</p> | <p>Housing applicants will be able to "bid" for vacant properties in any of the six local authority areas where they are registered, instead of properties being "allocated" by the local authorities to those in most housing need.</p> | <p>The implementation of a joint Choice Based Lettings Scheme by 1 April 2007.</p> |

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| | | <p>Progress Report (31.3.07)</p> <p>A consortium comprising the Council and five neighbouring local authorities has been formed and successfully bid for £96,000 grant funding from the former Office of the Deputy Prime Minister. Consultants have been appointed to project manage the joint implementation of the Choice Based Lettings Scheme, a specification of the required service has been produced and tenders are currently being invited from organisations experienced in providing a choice based lettings service to local authorities. A consultation exercise has established widespread support for the introduction of choice based lettings but, due to a number of factors including the temporary withdrawal of one of the local authorities from the Consortium, the anticipated live date for the scheme is now October 2007.</p> | | | |
| HN6 | <p>To continue to undertake improvements in local environmental standards (KPI Refs: BV199(a), BV199(b), BV199(c), BV199(d)).</p> | <p>(a) To extend the use of locally based cleansing teams where appropriate to the locality;</p> | <p>Environmental Protection Portfolio Holder/Head of Environmental Services</p> | <p>(a) Improved standards of street cleansing and local environmental conditions;</p> | <p>Improvements in respect of relevant Best Value Performance Indicators, to achieve top quartile district council performance by 30 June 2006.</p> |
| | | <p>Progress Report (31.3.07)</p> <p>In view of the demise of the Council's waste management contractor at the start of 2006/07, no further action has so far been taken with respect to the introduction of additional local cleansing teams. BVPI 199 (Local Environmental Cleanliness Standards) outturns for 2006/07 demonstrate a continued improvement in street cleansing standards, with BV199 (a) being recorded as 2%, and BV199 (b) and 199 (c) at zero percent.</p> | | | |
| | | <p>(b) To utilise where appropriate the new powers available to the Council within the Clean Neighbourhoods and Environment Act 2005.</p> | <p>Environmental Protection Portfolio Holder/Head of Environmental Services</p> | <p>(a) Reductions in fly-tipping, fly-posting, abandoned vehicles etc.</p> | <p>Improvements in respect of relevant Best Value Performance Indicators, to achieve top quartile district council performance by 30 June 2006.</p> |
| HN7 | <p>To seek to deal with problems associated with vehicle parking in the built up areas of the district (KPI Ref: Not applicable).</p> | <p>To complete parking reviews for the Loughton and Waltham Abbey areas.</p> | <p>Civil Engineering and Maintenance Portfolio Holder/Head of Environmental Services</p> | <p>The improvement of local parking arrangements, and the management of problems associated with on street and commuter parking.</p> | <p>(a) The completion of parking reviews for Loughton and Waltham Abbey by 31 March 2007;</p> <p>(b) The implementation of locally agreed parking controls to include resident parking schemes where appropriate, commencing during 2007/08.</p> |
| | | <p>Progress Report (31.3.07)</p> <p>Parking reviews for Loughton and Waltham Abbey have commenced but were not completed by March 2007. The new/revised parking controls for Buckhurst Hill, Loughton (TCE) and Epping became available for implementation and enforcement as of 2 April 2007. However, there are engineering works associated with these schemes and full implementation will be delayed into 2007/08.</p> | | | |

| A SAFE COMMUNITY | | | | | |
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| SC1 | To enhance the safety, security and wellbeing of people using the district's town centres and public car parks. (KPI Ref: LPICEM1(a), (b), (c), (d), (e), (f), (g)). | To include improved lighting and closed circuit television systems as part of programme of town centre enhancements and the upgrading of the Council's public car parks. | Civil Engineering and Maintenance Portfolio Holder/Community Wellbeing Portfolio Holder/Head of Environmental Services//Head of Research and Democratic Services | The provision of safer and more secure town centres and public car parks. | The achievement of an appropriate accreditation for at least one car park per annum. |
| | | Progress Report (31.3.07) Improvement works have been completed in the Lower Queens Road car park at Buckhurst Hill and the Cottis Lane car park in Epping. The Burton Road car park at Loughton Broadway was also improved as part of the Broadway Town Centre Enhancement scheme. The wider community and economic issues in relation to improved lighting and closed circuit television systems remain under consideration by the Town Centres and Car Parking Scrutiny Panel. | | | |
| SC2 | To reduce the overall level of recorded crime in the district (KPI Ref: BV175). | (a) To develop a joint Community Safety Team, consisting of the Council's Crime Reduction Unit and local police officers; | Community Wellbeing Portfolio Holder/Head of Research and Democratic Services | The achievement of reduced crime levels across the district. | The achievement of a reduction in the overall level of recorded crime in the district by 16% by March 2008 based on the crime figures for 2003/04. |
| | | Progress Report (31.3.07) The establishment of an integrated Community Safety Team has been delayed for various reasons, including the deferral of the Customer Services Transformation Programme, and police matters such as neighbourhood policing and regionalisation having taken greater priority. The development of a joint Community Safety Team will be further considered as part of the review of the Council's management structure to be completed during the remainder of 2007/08. | | | |
| | | (b) To reduce the incidences of recorded domestic burglary, theft of vehicles, criminal damage and robbery that occur in the district. | Community Wellbeing Portfolio Holder/Head of Research and Democratic Services | The achievement of reduced crime levels across the district. | The achievement of a reduction in the overall level of recorded crime in the district by 16% by March 2008 based on the crime figures for 2003/04. |
| | | Progress Report (31.3.07) The Council and the Crime and Disorder Reduction Partnership are constantly monitoring procedures and looking at ways to reduce the incidence of all types of recorded crime in the district, in order to meet the target of a 16% reduction by March 2008. | | | |
| SC3 | To reduce levels of anti-social behaviour and provide leisure and training opportunities for young people to encourage positive and healthy lifestyles (KPI Ref: Not applicable). | To work with the Council's partners to secure ongoing external funding for the project. | Leisure and Young People Portfolio Holder/Head of Leisure Services | To reduce levels of anti-social behaviour and to work with young offenders to assist rehabilitation. | The provision of at least one on-going activity per annum in each area identified by Crime and Disorder Reduction Partnership in relation to anti-social issues involving young people. |

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| | <p>Progress Report (31.3.07)</p> <p>Unfortunately, NACRO have terminated funding to the Epping Forest Community Sports Project, which targeted young people at risk of offending, although a limited service is to continue in 2007/08 with the assistance of funding from Sport England. The Council's Young Persons Officer has been active in crime reduction initiatives, particularly the establishment of a community outreach worker to work with young people in Loughton on anti-social behaviour issues, in conjunction with the private sector.</p> | | |
| FL1 | FIT FOR LIFE | | |
| <p>To ensure that the leisure management contract entered into with SLM Limited delivers the Council's key objectives for the future of its leisure facilities, with respect to lower revenue costs, increased investment, continuous improvement and the transfer of risk (KPI Ref: <i>Not applicable</i>).</p> | <p>(a) To undertake regular and effective monitoring of the leisure management contract entered into with SLM Limited;</p> | <p>Leisure and Young People Portfolio Holder/Head of Leisure Services</p> | <p>The maintenance of high standards of service and customer satisfaction in accordance with the requirements of the leisure management contract.</p> |
| | <p>Progress Report (31.3.07)</p> <p>Regular monitoring of the Leisure Management Contract is taking place on an ongoing basis through site visits, statistical returns and monthly meetings at officer level. The Contract Monitoring Board has met on several occasions and is working effectively. The number of Default Notices issued is below the threshold, with only one default and seven improvement notices required in the first fifteen months of the contract. Similarly, the number of Stage 2 Complaints received is also well below threshold, with less than 10 received in the same period.</p> | | <p>(a) The number of Default Notices issued in relation to the Leisure Management Contract to be below ten complaint notices or five default notices in any four consecutive week period;</p> <p>(b) The number of Stage 2 Complaints made to the Council in respect of its leisure facilities to remain at less than 1% of total number of participants using the facilities.</p> |
| | <p>(b) To explore further service initiatives to reduce revenue costs and increase participation;</p> | <p>Leisure and Young People Portfolio Holder/Head of Leisure Services</p> | <p>The provision of new facilities that increase participation.</p> |
| | <p>Progress Report (31.3.07)</p> <p>Several major marketing initiatives have been undertaken by SLM Limited to increase participation, particularly in the area of health and fitness. Reprogramming of swimming lessons has increased the number of attendances and reduced waiting lists. Re-negotiation is underway regarding an extension of the contract for Epping Sports Centre for seven years, with the expectation of lower revenue consequences by way of a reduced management fee or increased investment by SLM.</p> | | <p>An increase in Participation and level of Income in line with projections contained in the contractor's tender.</p> |
| | <p>(c) To ensure that capital investment is completed on time and to the correct standard.</p> | <p>Leisure and Young People Portfolio Holder/Head of Leisure Services</p> | <p>The achievement of a guaranteed level of capital investment completed on time and to the appropriate quality in accordance with the contractor's tender.</p> |

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| | | <p>Progress Report (31.3.07)</p> <p>Major capital investment schemes at Ongar Leisure Centre and Waltham Abbey Swimming Pool have been completed in line with agreed timescales and at a level of £1.5m as guaranteed within the tender. Quality of work remains good and has met customer expectations.</p> | | | |
| FL2 | To increase access to leisure and cultural opportunities in the rural parts of the district through the 'Beyond Suburbia' Cultural Development Programme (KPI/ Ref: Not applicable). | To implement the key findings of the Beyond Suburbia initiative in partnership with local parish councils and other agencies. | Leisure and Young People Portfolio Holder/Head of Leisure Services | The improvement of quality of life for rural communities, the alleviation of isolation and economic benefits. | <p>(a) The achievement of ten new activities in rural parishes per annum;</p> <p>(b) The generation of external funding of £50,000 per annum for one new facility development project each year.</p> |
| | | <p>Progress Report (31.3.07)</p> <p>The target of ten new activity sessions with respect to leisure and cultural opportunities has been met. External funding levels have been reached to enable major improvements, including a new playground to be undertaken at Matching Tye.</p> | | | |
| FL3 | To increase access to opportunities for people of all ages and abilities to lead a healthy lifestyle (KPI/ Ref: Not applicable). | To expand the district wide 'Active Life' programme of activities to include the 'Life Walks' 'Bodycare' and general practitioner referral schemes, and other initiatives. | Leisure and Young People Portfolio Holder/Head of Leisure Services | Increased participation in physical activity by people at risk leading to lower incidence of ill health. | <p>(a) The achievement of an increase in the number of participants in the 'Active Life' initiative of 5% per annum;</p> <p>(b) The achievement of an increase in the number of people referred by General Practitioners and other health professionals of 5% per annum;</p> <p>(c) The achievement of at least two activity sessions becoming self-sustainable per annum.</p> |
| | | <p>Progress Report (31.3.07)</p> <p>The 'Active Life' programme has been extended in 2006/07 with targets achieved in respect to participation and General Practitioner referrals. Unfortunately, the West Essex Primary Care Trust has withdrawn funding for cardiac rehabilitation classes and the seated exercise scheme for the elderly. Alternative external funding options are currently being explored but may affect the achievement of participation targets for 2007/8. It may be possible for a number of the seated exercise classes to be self-sufficient by charging participants a nominal fee.</p> | | | |
| FL4 | To work more closely with the local Primary Care Trust to ensure that the activities that the Council carry out in environmental monitoring and inspection | To review the Council's environmental, inspection and enforcement arrangements and policies along with the Primary Care Trust. | Environmental Protection Portfolio Holder/Head of Environmental Services | The alignment of the Council's inspection, enforcement and awareness activities with the relevant public health objectives of the Primary Care Trust | The adoption of a jointly agreed public health policy with the Primary Care Trust by 31 March 2007. |

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| | contribute fully to improving the overall health of the community, including specifically the promotion of anti-smoking initiatives (KPI Ref: Not applicable). | Progress Report (31.3.07) Due to the significant changes in the structure of the local Primary Care Trust (PCT), there has been no progress in this regard. However, with respect to the new 'no smoking' legislation, joint action with the PCT and Harlow District Council is to take place in June 2007 with the holding of a business seminar. The PCT's newly appointed Director of Public Health is keen to work with the Council and this will be progressed. | | |
| FL5 | To implement the requirements of forthcoming legislation dealing with smoking in the workplace (KPI Ref: Not applicable). | To incorporate the enforcement of workplace smoking into the Council's existing environmental health inspection regime. | Environmental Protection Portfolio Holder/Head of Environmental Services | The achievement of a reduction in coronary heart disease, lung cancer and other smoking related diseases. (a) To undertake appropriate public information campaigns to bring the requirements of workplace smoking legislation to the attention of employers, employees and users of public premises in the district, within six months of the date of the new legislation coming into force being known; (b) To monitor reductions in smoking related illnesses within the district in liaison with the Primary Care Trust. |
| | | Progress Report (31.3.07) Government funding has been made available to support the new workplace smoking legislation. Additional temporary staff are in the process of being appointed, and a local business seminar has been arranged in conjunction with Harlow District Council and the Primary Care Trust for June 2007. Monitoring of reductions in smoking related illnesses will await the implementation of the new legislation. | | |

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| ECONOMIC PROSPERITY | | | | |
| EP1 | To continue to remain a low tax authority (KPI Ref: Not applicable). | To set Council Tax increases for 2007/08, 2008/09 and 2009/10 of no more than 2.5% per annum. | Finance, Performance Management and Corporate Support Services Portfolio Holder/Head of Finance | Council Tax levels for 2007/08, 2008/09 and 2009/10 will increase by no more than 2.5%. The actual level of Council Tax increases for 2007/08, 2008/09 and 2009/10. |
| | | Progress Report (31.3.07) The Council's adopted policy (Cabinet - 6 February 2006) is to increase Council Tax by no more than the rate of increase in the Retail Price Index, rather than to not increase it by more than 2.5% as set out in this Council Plan action, which therefore requires correction. The target for keeping the increase in Council Tax below the increase in the Retail Price Index was achieved for 2007/08. For 2007/08 the district Council Tax was increased by 3.54% at a time when the rate of increase in the Retail Price Index was 4.6%. | | |
| EP2 | To enhance the town centre areas at Loughton High Road and Loughton Broadway to provide improved environments for the users of the centres and the | To complete the agreed programme of town centre enhancement works and improvements. | Civil Engineering and Maintenance Portfolio Holder/Head of Environmental Services | The achievement of enhanced town centre environments, providing improved facilities for all users of the town centres. (a) The completion of Phases 1 and 2 of the Loughton High Road town centre enhancement scheme by 31 December 2006; |

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| | providers of services (KPI Ref: Not applicable). | | | | (b) The commencement of Phase 1 of the Loughton Broadway town centre enhancement scheme by 31 July 2006. |
| | | <p>Progress Report (31.3.07)</p> <p>Phases I and II of the Loughton Town Centre Enhancement Scheme (TCE) are complete, with the exception of traffic and parking controls, which are currently being implemented. Final financial outcomes for the scheme are presently being analysed. Phase I of the Loughton Broadway TCE was completed by Christmas 2006, although Phase II of the scheme has been delayed due to technical problems associated with a gas main and the highway infrastructure, and revised proposals are currently under consideration.</p> | <p>Progress Report (31.3.07)</p> <p>Phases I and II of the Loughton Town Centre Enhancement Scheme (TCE) are complete, with the exception of traffic and parking controls, which are currently being implemented. Final financial outcomes for the scheme are presently being analysed. Phase I of the Loughton Broadway TCE was completed by Christmas 2006, although Phase II of the scheme has been delayed due to technical problems associated with a gas main and the highway infrastructure, and revised proposals are currently under consideration.</p> | <p>Progress Report (31.3.07)</p> <p>Phases I and II of the Loughton Town Centre Enhancement Scheme (TCE) are complete, with the exception of traffic and parking controls, which are currently being implemented. Final financial outcomes for the scheme are presently being analysed. Phase I of the Loughton Broadway TCE was completed by Christmas 2006, although Phase II of the scheme has been delayed due to technical problems associated with a gas main and the highway infrastructure, and revised proposals are currently under consideration.</p> | <p>Progress Report (31.3.07)</p> <p>Phases I and II of the Loughton Town Centre Enhancement Scheme (TCE) are complete, with the exception of traffic and parking controls, which are currently being implemented. Final financial outcomes for the scheme are presently being analysed. Phase I of the Loughton Broadway TCE was completed by Christmas 2006, although Phase II of the scheme has been delayed due to technical problems associated with a gas main and the highway infrastructure, and revised proposals are currently under consideration.</p> |
| EP3 | To co-ordinate land use and planning policies, and housing, transport and local infrastructure (KPI Ref: Not applicable). | <p>(a) To secure amendments to the district Local Plan to ensure the planning and development policies for the district for the foreseeable future are co-ordinated and appropriate;</p> <p>Progress Report (31.3.07)</p> <p>Action achieved.</p> | <p>Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development</p> | <p>The coordination of land use, planning policies, housing, transport and infrastructure to promote sustainability, economic prosperity and tackle areas of deprivation.</p> | <p>The completion of the coordination of all relevant policies by 31 August 2006.</p> |
| | | <p>(b) To secure the inclusion of a statement in the new Local Development Framework emphasising need to co-ordinate land use, planning policies, housing, transport and infrastructure in a way that ensures economic prosperity and tackles deprivation, taking account of what has been secured in alterations to the Local Plan.</p> <p>Progress Report (31.3.07)</p> <p>As explained in relation to objective GU4 above, work on the Local Development Framework is delayed, pending the issue of the final version of the East of England Plan, and cannot be achieved within the originally identified timescale.</p> | <p>Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development</p> | <p>The coordination of land use, planning policies, housing, transport and infrastructure to promote sustainability, economic prosperity and tackle areas of deprivation.</p> | <p>The completion of the coordination of all relevant policies by 31 August 2006.</p> |
| EP4 | To ensure that young people can express informed views on issues that affect them and actively take part in the democratic process (KPI Ref: Not applicable). | <p>To support the work of the Essex Youth Assembly and local youth councils to enable young people's voices to be heard.</p> <p>Progress Report (31.3.07)</p> <p>A number of local young people have been elected to represent the district on the Essex Youth Parliament, with one individual also now serving on the National Youth Parliament. The Young Persons Officer and the Head of research and Democratic Services supported the elections. Since appointment in November 2006, the Young Persons Officer has been actively engaged in working with secondary schools and young people on advocacy and citizenship issues with the expectation that a formal Youth Council for all/parts of the district can be established in 2007/08.</p> | <p>Leisure and Young People Portfolio Holder/Head of Leisure Services</p> | <p>The empowering of young people to influence decisions on those matters that directly affect them.</p> | <p>The achievement of full representation for the district on the Essex Youth Assembly and youth councils by local young people by 31 December 2006.</p> |

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| EP5 | To respond to issues of deprivation in the district, based on the results of the Index of Multiple Deprivation 2004. (KPI Ref: Not applicable). | (a) To continue to identify measures to alleviate specific deprivation problems identified through an analysis of the 2004 Indices of Deprivation; and to work with partner agencies to tackle deprivation issues; | Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development | The development of targeted programmes of action to address the needs of local communities. | The establishment of six children's centres within the district by 31 March 2008. |
| <p>Progress Report (31.3.07)</p> <p>An analysis has been undertaken of a number of deprivation indices by reference to Super Output Areas (which are areas smaller than a ward) relevant to a number of existing or potential programmes, ranging from town centre enhancements in Loughton Broadway to the nature of economic development schemes that have been undertaken in Waltham Abbey. The deprivation indices are also relevant to actions indicated in the Essex Local Area Agreement and the action plans in the Community Strategy.</p> | | | | | |
| EP6 | To maintain and improve the links between the Council, local town centres and the business community of the district (KPI Ref: Not applicable). | (b) As a partner agency to the Epping Forest local strategic Partnership, to establish children's centres within the district. | Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development | The development of targeted programmes of action to address the needs of local communities. | The establishment of six children's centres within the district by 31 March 2008. |
| <p>Progress Report (31.3.07)</p> <p>The Council has a duty to co-operate in meeting the requirements of the Children's Act 2004 and the 'Every Child Matters/Change For Children's' agenda, although it is not the lead authority for the provision of children's centres. To meet its obligations, the Council has appointed member and officer representatives to the board of the Children and Young Persons Strategic Partnership (CYPSP) and its associated working groups. There are plans for seven children's centres across the district, some in new build accommodation, whilst others will be virtual centres based on existing facilities and services. The Council has recently determined planning applications for the first two new build centres. The proposal for Waltham Abbey was granted, whilst the application for the Alderton School site in Loughton was refused.</p> | | | | | |
| EP6 | To further develop the Town Centre Partnerships, or other appropriate local business forums, to encourage participation by local businesses. | Civil Engineering and Maintenance Portfolio Holder/Head of Environmental Services/ Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development | The achievement of stronger links between the Council and local business communities across the district. | The achievement of full local business community representation on the individual Town Centre Partnerships or other appropriate local business forums. | |

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| | | <p>Progress Report (31.3.07)</p> <p>The six partnerships that the Council helped to establish, and for which it provides basic funding, are Buckhurst Hill, Epping, Loughton Broadway, Loughton High Road, Ongar (now called a forum) and Waltham Abbey. Each partnership tends to go through cycles or high points of activity and interest, followed by lower points. A Town Centre Manager post was funded from June 2004, although this arrangement is due to end in 2007/08. The principal focus of the Town Centre Manager post has been in Buckhurst Hill and the two Loughton partnerships, however each of the partnerships have been given special project grants of up to £2,000, and these have supported activities ranging from a green fayre (Buckhurst Hill), the howzat cricket festival, (Loughton High Road), the Debden day (Loughton Broadway), a promoting local shopping event (Epping), a town sign (Ongar) and priming funding to seek to get a statue of King Harold in Waltham Abbey. It is also clear that the business community struggle to have long-term involvement with organisations that hold day (trade) time meetings, and various steps have therefore been taken by the different partnerships, varying from breakfast to evening meetings. In contrast, the Federation of Small Businesses is actively involved in the Economic Prosperity Action Group of the Community Strategy.</p> |
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| IMPROVING OUR PERFORMANCE | | |
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| IP1 | To implement the Customer Services Transformation Programme (KPI/Refs: BV8, BV9, BV0, BV12, BV14). | <p>(a) To identify and agree the appropriate resource requirements for the implementation of the Customer Services Transformation Programme;</p> <p>Customer Services, Media, Communications and Information Technology Portfolio Holder/Head of Information and Communication Technology</p> <p>The achievement of improvements in answering telephone calls and the implementation of consistent telephone answering standards; the provision of customer access to Council services through 'self service' electronic channels; the provision of customer access to the majority of services in a single ground floor reception area at the Civic Offices; and the provision of extended opening hours to meet customer demand.</p> <p>The resource requirements for the Customer Services Transformation Programme are currently being assessed by the consultants engaged by the Council to devise the programme. Specific targets and performance measures will be developed as the implementation of the Customer Services Transformation Programme is progressed.</p> |
| <p>Progress Report (31.3.07)</p> <p>As a result of difficulties arising in respect of the Waste Management Contract and consequent significant additional costs arising, the implementation of the Customer Services Transformation Programme has been deferred until further capital funding is available in 2008/09.</p> | | |
| | (b) Subject to (a), to establish a corporate customer contact centre as the first phase of the Customer Services Transformation Programme. | <p>Customer Services, Media, Communications and Information Technology Portfolio Holder/Head of Information and Communication Technology</p> <p>The achievement of improvements in answering telephone calls and the implementation of consistent telephone answering standards; the provision of customer access to Council services through 'self service' electronic channels; the provision of customer access to the majority of services in a single ground floor reception area at the Civic Offices; and the provision of extended opening hours to meet customer demand.</p> <p>The resource requirements for the Customer Services Transformation Programme are currently being assessed by the consultants engaged by the Council to devise the programme. Specific targets and performance measures will be developed as the implementation of the Customer Services Transformation Programme is progressed.</p> |

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| | | <p>Progress Report (31.3.07) As IP1(a) above. As a result of difficulties arising in respect of the Waste Management Contract and consequent significant additional costs arising, the implementation of the Customer Services Transformation Programme has been deferred until further capital funding is available in 2008/09.</p> | | | |
| IP2 | To achieve and maintain top quartile district council performance for the speed of processing of new Housing Benefit claims and changes of circumstances, and to maintain current top quartile performance for the accuracy of benefit assessments (KPI Refs: BV78(a), BV78(b), BV79(a)). | (a) To implement an Electronic Records Document Management System for the Benefits Division; | Finance, Performance Management and Corporate Support Services Portfolio Holder/Head of Finance | (a) Time currently lost on searching for paper files will be able to be devoted to more productive activities and medium term efficiency gains secured. | (a) The achievement and maintenance of top quartile district council performance for the speed of processing of new Housing Benefit claims and changes of circumstances. The necessary hardware and software for the Electronic Records Document Management System are already in place and funding of £15,000 has been allocated to aid the implementation of the system. |
| | | <p>Progress Report (31.3.07) This target has been achieved as the Benefits Division has now gone live with Anite at Work, the corporate Electronic Records and Document Management System.</p> | | | |
| IP3 | To achieve and maintain top quartile district council performance for the determination of all planning applications (KPI Refs: BV109(a), BV109(b), BV109(c)). | (b) To investigate the use of information technology to enhance performance by mobile working, in partnership with other appropriate local authorities. | Finance, Performance Management and Corporate Support Services Portfolio Holder/Head of Finance | (b) Benefit Visiting Officers to be provided with tablet personal computer equipment containing benefit information that can be used to check and verify benefit entitlement during the course of a visit. Eventually claims will be able to be processed during visits, which will assist claimants and improve performance. | (b) To maintain current top quartile district council performance for the accuracy of Housing Benefit assessments. A grant of £133,000 has been awarded by the Department of Work and Pensions to enable this initiative to commence in partnership with two other local authorities. |
| | | <p>Progress Report (31.3.07) A considerable amount of work has been undertaken to get the necessary infrastructure in place and functioning. Go live is now scheduled for June 2007.</p> | | | |
| IP3 | To achieve and maintain top quartile district council performance for the determination of all planning applications (KPI Refs: BV109(a), BV109(b), BV109(c)). | To fully implement agreed proposals for planning performance improvements, including new information technology systems, a planning 'hit squad' and the service restructure. | Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development | The achievement of improved determination times for all classes of planning application. | The achievement of top quartile district council performance by 30 June 2006, and the maintenance of top quartile performance thereafter. |

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| | <p>Progress Report (31.3.07)</p> <p>Planning Services has implemented the main building and planning modules of the Building Control, Local Land Charges and Planning integrated ICT system, and work continues on moving the Land Charges system to the latest full specification, and on further enhancements of the overall system that has changed many business processes. The Anite @work document management system has also been rolled out, but does not yet offer a complete "back catalogue" and is not yet seamless. However, the upgrading of systems and the provision of transformational access for staff and customers has been achieved in a short timescale. Planning Services have also successfully reduced a backlog of planning cases, and implemented a restructure. The combined effects of those measures has moved planning application performance from a poor position to one which is well above Government targets, and where the top quartile position (which is also moving higher) is close to achievement on BV109 (a) and (b) and has been achieved on 109 (c). Three particularly long serving and/or senior staff in an establishment team of twelve professional officers left the authority last year and although they have been successfully replaced with more junior and presently less experienced staff, this has inevitably impacted upon performance.</p> | <p>Finance and Performance Management Portfolio Holder/Head of Human Resources and Performance Management</p> | <p>The establishment of meaningful opportunities for residents and customers of the Council to inform and influence policy development and service provision.</p> | <p>The adoption of new Public Consultation and Engagement Policy and Strategy by 31 October 2006.</p> |
| <p>IP4</p> | <p>To deliver customer-focused services which meet the needs and aspirations of the diverse communities of the district (KPI Ref: Not applicable).</p> | <p>To develop and adopt a corporate Public Consultation and Engagement Policy and Strategy.</p> | <p>Progress Report (31.3.07)</p> <p>Action achieved. A new Public Consultation and Engagement Policy and Strategy was adopted by the Council in April 2006.</p> | |
| <p>IP5</p> | <p>To achieve top quartile district council performance for each Key Performance Indicator identified by the Council on an annual basis (KPI Refs for 2006/07): BV2(b), BV8, BV9, BV10, BV11(a), (b), (c), BV12, BV14, BV16(a), BV17(a), BV63, BV66(a), BV78(a), (b), BV79(a), BV82(a),(i), (ii), BV82(b)(i), (ii), BV84(a), (b), BV91(a), BV106, BV109(a), (b), (c), BV156, BV164, BV166(a), BV170(a), (c), BV183(a), (b), BV184(a), (b), BV199(a), (b), (c), (d), BV204, BV212, LPIEH6, LPIH15(a), (b), LPICEM1(a), (b), (c), (d), (e), (f), (g).</p> | <p>(a) To develop annual improvement plans in respect of all Key Performance Indicators;</p> <p>Progress Report (31.3.07)</p> <p>Improvement plans in respect of all Key Performance Indicators for 2006/07 were completed and considered by Management Board. The success of improvement actions was monitored on a quarterly basis throughout the year by the Finance and Performance Management Scrutiny Panel.</p> | <p>All Portfolio Holders/All Heads of Service</p> | <p>The achievement of top quartile district council performance in priority areas by 31 March each year, based on quartile data published by the Audit Commission.</p> |
| | <p>(b) To monitor progress towards the achievement of top quartile district council performance for each Key Performance Indicator on a quarterly basis.</p> | <p>All Portfolio Holders/All Heads of Service</p> | <p>The achievement of top quartile district council performance in the service priority areas identified by the Council each year.</p> | <p>The achievement of top quartile district council performance in priority areas by 31 March each year, based on quartile data published by the Audit Commission.</p> |

Progress Report (31.3.07)

The overall year-end position with regard to the achievement of top quartile (or other relevant) targets set for 44 of the KPIs (excluding 7 indicators for which performance cannot be measured against targets, and one that reflects a base-line position brought forward from the preceding year) is as follows:

- 22 (50%) achieved the performance target for 2006/07;
- 7 (16%) did not achieve the performance target for 2006/07, although outturn performance was within 5% of the target for the year; and
- 15 (34%) did not achieve the performance target for 2006/07 and outturn performance was not within 5% of the target for the year.

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ESSEX LOCAL AREA AGREEMENT

ACTION MONITORING SCHEDULE (AS AT 31 MARCH 2007)

LAA PRIORITY 3 - ENSURE DEVELOPMENT IS DESIGNED TO PROMOTE HEALTHIER LIVING IN THE BUILT ENVIRONMENT

| Objective | Action | Target | Responsible officer | Resources required and source | Timescale for completion | Progress (31.3.07) |
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| (1) To introduce Health Impact Assessments (HIAs) for larger planning applications | The LAA Lead has discussed this with the Essex Planning Officers Association (EPOA), and, as far as Epping is concerned, it is too late for us to have sought an alternation to our local plan to make reference to this, and therefore this will have to be brought in via the Local Development Framework (which we can't proceed further with until we learn the outcome of the Regional Plan, and in addition we have until 2009 to do this). | The introduction of Health Impact Assessments (HIA) for larger planning applications | Head of Planning and Economic Development | Currently unknown | By 2009 | The Council's Local Development Framework is delayed pending the approval of the final version of the East of England Plan. In addition, the Department for Health is understood to be consulting on a different approach to the issue of Health Impact Assessments. |
| (2) To have a minimum of 3% lifetime homes by 2009 | At the EPOA there was some debate as to what the Lifetime Homes Standard actually is, and this is probably still somewhat unclear, however, again we sought to make some alterations to our Local Plan. Unfortunately this was one of the few matters the inspector did not go along with, subsequently again, we will have to go down the LDF route to bring these policies in by 2009. | The provision of a minimum of 3% lifetime homes across the district | | Currently unknown | By 2009 | The scheme standards for homes built using Housing Corporation funding incorporate some similar elements to those required by the Lifetime Homes Standard (LHS), however not all of the LHS standard is covered. In the absence of an Essex-wide policy requiring the LHS to be met, the provision of affordable housing built to Housing Corporation scheme standards is being used as a proxy measure. At present this council is the only authority in Essex to have an adopted a policy requiring any provision for homes conforming to the LHS. |
| (3) The number of new homes built to the Lifetime Homes Standard in each borough/district will be a minimum of 3% of annual completions by 2009. | (a) After the Epping Forest Local Plan, to require at least 10% of homes provided on new developments to be built to the Lifetime Homes Standard; (b) Produce informal Planning Policy Guidance on the precise terms and timescales of implementing the requirements of the Altered Local Plan relating to Lifetime Homes. | 10% on all larger developments N/A | | None From existing resources | July 2006 December 2006 | Head of Planning and Economic Development to report Head of Planning and Economic Development to report |

LAA PRIORITY 8 - KEEP VULNERABLE CHILDREN AND YOUNG PEOPLE SAFE

| Objective | Action | Target | Responsible officer | Resources required and source | Timescale for completion | Progress (31.3.07) |
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| <p>(1) Increase the percentage of young people leaving care who are in accommodation that meets their particular support needs to 55.5%.</p> | <p>(a) Provide 37 bed spaces across the District for single homeless people and young people leaving care, through the Single Accommodation For Epping Forest (SAFE) Project;</p> | <p>At least 75% of young people leaving care in the District with an accommodation need to be housed by the SAFE project.</p> | <p>Head of Housing Services</p> | <p>Accommodation to be provided by Nacro Community Enterprises</p> | <p>December 2006</p> | <p>The SAFE Project continues to provide 37 bedspaces, and has good liaison arrangements with the Leaving and After Care Service. Between the Council and the SAFE Project, all young people leaving care and needing accommodation are assisted.</p> |
| | <p>(b) Investigate the feasibility of developing a foyer scheme within the District for young people, including young people leaving care, to provide accommodation, skills training and support.</p> | <p>If feasible and viable, to provide a scheme of at least 25 bedspaces, to increase to 90% the number of young people leaving care in the District with an accommodation need who are accommodated.</p> | | <p>Feasibility to be undertaken by East Thames Housing Group and the Epping Forest Foyer Project</p> | | <p>December 2006</p> |

LAA PRIORITY 10 - REDUCE CRIME, THE HARM CAUSED BY ILLEGAL DRUGS AND TO REASSURE THE PUBLIC

| Objective | Action | Target | Responsible officer | Resources required and source | Timescale for completion | Progress (31.3.07) |
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| (1) To reduce crime, the harm caused by illegal drugs and to reassure the public | (a) Implement Epping Forest Crime and Disorder Strategy 2005-08; | All targets within the Crime and Disorder Strategy and associated Action Plans | Head of Research and Democratic Services Crime and Disorder Reduction Partnership (CDRP), CDRP Coordinating Group and associated Action Groups | Safer Communities budgets and CDRP Home Office Safer Communities Funds | Various dates 1 April 2005 – 31 March 2008 | In 2006/07 the CDRP has continued to improve its performance. In March 2007 the actual number of reported crimes was recorded at 5453, only 312 in excess of the Home Office 5141 target. |
| | (b) To prepare, monitor and coordinate the annual spending programme for the Safer Stronger Communities Fund block of the Epping Forest Local Area Agreement. | (a) To liaise with and ensure that all necessary financial returns are made to Essex County Council's LAA coordinating body; (b) To liaise with sponsors of all commissioned projects, ensuring project conditions are met and necessary returns submitted. | Head of Research and Democratic Services Crime and Disorder Reduction Co-ordinator | Safer Communities budgets | April 2007 | 2007/08 budget agreed. |
| (2) To reduce the fear of crime through drug awareness, education and information | (a) To implement the Crucial Crew Scheme; | Carry out scheme | Head of Research and Democratic Services Crime and Disorder Reduction Co-ordinator, CDRP | Safer Communities budgets, CDRP Home Office Safer Communities Funds | June 2007 | Event to be held during June 2007 at Gilwell Conference Centre, all schools in the district invited to attend. |

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| | (b) To publish a 'Junior Citizenship' booklet; | Obtain sponsorship to provide all attendees of Crucial Crew Scheme with Junior Citizenship booklet | Head of Research and Democratic Services Crime and Disorder Reduction Co-ordinator, CDRP | From Lifelong Learning Fund and local businesses in the district | June 2007 | Funding achieved and booklets for each pupil attending supplied direct to schools |
| | (c) Knife crime reduction - BTEC students to design and produce a 10 minute documentary as to why young people carry knives and the risks involved; | 10 minute documentary to be produced | Head of Research and Democratic Services Crime and Disorder Reduction Co-ordinator /Essex Police | Epping Forest College resources | July 2007 | Two groups of students producing documentaries |
| | (d) National Tackling Drugs Day (23.5.07). | Information event | Head of Research and Democratic Services Safer Communities Team/Essex Police | Epping Forest College resources | May 2007 | Multi agency event held to illustrate the dangers of drink/drug driving |
| To reduce the fear of crime | (a) Graffiti Clearance; | Carry out graffiti clearance as necessary | Head of Research and Democratic Services Crime and Disorder Reduction Co-ordinator | Safer Communities Budget | Ongoing | Draft graffiti policy is currently going to Cabinet and consultation with Parish and Town Councils. The Safer Communities Team is also working with the Youth Offending Team using Community Service Orders across the district. |
| | (b) Help the Aged Handyman Scheme. | Provide and fit a range of security products in elderly peoples homes with no charge being made to those who meet Help the Aged criteria | | Safer Communities budgets, CDRP Home Office Safer Communities Funds | Ongoing | The scheme is regularly promoted via local media and the Council's publications |
| | (c) Hate Crime Strategic Panel | Provide multi-agency training for reporting of Hate Crime and increase awareness | | Safer Communities budgets, CDRP Home Office Safer Communities Funds | Ongoing | Training plan being developed in consultation with Human Resources Unit. |

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| (4) To reduce the impact of drug/alcohol use in the street | Drugs debris collection | Collect debris when necessary and reduce incidence | Head of Environmental Services | Environmental Services Budget | Ongoing | Street cleansing standards have improved across the district throughout 2006/07. The Head of Environmental Services is not aware of drugs debris being an on-going issue. |
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LAA PRIORITY 11 - BUILD RESPECT IN COMMUNITIES AND REDUCE ANTI-SOCIAL BEHAVIOUR

| Objective | Action | Target | Responsible officer | Resources required and source | Timescale for completion | Progress (31.3.07) |
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| <p>(1) Develop a working protocol with all relevant partners concerning Anti-Social Behaviour (ASB) issues. Protocol to include determining lead department on complaints received.</p> | <p>Consult with partners, examine best practice, produce draft protocol for debate, and implement agreed protocol</p> | <p>Implementation of written protocol</p> | <p>Head of Research and Democratic Services CDRP, Anti-Social Behaviour Network (ASBN) Group and Anti-Social Behaviour Co-ordinator</p> | <p>Safer Communities Budgets and CDRP Home Office Safer Communities Funds</p> | <p>End August 2007</p> | <p>All Registered Social Landlords now invited to attend problem-solving meetings at ASBN and Anti-Social Behaviour and Violent Crime Group. Meetings held regularly to address ASB issues within the district. The meetings develop tasking requirements of individuals or organisations and hold them accountable for those taskings being carried out. A written protocol is not required as all agencies work within the terms of reference of the groups</p> |
| <p>(2) Develop internal staff training programmes concerning best ASB strategies to encourage a pro-active approach to ASB work within the Council.</p> | <p>(a) Determine best practice; (b) Consult with acknowledged experts; (c) Liaise with relevant Council departments concerning identified training needs; (d) Produce a rolling series of courses for staff.</p> | <p>Undertaking training programme</p> | | <p>Safer Communities Budgets and CDRP Home Office Safer Communities Funds</p> | <p>End August 2007</p> | <p>Training is ongoing and the following subjects have been covered or are programmed for coverage before the end of 2007:</p> <ul style="list-style-type: none"> • Statement taking (EFDC staff); • Police and Criminal Evidence Act interviewing under caution (EFDC staff); • National Intelligence Model (Councillors and senior management); • Role of CDRP and multi agency problem solving; • Dealing with Intelligence; • Domestic security surveys; • The law relating to Anti-Social Behaviour (Police Community Support Officers, EFDC staff, Registered Socials Landlords). |

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| <p>(3) Develop a joint tasking strategy with Essex Police on the deployment of PCSO's. Obtain statistical return to monitor effectiveness.</p> | <p>(a) Liaise with District Commander, seek agreement, formulate tasking strategy and obtain Essex Police performance indicators for Police Community Support Officers (PCSO's);</p> <p>(b) Liaise with Essex Police to develop a system to identify Council led taskings;</p> <p>(c) Develop local arrangement for the handling of sensitive intelligence;</p> <p>(d) Liaise with Loughton DIU and develop intelligence packages regarding ASB to be disseminated to interested Council departments and Essex Police.</p> | <p>(a) Tasking pro forma drafted. Tasking results agreed as per Essex Police P1's. To be returned for each tasking;</p> <p>(b) Interested Council services to be notified. Strategy developed in line with Joint Service Agreement on PCSO's;</p> <p>(c) Local arrangement to be developed;</p> <p>(d) Briefing pack completed for target area Limes Farm. Will be updated as new offenders come on line.</p> | <p>Head of Research and Democratic Services Crime Reduction Co-ordinator, CDRP</p> | <p>Safer Communities Budgets and CDRP Home Office Safer Communities Funds</p> | <p>End December 2006</p> | <p>Actions completed</p> |
| <p>Develop generic multi-agency approach to recurring seasonal ASB issues (i.e. Trick or Treat, fireworks)</p> | <p>(a) Examine best practice;</p> <p>(b) Consult with licensing;</p> <p>(c) Liaise and develop with CRO and Essex Police Problem Solver;</p> <p>(d) Approach Trading Standards regarding TP work on those businesses suspected of infringements;</p> <p>(e) Task PCSO's;</p> <p>(f) Involve Schools Liaison Essex Police.</p> | <p>Agreed multi-agency approach signed up to by individual partners</p> | <p>Head of Research and Democratic Services ASB Co-ordinator CDRP, ASBN Group</p> | <p>Safer Communities Budgets and CDRP Home Office Safer Communities Funds</p> | <p>End August 2007</p> | <p>Work to commence with Essex Police Youth Intervention Team to develop seasonal tool kits to tackle recurring problems. These teams have only recently been formed so this work is in early stages of development. Press articles have been drafted for some seasonal issues and posters developed for those members of the public who feel vulnerable. This is also used in conjunction with the Council's website to raise awareness. Work under way regarding illegal taxi touts pro-active operations with Essex Police have been carried out and more planned to identify and prosecute offenders.</p> |

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| <p>(5) Develop multi-agency approach to dealing with ASB issues</p> | <p>Secure attendance of housing association representatives at meetings, investigate implications for data sharing and agree protocols</p> | <p>Housing Associations to attend meetings. Protocol to be developed</p> | <p>Head of Research and Democratic Services ASB Co-ordinator, ASBN Group</p> | <p>Safer Communities Budgets and CDRP Home Office Safer Communities Funds</p> | <p>End August 2007</p> | <p>Joint site surveys carried out with Essex Police Crime Reduction Officer. Those emerging problem areas are visited and recommendations made concerning physical security and design. Tasking procedure agreed with Essex Police for PCSO's and NPT to be directed into emerging hotspots to gather intelligence, re-assure the public and reduce fear of crime. Joint Action Group set up with Essex Police to regularly review emerging hotspots and provide multi-agency approach to problem solving. System put in place by ASB Co-ordinator to protect and disseminate sensitive sources and intelligence to Essex Police Field Intelligence Officers for action when criminal offences are apparent. National Intelligence Model products used for problem solving ie crime pattern analysis, problem profiles, and target profiles. These provide clear audit trail and justification for various intervention methods which are them implemented.</p> |
| <p>(6) Implement an interim ASB recording database</p> | <p>(a) Liaise IT; (b) Implement Access database; (c) Liaise with Housing, Environmental Services and RSL's; (d) Develop system of recording data from all of above.</p> | <p>Interim ICT CRIS database installed 12.9.06 ASB Project Board database still in development</p> | <p>Head of Research and Democratic Services ASB Co-ordinator</p> | <p>Safer Communities Budgets and CDRP Home Office Safer Communities Funds</p> | <p>On-going</p> | <p>Interim ASB database in place but does not provide sufficient clarity, accuracy or detail for purpose. Paper records currently used. Safer communities will be moving to a custom built ASB database later in 2007. This database will also have the ability to analyse emerging ASB and crime trends providing the ability to accurately target problem areas. There will also be case management, ABC and ASBO tracking.</p> |
| <p>(7) Develop and implement the use of technology in gathering evidence of ASB</p> | <p>(a) Obtain and develop the use of CDRP CCTV; (b) Develop working policy on use; (c) Evaluate new equipment for suitability</p> | <p>Agree working policy for use of CCTV and other technology in ASB cases</p> | <p>Head of Research and Democratic Services ASB Co-ordinator, CDRP, ASBN Group</p> | <p>Safer Communities Budgets and CDRP Home Office Safer Communities Funds</p> | <p>End August 2007</p> | <p>Purchase of 3G wireless CCTV systems at an advanced stage. Policy and procedure for implementing system has been written and is awaiting approval.</p> |

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| | of use in ASB. | | | | | | |
| (8) Develop with partners a positive media strategy to promote CDRP effectiveness and reduce the fear of crime | (a) Liaise with Essex Police media officer for Epping Forest District; (b) Work with CDRP Co-ordinator to positively promote all partnership actions. | Development of media strategy | Head of Research and Democratic Services ASB Co-ordinator, CDRP, ASBN Group | Safer Communities Budgets and CDRP Home Office Safer Communities Funds | End August 2007 | Ongoing | |

LAA PRIORITY 12 - ACTIVELY MANAGE OUR ENVIRONMENT

| Objective | Action | Target | Responsible officer | Resources required and source | Timescale for completion | Progress (31.3.07) |
|---|---|--|---|----------------------------------|-------------------------------|--|
| To reduce or limit the increase in size of Essex's ecological footprint | <p>(a) Environmental Co-ordinator to work within the Council and the community to increase awareness of the issues;</p> <p>(b) Target fuel poor households by:</p> <ul style="list-style-type: none"> Identifying households experiencing or at risk of fuel poverty and priorities them; Endeavouring to develop partnerships where possible with other agencies to conduct Household energy surveys to map the fuel poor; Mapping areas which are not supplied with main gas; Undertaking household energy surveys to gather information regarding fuel poverty within the district; Targeting suitable project developments at households/areas most at risk of fuel poverty. | To develop a programme of school visits, attendance at other local events to publicise environmental awareness etc | Head of Environmental Services Head of Planning and Economic Development | No additional resources required | Review progress at March 2007 | <p>A programme of school visits is in place and 12 visits have been undertaken so far, with presentations majoring on energy awareness and fuel poverty etc.</p> <p>A 'Green Fayre' was held in Buckhurst Hill in September 2006 and is to be repeated in 2007. The Environmental Co-ordinator is working with the Lea Valley Regional Park Authority to increase awareness of environmental issues as part of the authority's 40th anniversary events</p> <p>Awareness of environmental issues has been increased through the use of stalls in local markets displaying energy information in conjunction with the CARE Agency, and through long-term displays at the Civic Offices. The Environmental Co-ordinator has worked with Essex Energy Efficiency Advice Centre to provide information and assistance to homeowners, so as to also assist in identifying fuel poor household.</p> <p>Energy surveys have been undertaken as part of the Council's Private Sector</p> |

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| <p>To maximise recycling and composting of household waste</p> | <p>(a) To complete the implementation of the wheeled bin based waste management service;</p> <p>(b) To increase public awareness of the need to recycle more and throw away less.</p> | <p>(a) Wheeled bins across the district by the end of December 2006;</p> <p>(b) Achieve 30% recycling by March 2007 and 36% by March 2008</p> | <p>Head of Environmental Services</p> | <p>Basic resources in place, but subject to contractual review</p> <p>Additional resources provided for public awareness, new exhibition caravan acquired and now ready for use</p> <p>More leaflets etc required which will require resourcing</p> | <p>Roll out complete by 31 December 2006</p> <p>30% recycling by 31 March 2007</p> <p>36% recycling by 31 March 2008</p> | <p>House Condition Survey.</p> <p>The implementation of Wheeled Bin arrangements across the district has been completed. The Council's recycling outturn for 2006/07 is 37.09%</p> <p>A system of weekly summer refuse collections has been introduced in response to local concerns.</p> <p>The procurement of the Council's new waste management contract is underway and, once completed, resources will be made available to increase education and information in order to maintain recycling performance.</p> |
| <p>Improve the cleanliness of and public satisfaction with Essex gateway areas</p> | <p>(a) Review the Environmental Protection Agency (EPA) category for gateway areas;</p> <p>(b) Re-explore the options for using Probation Service personnel for additional cleansing works.</p> | <p>(a) Increase public satisfaction levels and BV199 targets for gateway areas;</p> <p>(b) To establish a protocol with the Probation Service for routine provision of additional cleansing resources</p> | <p>Head of Environmental Services</p> | <p>(a) Dependant upon the outcome of the review;</p> <p>(b) None if wholly provide by Probation Service</p> | <p>Part of review of waste management contractual arrangements (by March 2007)</p> <p>Protocol in place by March 2007</p> | <p>The specification for the Council's new waste management contract contains enhanced standards for street cleansing beyond those required by the EPA Code of Practice.</p> <p>No progress has yet been achieved with regard to the establishment of a protocol with the Probation Service.</p> |

Epping Forest District Council
Comprehensive Performance Assessment Improvement Plan (June 2007)

| WEAKNESS (AND CPA REPORT REF) | ACTION(S) | LEAD RESPONSIBILITY | PROGRESS |
|---|--|--|---|
| <p>(1) Community Strategy is only now emerging and has weaknesses (CPA Report Paragraphs 26, 106)</p> | <p>(a) Ensure that the Council has a significant role in the Local Strategic Partnership's (LSP) themed action groups to develop and take forward key themes and actions</p> | <p>Joint Chief Executive (Community)</p> | <p>Specific Community Strategy actions/targets were set in May 2006, along with the allocation of responsibility for achievement of targets via a range of themed action groups established by the LSP.</p> <p>The relationship between the Council and the LSP was reviewed during 2006/07 by an Overview and Scrutiny task and finish panel.</p> <p>The implementation of the Community Strategy is an on-going issue and the Cabinet/Finance and Performance Management Scrutiny Panel has agreed that this action remain within the improvement plan in view of the importance of the Local Area Agreement (LAA) for Essex. A report on the refresh of the LAA is to be considered by the Scrutiny Panel on 19 June 2007.</p> |

Epping Forest District Council

Comprehensive Performance Assessment Improvement Plan (June 2007)

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| | <p>(b) Monitor the progress of the Community Strategy actions along with LSP partners</p> <p>(c) Ensure that the Council plays a full part in appropriate action groups in terms of driving forward the actions in the Community Strategy</p> | <p>The Community Strategy actions/targets have been reviewed and updated by the LSP's action groups on an on-going basis and are now aligned with the Essex LAA. Actions/targets will be reviewed further in line with government guidance on sustainable community strategies.</p> <p>The implementation of the Community Strategy is an on-going issue and the Cabinet/Finance and Performance Management Scrutiny Panel has agreed that this action remain within the improvement plan in view of the importance of the Essex LAA. A report on the refresh of the LAA is to be considered by the Scrutiny Panel on 19 June 2007.</p> <p>The involvement of the Council in the LSP's themed action groups was considered as part of the Overview and Scrutiny review undertaken during 2006/07.</p> <p>The implementation of the Community Strategy is an on-going issue and the Cabinet/Finance and Performance Management Scrutiny Panel has agreed that this action remain within the improvement plan in view of the importance of the Essex LAA. A report on the refresh of the LAA is to be considered by the Scrutiny Panel on 19 June 2007.</p> |
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Epping Forest District Council

Comprehensive Performance Assessment Improvement Plan (June 2007)

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| <p>(2) No clarity around geographical and deprivation priorities (CPA Report Paragraph 31)</p> | <p>(a) Analyse levels of deprivation by individual wards with reference to the Indices of Deprivation.</p> | <p>Joint Chief Executive (Community)</p> | <p>An analysis of levels of deprivation by individual wards has been undertaken and aligned with the Essex LAA. A report on the refresh of the LAA is to be considered by the Finance and Performance Management Scrutiny Panel on 19 June 2007.</p> <p>The Council Plan for 2006 to 2010 includes references to deprivation as part of its action plan. Progress against the achievement of objectives and targets set out in the Council Plan is to be considered by the Scrutiny Panel on 19 June 2007.</p> |
| <p>(3) Mixed levels of customer and partner satisfaction (CPA Report Paragraph 67)</p> | <p>(a) All Heads of Service to investigate customer satisfaction and, where appropriate, to develop appropriate action plans to improve satisfaction levels.</p> | <p>All Heads of Service</p> | <p>Customer satisfaction surveys (2003/04) also provided mixed levels of satisfaction, a situation shared by a majority of local authorities at that time</p> <p>Customer satisfaction surveys have recently been completed for 2006/07, and the results will be reported to the Cabinet/Overview and Scrutiny in the near future. Action plans will be developed where appropriate to improve satisfaction levels following receipt of the survey results.</p> |

Epping Forest District Council

Comprehensive Performance Assessment Improvement Plan (June 2007)

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| <p>(4) Learning not systemised into structures (CPA Report Paragraph 99)</p> | <p>(b) Develop strategy for identifying and measuring customer satisfaction across the council's services.</p> | <p>Head of Human Resources and Performance Management</p> | <p>A new Public Consultation and Engagement Strategy, and proposals for the development and introduction of an annual Consultation Plan were agreed by Cabinet in March 2006.</p> <p>The Consultation Plan for 2007/08 was considered by the Cabinet on 11 June 2007 and will be reported to the Finance and Performance Management Scrutiny Panel on 19 June 2007.</p> <p>Action to be considered further following receipt of results in relation to customer satisfaction surveys for 2006/07.</p> |
| | <p>(a) Consider re-introduction of Staff Suggestion Scheme.</p> | <p>Head of Human Resources and Performance Management</p> | <p>Proposals for the re-introduction of a Staff Suggestion Scheme were considered by Management Board in August 2006. These proposals are to be discussed with the Leader of the Council on the basis of the re-introduction of a scheme for a twelve-month trial basis, possibly in tandem with proposals recently developed for a Team/Section of the Year award.</p> |
| | <p>(b) Develop proposals for improved staff communication.</p> | | <p>Improved staff communication requirements were an issue identified through the results of the employee survey undertaken during November 2006. Proposals for improved staff communication processes are to be progressed through the Investors In People (IIP) reaccreditation process during 2007/08, led by the corporate IIP Steering Group.</p> |

Epping Forest District Council

Comprehensive Performance Assessment Improvement Plan (June 2007)

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| <p>(5) Limited cross-departmental fault reporting (CPA Report Paragraph 152).</p> | <p>(a) Introduce requirements for cross-service fault reporting across all service areas.</p> | <p>Head of Environmental Services/ Head of Human Resources and Performance Management</p> | <p>It was originally anticipated that the development of a corporate customer contact centre would address this issue, although The implementation of the Customer Services Transformation Programme has since been deferred until further capital funding is available.</p> <p>Cross-departmental fault reporting arrangements are to be investigated for possible inclusion in the corporate Staff Induction Programme, which is currently being revised.</p> |
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ESSEX LOCAL AREA AGREEMENT

ACTION MONITORING SCHEDULE (AS AT 31 MARCH 2007)

LAA PRIORITY 3 - ENSURE DEVELOPMENT IS DESIGNED TO PROMOTE HEALTHIER LIVING IN THE BUILT ENVIRONMENT

| Objective | Action | Target | Responsible officer | Resources required and source | Timescale for completion | Progress (31.3.07) |
|--|---|--|---|-------------------------------------|--------------------------------|--|
| (1) To introduce Health Impact Assessments (HIAs) for larger planning applications | The LAA Lead has discussed this with the Essex Planning Officers Association (EPOA), and, as far as Epping is concerned, it is too late for us to have sought an alternation to our local plan to make reference to this, and therefore this will have to be brought in via the Local Development Framework (which we can't proceed further with until we learn the outcome of the Regional Plan, and in addition we have until 2009 to do this). | Health Impact Assessments for larger planning applications (HIA's) | Head of Planning and Economic Development | Currently unknown | By 2009 | The Council's Local Development Framework is delayed pending the approval of the final version of the East of England Plan. In addition, the Department for Health is understood to be consulting on a different approach to the issue of Health Impact Assessments. |
| (2) To have a minimum of 3% lifetime homes by 2009 | At the EPOA there was some debate as to what the Lifetime Homes Standard actually is, and this is probably still somewhat unclear, however, again we sought to make some alterations to our Local Plan. Unfortunately this was one of the few matters the inspector did not go along with, subsequently again, we will have to go down the LDF route to bring these policies in by 2009. | 3% lifetimes homes minimum | | Currently unknown | By 2009 | The scheme standards for homes built using Housing Corporation funding incorporate some similar elements to those required by the Lifetime Homes Standard (LHS), however not all of the LHS standard is covered. In the absence of an Essex-wide policy requiring the LHS to be met, the provision of affordable housing built to Housing Corporation scheme standards is being used as a proxy measure. At present this council is the only authority in Essex to have an adopted a policy requiring any provision for homes conforming to the LHS. |
| (3) The number of new homes built to the Lifetime Homes Standard in each borough/district will be a minimum of 3% of annual completions by 2009. | (a) After the Epping Forest Local Plan, to require at least 10% of homes provided on new developments to be built to the Lifetime Homes Standard; (b) Produce informal Planning Policy Guidance on the precise terms and timescales of implementing the requirements of the Altered Local Plan relating to Lifetime Homes | 10% on all larger developments N/A | | None From existing resources | July 2006 December 2006 | Head of Planning and Economic Development to report Head of Planning and Economic Development to report |

LAA PRIORITY 8 - KEEP VULNERABLE CHILDREN AND YOUNG PEOPLE SAFE

| Objective | Action | Target | Responsible officer | Resources required and source | Timescale for completion | Progress (31.3.07) |
|--|---|---|---------------------------------|--|--------------------------|--|
| <p>(1) Increase the percentage of young people leaving care who are in accommodation that meets their particular support needs to 55.5%.</p> | <p>(a) Provide 37 bed spaces across the District for single homeless people and young people leaving care, through the Single Accommodation For Epping Forest (SAFE) Project.</p> | <p>At least 75% of young people leaving care in the District with an accommodation need to be housed by the SAFE project</p> | <p>Head of Housing Services</p> | <p>Accommodation to be provided by Nacro Community Enterprises</p> | <p>December 2006</p> | <p>The SAFE Project continues to provide 37 bedspaces, and has good liaison arrangements with the Leaving and After Care Service. Between the Council and the SAFE Project, all young people leaving care and needing accommodation are assisted.</p> |
| | <p>(b) Investigate the feasibility of developing a foyer scheme within the District for young people, including young people leaving care, to provide accommodation, skills training and support.</p> | <p>If feasible and viable, to provide a scheme of at least 25 bedspaces, to increase to 90% the number of young people leaving care in the District with an accommodation need who are accommodated</p> | | <p>Feasibility to be undertaken by East Thames Group and the Epping Forest Foyer Project</p> | <p>December 2006</p> | <p>East Thames has undertaken a feasibility study, which established that a Foyer would only be viable (and would therefore potentially receive supporting people grant) if in excess of 100 rooms was provided. Since this would be too large to sustain within the District, it has been agreed not to pursue any further.</p> |

LAA PRIORITY 10 - REDUCE CRIME, THE HARM CAUSED BY ILLEGAL DRUGS AND TO REASSURE THE PUBLIC

| Objective | Action | Target | Responsible officer | Resources required and source | Timescale for completion | Progress (31.3.07) |
|--|--|---|--|---|---|--|
| <p>(1) To reduce crime, the harm caused by illegal drugs and reassure the public</p> | <p>(a) Implement Epping Forest Crime and Drugs Strategy 2005-08;</p> | <p>All targets within Strategy and associated Action Plans</p> | <p>Crime and Disorder Reduction Partnership (CDRP), CDRP Coordinating Group and associated Action Groups</p> | <p>Safer Communities budgets and CDRP Home Office Safer Communities Funds</p> | <p>Various dates 1 April 2005 – 31 March 2008</p> | <p>In 2006/07 the CDRP has continued to improve its performance. In March 2007 the actual number of reported crimes was recorded at 5453, only 312 in excess of the Home Office 5141 target.</p> |
| | <p>(b) To prepare, monitor and coordinate the annual spending programme for the Safer Stronger Communities Fund block of the Epping Forest Local Area Agreement.</p> | <p>(a) To liaise with and ensure that all necessary financial returns are made to Essex County Council's LAA coordinating body; (b) To liaise with sponsors of all commissioned projects, ensuring project conditions are met and necessary returns submitted.</p> | <p>Crime and Disorder Reduction Co-ordinator</p> | <p>Safer Communities budgets</p> | <p>April 2007</p> | <p>2007/08 budget agreed.</p> |
| <p>To reduce the fear of crime through drug awareness, education and information</p> | <p>(a) To implement the Crucial Crew Scheme;</p> | <p>Carry out scheme</p> | <p>Crime and Disorder Reduction Co-ordinator, CDRP</p> | <p>Safer Communities budgets, CDRP Home Office Safer Communities Funds</p> | <p>June 2007</p> | <p>Event to be held from 11 to 25 June 2007 at Gilwell Conference Centre, all schools in the district to attend.</p> |
| | <p>(b) To publish a 'Junior Citizenship' booklet;</p> | <p>Obtain sponsorship to provide all attendees of Crucial Crew Scheme with Junior Citizenship booklet</p> | <p>Crime and Disorder Reduction Co-ordinator, CDRP</p> | <p>From Lifelong Learning Fund and local businesses in the district</p> | <p>June 2007</p> | <p>Funding achieved and booklets for each pupil attending supplied direct to schools</p> |
| | <p>(c) Knife crime reduction - BTEC students to design and produce a 10 minute documentary as to why young people carry knives and the risks involved;</p> | <p>10 minute documentary to be produced</p> | <p>Crime and Disorder Reduction Co-ordinator /Essex Police</p> | <p>Epping Forest College resources</p> | <p>July 2007</p> | <p>Two groups of students producing documentaries</p> |
| | <p>(d) National Tackling Drugs Day (23.5.07).</p> | <p>Information event</p> | <p>Safer Communities Team/Essex Police</p> | <p>Epping Forest College resources</p> | <p>May 2007</p> | <p>Multi agency event held to illustrate the dangers of drink/drug driving</p> |

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| (3) To reduce the fear of crime | (a) Graffiti Clearance; | Carry out graffiti clearance as necessary | Crime and Disorder Reduction Co-ordinator | Safer Communities Budget | Ongoing | Draft graffiti policy is currently going to Cabinet and consultation with Parish and Town Councils. The Safer Communities Team is also working with the Youth Offending Team using Community Service Orders across the district. |
| | (b) Help the Aged Handyvan Scheme. | Provide and fit a range of security products in elderly peoples homes with no charge being made to those who meet Help the Aged criteria | | Safer Communities budgets, CDRP Home Office Safer Communities Funds | Ongoing | The scheme is regularly promoted via local media and the Council's publications |
| | (c) Hate Crime Strategic Panel | Provide multi-agency training for reporting of Hate Crime and increase awareness | | Safer Communities budgets, CDRP Home Office Safer Communities Funds | Ongoing | Training plan being developed in consultation with Human Resources Unit. |
| To reduce impact of drug/alcohol use in the street | Drugs debris collection | Collect debris when necessary and reduce incidence | Head of Environmental Services | Environmental Services Budget | Ongoing | Street cleansing standards have improved across the district throughout 2006/07. The Head of Environmental Services is not aware of drugs debris being an on-going issue. |

LAA PRIORITY 11 - BUILD RESPECT IN COMMUNITIES AND REDUCE ANTI-SOCIAL BEHAVIOUR

| Objective | Action | Target | Responsible officer | Resources required and source | Timescale for completion | Progress (31.3.07) |
|---|--|---|--|---|--------------------------|--|
| <p>(1) Develop a working protocol with all relevant partners concerning Anti-Social Behaviour (ASB) issues. Protocol to include determining lead department on complaints received.</p> | <p>Consult with partners, examine best practice, produce draft protocol for debate, and implement agreed protocol</p> | <p>Implementation of written protocol</p> | <p>CDRP, Anti-Social Behaviour Network Group (ASBN) and Anti-Social Behaviour Co-ordinator</p> | <p>Safer Communities Budgets and CDRP Home Office Safer Communities Funds</p> | <p>August 2007</p> | <p>All Registered Social Landlords now invited to attend problem-solving meetings at ASBN and Anti-Social Behaviour and Violent Crime Group. Meetings held regularly to address ASB issues within the district. The meetings develop tasking requirements of individuals or organisations and hold them accountable for those taskings being carried out. A written protocol is not required as all agencies work within the terms of reference of the groups</p> |
| <p>(2) Develop internal staff training programmes concerning best ASB strategies to encourage a pro-active approach to ASB work within the Council.</p> | <p>Determine best practice Consult with acknowledged experts Liaise with relevant EFDC departments concerning identified training needs Produce a rolling series of courses for staff.</p> | <p>Undertaking training programme</p> | | <p>Safer Communities Budgets and CDRP Home Office Safer Communities Funds</p> | <p>August 2007</p> | <p>Training is ongoing and the following subjects have been covered or are programmed for coverage before the end of 2007:</p> <ul style="list-style-type: none"> • Statement taking (EFDC staff); • Police and Criminal Evidence Act interviewing under caution (EFDC staff); • National Intelligence Model (Councillors and senior management); • Role of CDRP and multi agency problem solving; • Dealing with Intelligence; • Domestic security surveys; • The law relating to Anti-Social Behaviour (Police Community Support Officers, EFDC staff, Registered Socials Landlords). |

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| <p>(3) Develop a joint tasking strategy with Essex Police on the deployment of PCSO's. Obtain statistical return to monitor effectiveness.</p> | <p>(a) Liaise with District Commander, seek agreement, formulate tasking strategy and obtain Essex Police performance indicators for Police Community Support Officers (PCSO's);</p> <p>(b) Liaise with Essex Police. Develop a system to identify Council led taskings;</p> <p>(c) Develop local arrangement for the handling of sensitive intelligence;</p> <p>(d) Liaise with Loughton DIU and develop intelligence packages regarding ASB to be disseminated to interested Council departments and Essex Police.</p> | <p>(a) Tasking pro forma drafted. Tasking results agreed as per Essex Police P.I's. To be returned for each tasking;</p> <p>(b) Interested Council services to be notified. Strategy developed in line with Joint Service Agreement on PCSO's;</p> <p>(c) Local arrangement to be developed;</p> <p>(d) Briefing pack completed for target area Limes Farm. Will be updated as new offenders come on line.</p> | <p>Crime Reduction Co-ordinator, CDRP</p> | <p>Safer Communities Budgets and CDRP Home Office Safer Communities Funds</p> | <p>December 2006</p> | <p>Actions completed</p> |
| <p>Develop generic multi-agency approach to recurring seasonal ASB issues (i.e. Trick or Treat, fireworks)</p> | <p>Examine best practice Consult with licensing Liaise and develop with CRO and Essex Police Problem Solver Approach Trading Standards regarding TP work on those businesses suspected of infringements Task PCSO's Involve Schools Liaison Essex Police</p> | <p>Agreed multi-agency approach signed up to by individual partners</p> | <p>ASB Co-ordinator CDRP, ASBN Group</p> | <p>Safer Communities Budgets and CDRP Home Office Safer Communities Funds</p> | <p>August 2007</p> | <p>Work to commence with Essex Police Youth Intervention Team to develop seasonal tool kits to tackle recurring problems. These teams have only recently been formed so this work is in early stages of development. Press articles have been drafted for some seasonal issues and posters developed for those members of the public who feel vulnerable. This is also used in conjunction with the Council's website to raise awareness. Work under way regarding illegal taxi touts pro-active operations with Essex Police have been carried out and more planned to identify and prosecute offenders.</p> |

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| (5) Develop multi-agency approach to dealing with ASB issues | Secure attendance of housing association representatives at meetings, investigate implications for data sharing and agree protocols | Housing Associations to attend meetings. Protocol to be developed | ASB Co-ordinator, ASBN Group | Safer Communities Budgets and CDRP Home Office Safer Communities Funds | August 2007 | Joint site surveys carried out with Essex Police Crime Reduction Officer. Those emerging problem areas are visited and recommendations made concerning physical security and design. Tasking procedure agreed with Essex Police for PCSO's and NPT to be directed into emerging hotspots to gather intelligence, re-assure the public and reduce fear of crime. Joint Action Group set up with Essex Police to regularly review emerging hotspots and provide multi-agency approach to problem solving. System put in place by ASB Co-ordinator to protect and disseminate sensitive sources and intelligence to Essex Police Field Intelligence Officers for action when criminal offences are apparent. National Intelligence Model products used for problem solving ie crime pattern analysis, problem profiles, and target profiles. These provide clear audit trail and justification for various intervention methods which are them implemented. |
| (6) Implement an interim ASB recording database | Liaise IT Implement Access database Liaise with Housing, Environmental Services and RSL's Develop system of recording data from all of above | Interim ICT CRIS database installed 12.9.06 ASB Project Board database still in development | ASB Co-ordinator | Safer Communities Budgets and CDRP Home Office Safer Communities Funds | On-going | Interim ASB database in place but does not provide sufficient clarity, accuracy or detail for purpose. Paper records currently used. Safer communities will be moving to a custom built ASB database later in 2007. This database will also have the ability to analyse emerging ASB and crime trends providing the ability to accurately target problem areas. There will also be case management, ABC and ASBO tracking. |
| (7) Develop and implement the use of technology in gathering evidence of ASB | Obtain and develop the use of CDRP CCTV Develop working policy on use Evaluate new equipment for suitability of use in ASB | Agree working policy for use of CCTV and other technology in ASB cases | ASB Co-ordinator, CDRP, ASBN Group | Safer Communities Budgets and CDRP Home Office Safer Communities Funds | August 2007 | Purchase of 3G wireless CCTV systems at an advanced stage. Policy and procedure for implementing system has been written and is awaiting approval. |
| (8) Develop with | Liaise with Essex Police media officer for | Development of media | ASB Co-ordinator, | Safer Communities | August 2007 | Ongoing |

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| partners a positive media strategy to promote CDRP effectiveness and reduce the fear of crime | Epping Forest District Work with EFDC CDRP Co-ordinator Positively promote all partnership actions | strategy | CDRP, ASBN Group | Budgets and CDRP Home Office Safer Communities Funds | |
|---|--|----------|------------------|--|--|

LAA PRIORITY 12 - ACTIVELY MANAGE OUR ENVIRONMENT

| Objective | Action | Target | Responsible officer | Resources required and source | Timescale for completion | Progress (31.3.07) |
|---|---|--|---|--|----------------------------------|---|
| To reduce or limit the increase in size of Essex's ecological footprint | <p>(a) Environmental Co-ordinator to work within the Council and the community to increase awareness of the issues;</p> <p>(b) Target fuel poor households by:</p> <ul style="list-style-type: none"> Identifying households experiencing or at risk of fuel poverty and priorities them; Endeavouring to develop partnerships where possible with other agencies to conduct Household energy surveys to map the fuel poor; Mapping areas which are not supplied with main gas; Undertaking household energy surveys to gather information regarding fuel poverty within the district; Targeting suitable project developments at households/areas most at risk of fuel poverty. | To develop a programme of school visits, attendance at other local events to publicise environmental awareness etc | Head of Environmental Services, Head of Planning and Economic Development, Environmental Co-ordinator | No additional resources required | Review progress at March 2007 | <p>A programme of school visits is in place and 12 visits have been undertaken so far, with presentations majoring on energy awareness and fuel poverty etc.</p> <p>A 'Green Fayre' was held in Buckhurst Hill in September 2006 and is to be repeated in 2007. The Environmental Co-ordinator is working with the Lea Valley Regional Park Authority to increase awareness of environmental issues as part of the authority's 40th anniversary events</p> <p>Awareness of environmental issues has been increased through the use of stalls in local markets displaying energy information in conjunction with the CARE Agency, and through long-term displays at the Civic Offices. The Environmental Co-ordinator has worked with Essex Energy Efficiency Advice Centre to provide information and assistance to homeowners, so as to also assist in identifying fuel poor households.</p> <p>Energy surveys have been undertaken as part of the Council's Private Sector House Condition Survey.</p> <p>The implementation of Wheeled Bin arrangements across the district has</p> |
| To maximise recycling and composting of | (a) To complete the implementation of the wheeled bin based waste management | (a) Wheeled bins across the district by the end of | Head of Environmental | Basic resources in place, but subject to | Roll out complete by 31 December | |

| | | | | | | |
|---|--|--|--------------------------------|---|--|--|
| household waste | service; (b) To increase public awareness of the need to recycle more and throw away less. | December 2006; (b) Achieve 30% recycling by March 2007 and 36% by March 2008 | Services | contractual review Additional resources provided for public awareness, new exhibition caravan acquired and now ready for use More leaflets etc required which will require resourcing | 2006 30% recycling by 31 March 2007 36% recycling by 31 March 2008 | been completed. The Council's recycling outturn for 2006/07 is 37.09% A system of weekly summer refuse collections has been introduced in response to local concerns. The procurement of the Council's new waste management contract is underway and, once completed, resources will be made available to increase education and information in order to maintain recycling performance. |
| Improve the cleanliness of and public satisfaction with Essex gateway areas | (a) Review the Environmental Protection Agency (EPA) category for gateway areas; (b) Re-explore the options for using Probation Service personnel for additional cleansing works. | (a) Increase public satisfaction levels and BV199 targets for gateway areas; (b) To establish a protocol with the Probation Service for routine provision of additional cleansing resources | Head of Environmental Services | (a) Dependant upon the outcome of the review; (b) None if wholly provide by Probation Service | Part of review of waste management contractual arrangements (by March 2007) Protocol in place by March 2007 | The specification for the Council's new waste management contract contains enhanced standards for street cleansing beyond those required by the EPA Code of Practice. No progress has yet been achieved with regard to the establishment of a protocol with the Probation Service. |

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Report to: Finance and Performance Management Scrutiny Panel

Date of Meeting: 19 June 2007



Portfolio: Finance, Performance Management and Corporate Support Services

Subject: Consultation Plan and Register 2007/08

Officer contact for further information: S. Tautz (Ext 4180)

Democratic Services Officer: A. Hendry (Ext 4246)

Recommendations/Decisions Required:

That the Consultation Plan for 2007/08, setting out those issues on which public consultation is planned to be undertaken during the municipal year, and detailing those consultation exercises completed during 2006/07, be noted.

Report.

1. During the latter part of 2005, the Audit Commission undertook a User Focus assessment across Essex, looking at how effectively councils engaged with local communities, the results of which have previously been reported to the Finance and Performance Management Scrutiny Panel. Although the assessment confirmed that the Council's strengths in relation to public engagement outweighed its weaknesses, the Commission identified a number of possible areas for improvement in relation to the authority's approach to public consultation, particularly in respect of ensuring engagement with minority communities and other hard to reach groups.

2. The Council's existing Consultation Strategy was originally published in 1999 in response to the introduction of Best Value legislation. As a result of the User Focus assessment, the need to develop robust consultation proposals in relation to the new Council Plan for 2006-2010, and a likely future Comprehensive Performance Assessment (CPA) focus, a new Public Consultation and Engagement Strategy was adopted in April 2006, setting out how the council will plan and undertake future consultation exercises. All consultation and engagement exercises undertaken by and on behalf of the council are now required to comply with the provisions of the Public Consultation and Engagement Strategy. A revised consultation toolkit has also been produced in order to standardise consultation approaches and methodologies wherever possible.

3. As part of the new Public Consultation and Engagement Strategy, the Cabinet and the Scrutiny Panel have previously requested that a Consultation Plan be developed as part of the annual business planning process from 2006/07 onwards, in order to focus consultation and engagement on priorities and operational issues to be faced in the coming year. The Consultation Plan also incorporates the results of consultation exercises undertaken during the preceding twelve months, through a Consultation Register that enables members to scrutinise consultation results and processes.

4. The Consultation Plan for 2007/08 is attached as Appendix 1 to this report, and sets out the issues on which individual services will be consulting or engaging residents or

customers during the year, the overall objective for each consultation exercise, and how each exercise will be undertaken. In establishing this approach, it has been recognised that the need for some consultation exercises will arise subsequent to the development of the Consultation Plan each year, as a result of unforeseen circumstances or priority issues. In addition, it should be noted that regular on-going satisfaction surveys such as housing report cards, or consultation carried out in relation to planning applications, will not be included within the Consultation Plan.

5. The Scrutiny Panel is requested to note the Consultation Plan for 2007/08, and the details of those public consultation exercises completed in the last year (Appendix 2). These documents were also considered by the Cabinet at its meeting on 1 June 2007.

Reason for Decision:

6. To address the findings of the Audit Commission's User Focus assessment and to develop an overall corporate approach to public consultation and engagement that promotes inclusivity amongst minority groups and communities that may not always be fully engaged or represented.

Options Considered and Rejected:

7. None. The Council is expected to take action to address the results of the Audit Commission's User Focus assessment. User Focus was an important element in the methodology for the second-round of CPA for upper-tier authorities and is expected to also feature significantly in the development of comprehensive area assessments.

Consultation Undertaken:

8. The development of an annual Consultation Plan has previously been agreed by the Cabinet and the Finance and Performance Management Scrutiny Panel.

Resource Implications:

Budget/Personnel/Land: None.

Council Plan/Best Value Performance Plan reference: Council Plan 2006-2010 Section 8 – 'How we Measure Our Achievements'

Relevant Statutory Powers: None

Background papers: None

Environmental/Human Rights Act/Crime and Disorder Act Implications: None

Key Decision Reference: (if required) None

CONSULTATION PLAN 2007/08

| Ref | Subject Matter/Issues | Dates | Objectives | Target groups | Method | Feedback of results |
|-----|---|--|--|---|--|--|
| 1 | Choice Based Lettings | Prior to the implementation target date of October 2007 | The purpose of the consultation exercise All external agencies were invited to a consultation event in December 2006 to ensure that relevant agencies will support vulnerable people to assist them to be able to participate in Choice Based Lettings. 65 invitations sent out, only 8 attended. Therefore, we will be holding another consultation in September 2007, prior to the target go live date of October 2007. Further consultations will take place with tenants, leaseholders and applicants. | The groups/individuals to be consulted External agencies, CAB, Residents Associations, Tenants and Leaseholders Federation, tenants, leaseholders and RSLs. | The communication channels and methods to be used Surveys were undertake with presentations to local groups. It is intended to do more of this type of consultation. | How the results of the consultation will be reported Results will be published in the tenants magazine "Housing News." The results will inform how the scheme is operated. |
| 2 | Implementing Local Protocol between Epping Forest Housing Needs and Local Community Drug and Alcohol Team | Within the next 2 months | Ensuring good service delivery is maintained between respective teams | Housing staff within the section and external staff within the CDAT | Further meeting set for 6 months to evaluate effectiveness | An initial meeting has taken place on the 23/04/2007 to agree terms within the document. This is now being shared between these parties by e-mail to agree amendments before being signed to |
| 3 | Voids Re-let Standards | To consult in the Summer. Any comments will be incorporated in the standards. | To seek comments and views from tenants on the voids re-let standards | Tenants and Leaseholders Federation | To provide them with a copy of the Voids Re-let Standards and seek their views at future meetings of the Tenants and Leaseholders Federation. | As the consultation will take place at a meeting of the Tenants and Leaseholders Federation the feedback will be given at that time. |
| 4 | Designation of properties for occupation by older people | During the summer 2007. Results will be minimized and available following the Portfolio Holders decision | To review the housing stock which is set aside for older persons occupation | Tenants and Leaseholders Federation, Housing Scrutiny Panel, Housing Portfolio Holder | Through meetings with target groups | Report back at future meetings. A list will be formulated of properties designated for older people based on the outcome of the consultation |

CONSULTATION PLAN 2007/08

| Ref | Subject Matter/Issues | Dates | Objectives | Target groups | Method | Feedback of results |
|------------|--|---|--|--|---|---|
| No. | Subject matter or issues to be consulted about | When the consultation will take place | The purpose of the consultation exercise | The groups/individuals to be consulted | The communication channels and methods to be used | How the results of the consultation will be reported |
| 5 | The Housing Service Strategy on Energy Efficiency | TBA | To seek comments and views on the draft Strategy, and to incorporate any agreed comments within the final version | Epping Forest Tenants and Leaseholders Associations Essex Energy Advice Centres Citizen Advice Bureau's within the District | They will be consulted through the provision of a Consultation Draft, on which they will be invited to comment upon. | Agreed comments from the consultation exercise will be incorporated within the final version. All consultees will receive a copy of the final version of Housing Service Strategy on Energy Efficiency. |
| 6 | Setting up Local Service Level Agreement for Floating Support Scheme | Within the next 2 months | Ensuring good service delivery is maintained between respective teams | Housing staff at EFDC and staff working for In-Touch Floating Support provider | An initial meeting has taken place on the 20/04/2007 to agree terms within the document. This will be shared between these parties by e-mail to agree amendments before being signed to | Further meeting set for 6 months to evaluate effectiveness |
| 7 | Leaseholders satisfaction on information provided. | During 2007/08 – Information will be monitored and made available to senior management and reported to the Leaseholder Association. | The purpose of this exercise is to analyse the feedback in order to assess if the Council is providing enough support/information to leaseholders in an understandable format. | All leaseholders will be consulted during this year via a newsletter enclosing a questionnaire during 2007/08. (This will be done after the census survey results (to be completed in 2007/08) have been analysed in order to take into account minority/hard to reach groups or un-represented groups). | As above. This will be analysed and amended dependent on feedback. (Taking into account the information from the census). | See above. |

CONSULTATION PLAN 2007/08

| Ref | Subject Matter/Issues | Dates | Objectives | Target groups | Method | Feedback of results |
|-----|---|---|--|---|---|---|
| No. | Subject matter or issues to be consulted about | When the consultation will take place | The purpose of the consultation exercise | The groups/individuals to be consulted | The communication channels and methods to be used | How the results of the consultation will be reported |
| 8 | The provision of off-street parking at various sites across the District. | The consultation will take place once the feasibility study for each site is completed, which is anticipated in late Autumn. | To seek comments and views from residents on the provision and location of new off-street parking. The results of the consultation exercise will determine if there is sufficient local support for the work to go ahead or not. | Local Ward Members Residents in the immediate location affected by the works Appropriate resident / community / tenant associations | They will be consulted through the provision of a consultation letter and plan of the site with a pre-paid reply questionnaire, on which they will be invited to comment upon. Depending on the level of returns, it may be appropriate to do one-to-one home visit consultation to gauge resident's views. | The results will be included in future Portfolio Holder reports, which will determine future programmes of work. |
| 9 | Updating local protocol between Epping Forest Housing Needs and Essex Probation service | Within the next 2 months | Ensuring good service delivery is maintained between respective teams | Probation staff based at Harlow Probation Office | An initial meeting has taken place on the 16/04/2007 to agree terms within the document. This is now being shared between these parties by e-mail to agree amendments before being signed to | Further meeting set for 6 months to evaluate its effectiveness. |
| 10 | Planned improvements or major repairs on blocks of flats containing Leaseholders | The consultation will take place throughout the year, depending on the relevant programme of work, but most importantly, at the appropriate times as determined by the Leasehold legislation. | To seek comments and views from leaseholders in line with relevant leasehold legislation. | Individual Leaseholders | They will be consulted through the provision of a consultation letter, giving them the opportunity to view the specifications, condition reports, tender documents and tender returns. The format for the consultation is set out within the relevant leasehold legislation. | Any consultation results that do not support the proposed approach need to be considered and the decision on the outcome of that consideration needs to be communicated in writing back to the leaseholder. |

CONSULTATION PLAN 2007/08

| Ref | Subject Matter/Issues | Dates | Objectives | Target groups | Method | Feedback of results |
|-----|---|---|--|---|---|--|
| 11 | <p>Subject matter or issues to be consulted about</p> <p>Right To Buy (RTB) Applicants on the satisfaction on the service they receive from the RTB/Leasehold section when they apply to buy their property.</p> | <p>When the consultation will take place</p> <p>During 2007/08 – Information will be monitored on a monthly basis and made available to senior management and reported to the Tenant and Leaseholder Federation annually.</p> | <p>The purpose of the consultation exercise</p> <p>The purpose of this exercise is to analyse the feedback in order to assess if the Council is providing enough support and information, required to applicants.</p> | <p>The groups/individuals to be consulted</p> <p>All RTB applicants will be consulted after the offer letter has been issued. (This will be done after the census survey results have been analysed in order to take into account minority and hard to reach groups or under-represented groups during 2007/08).</p> | <p>The communication channels and methods to be used</p> <p>A satisfaction survey will be sent out to each applicant (after a formal offer has been made). This will be analysed and amended dependent on feedback. (Taking into account the information from the census).</p> | <p>How the results of the consultation will be reported</p> <p>See above.</p> |
| 12 | <p>To consult the residents of Springfields on the colour and finishes that are to be applied to the blocks of flats as part of the major improvement scheme.</p> | <p>Between the hours of 3pm and 8pm on a weekday (to be agreed), so as to attract the widest possible audience of local residents. The results will be published in a newsletter to residents prior to the work commencing on site.</p> | <p>To agree the final choice of colour and finishes for the external render, doors and other attributes where colour and finish is open to choice.</p> | <p>To hold a public exhibition at the Brookways Hall open to all local residents in and around Springfields Flats</p> | <p>Visual displays, one-to-one discussions and a questionnaire to be completed by residents to vote for their preferred finishes. The majority choice will be incorporated in the final design.</p> | <p>Via the contact with the main contractor</p> |
| 13 | <p>To involve residents of Springfields in the selection process for contractors as part of the major improvement scheme.</p> | <p>Once the tenders have been received and opened, but prior to the report on the tenders being presented to the Cabinet in July 2007.</p> | <p>To select the most suitable contractor, based on a best value approach, taking into account not only price but quality and resident engagement.</p> | <p>The representatives are to be nominated by the Roundhills Residents Association. Two individual tenants (as volunteers) to represent the estate as a whole on the interview panel.</p> | <p>To enable the representatives to participate in the question and answer sessions and to participate in the evaluation of the contractors. The outcome will be included in the report that will eventually be presented to Cabinet on the outcome of the tender exercise</p> | <p>Through the tender report to the Cabinet and via a newsletter to residents</p> |

CONSULTATION PLAN 2007/08

| Ref | Subject Matter/Issues | Dates | Objectives | Target groups | Method | Feedback of results |
|------------|--|--|---|---|---|--|
| No. | Subject matter or issues to be consulted about | When the consultation will take place | The purpose of the consultation exercise | The groups/individuals to be consulted | The communication channels and methods to be used | How the results of the consultation will be reported |
| 14 | Development of Disability Equality Scheme | May to September 2007 | To develop a disability equality scheme | Disabled groups, disabled staff. | Initially a round table discussion to plan consultation activities | Results will be reported to Cabinet, to special interest groups and to staff. |
| 15 | Development of Gender Equality Scheme | September to November 2007 | To develop a gender equality scheme | Groups/staff with gender equality interests. | Initially a round table discussion to plan consultation activities | Results will be reported to Cabinet, to special interest groups and to staff. |
| 16 | Leisure Services Non-user survey about participation in Leisure and Cultural opportunities targeted at those who currently do not take part or make use of facilities and services provided by the Council. | Summer 2007 with results available in September 2007. | To establish current patterns of use, barriers to participation and how to most effectively market the services we currently provide or alternatively re-design them to make them more attractive and accessible. | A representative sample of the demographic make up of the District, potentially face-to-face interviews with 1,000 residents. | The majority of interviews to take place on face-to-face basis but for some hard to reach groups telephone interviews and/or focus groups at accessible locations are being considered. Liaison will be undertaken with other Partners, Agencies and Stakeholders to access hard to reach groups e.g. Youth Service, Primary Care Trust, Council for Voluntary Service. | Results of Consultation will influence Leisure Services Marketing Plan and Business Plan. Results of the consultation will be reflected in the design of services and promotional materials. |
| 17 | User Forums at Council's Leisure Facilities have been established to gauge customer satisfaction and seek feedback from users of the four Council's leisure facilities now managed under contract by SLM ltd | Any significant issues of concern arising from the quarterly meetings held at each Centre will be fed into the monthly Contract Management Core Meeting, as well as being reported to the Contract Monitoring Board Chaired by the Leisure Portfolio Holder. | As part of the Leisure Management Contract monitoring arrangements the Customer Forums allow useful feedback from customers on the performance of the Contractor and assist Client Officers in identifying what issues are important to users. The Customer Forums are attended by Client Officers as well as nominated Members of the Council. | Representatives of clubs and casual users of the Council's leisure facilities. | Meetings are held regularly at least four times per annum at the Leisure Centres. The agenda is advertised and minutes published. In addition to the forums, feedback is obtained through Customer Comment Cards, Chartermark consultation, and by the use of an electronic device called <i>The Opinion Meter</i> . | Outcomes will be published with agreed list of Action Points. Progress will be monitored through Client Officers and Forums. |

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EPING FOREST DISTRICT COUNCIL PUBLIC CONSULTATION REGISTER 2006/07

| Reference | Subject | Date | Commissioned by | Carried Out By | Purpose | Comments | Results Reported To | Method |
|----------------|--|--------------------------|---|---|--|---|---|--|
| PMU/CONS/01/06 | Homelessness Strategy 2006/07 2008/09 | 2006 | Housing Needs Manager | Office of Deputy Prime Minister | To contact various stakeholders on proposed strategy. To assist in preparation of forthcoming strategies. | Results received were positive. Those partners involved in assisting the authority in its Homeless function. | Results of Strategy will be passed to forthcoming CPG. Will be available in the Homelessness Strategy when this is made a public document | Postal survey undertaken to the above |
| PMU/CONS/02/06 | Stock Transfer - Wickfields, Chigwell (Stage 1 Consultation) | February - March 2006 | Cabinet | Head of Housing Services | To consult residents (formally) on the proposals within the Consultation Document on a transfer of Wickfields and its tenants to Home Group Ltd (Warden Housing), to enable a major improvement scheme to go ahead. | All secure and non-secure tenants of Wickfields. Number of responses received 17. (100%). Tenants "in favour" 12 (70.6%). Tenants "not in favour" 0. Tenants "not sure" about the transfer 5 (29.4%). Tenants did not make any comments 7, whilst 10 residents did make comments. | Housing Portfolio Holder and residents | Postal survey with detailed Consultation Document. A question and Answer Session was also held during the consultation period. |
| PMU/CONS/03/06 | Homeless Exit Survey | Mar-06 | Housing Needs Manager | ASA Consultants | To contact people in temporary accommodation, Norway, House, Bed and Breakfast and SAFE, ensuring residents were satisfied with service provided. | Families owed a duty to accommodate under the terms of the Housing Act 1996 pt V11. The majority of residents were satisfied with the service provided. Results analysed to ensure residents in temporary accommodation were satisfied with service provided. | To be used in forthcoming Homeless Strategy. | By personal contact, face to face interviews, and telephone contact. £1,475 |
| PMU/CONS/04/06 | Homeless Exit Survey | Mar-06 | Housing Needs Manager | Housing Information Strategy Division | To undertake a postal survey of people occupying different forms of temporary accommodation in the district under the terms of the Housing Act 1996 Pt V11 | Residents at Brook Haven, New Start, homelessness prevention service clients. Results were positive. The majority of residents were satisfied with the service provided. | To be used in forthcoming Homeless Strategy. | By post to targeted group. |
| PMU/CONS/05/06 | Homeless Exit Survey | 13th to -24th March 2006 | Housing Needs Manager | Homeless Officers and Homeless prevention officers | To undertake survey on members of the public seeking advice and assistance on a housing difficulty they were faced with | Positive response. Members of public seeking help with their housing difficulty, of which most people were satisfied with service given. | Housing Information Strategy Division | Prepared form completed and returned at completion of interview |
| PMU/CONS/06/06 | Springfield's Improvement Scheme | 24-Apr-06 | Roundhills Residents Association | Assistant Head of Housing Services | To advise the Roundhills residents Association Members and residents of the Springfield's estate at their AGM of progress on the improvement scheme planned for Springfield's Flats. | Invitation to the Roundhills Residents Association AGM issued to all residents of the Roundhills Estate, which includes the flats at Springfield's, invitations issued by the Roundhills Residents Association Committee Members. | No results recorded. An oral presentation with question and answer session only. Feedback was given to the Springfield's Project Team and Housing Management manager following the meeting. No action necessary and no results to report on this occasion | Oral presentation only, the cost was limited to a meeting allowance. |
| PMU/CONS/07/06 | Stock Transfer - Wickfields, Chigwell (Stage 2 Ballot) | April - May 2006 | Head of Housing Services | Electoral Reform Services (Independent scrutinzers) | To ballot residents on the proposal within the detailed Consultation Document (as amended following the Stage 1 consultation) on a transfer of Wickfields and its tenants to Home Group Ltd (Warden Housing) to enable a major improvement scheme to go ahead. | The total number of tenants balloted - 16. Ballot papers received 14 (87.5%). In favour of the transfer - 11 (78.6%). Not in favour of the transfer 3 (21.4%) | Housing Portfolio Holder, residents and Secretary of State. To demonstrate to the Secretary of State that a majority of secure tenants were in favour of a transfer to Warden Housing. Report to Housing Portfolio Holder - May 2006 - COMS System | Formal ballot |
| PMU/CONS/08/06 | New Waste Management Contract | Dec-06 | Stephen Metcalfe for Environmental Protection | Public Relation | To seek views on matters relating to the new waste management contract such as: (i) attitude to wheeled bins (ii) attitude to alternate weekly collections (iii) should residual waste be collected during the summer months? (iv) attitude to enforcement of litter, recycling etc (v) opinion of street cleansing standards (vi) willingness to pay more for more recycling or enhanced street scene etc | To inform the specification of the new waste management contract | (i) Portfolio Holder Advisory Group on the new waste management contract (ii) Residents via Forester, press release etc | (i) On line web response (ii) Open letter in local newspapers (iii) Open letter delivered to all residents |

EPPING FOREST DISTRICT COUNCIL PUBLIC CONSULTATION REGISTER 2006/07

| Reference | Subject | Date | Commissioned by | Carried Out By | Purpose | Comments | Results Reported To | Method |
|----------------|---|--------|---|---------------------------|---|---|---|--|
| PMU/CONS/09/06 | Installation of two scooter stores at Hadders Close | Oct-06 | Head of Housing Services | Housing Manager (OPS) | To seek tenants views on the Council installing scooter stores at the scheme. | To inform the need to apply for planning permission | Assistant Head of Housing Services and Housing Assets Manager | Letter sent, cost 'zero' |
| PMU/CONS/10/06 | Lighting in Communal areas of Grove Court | Oct-06 | Head of Housing Services | Assistant Repairs Manager | To seek tenants views on lighting in communal area of blocks of flats and establish if they would prefer sensor lights | To inform on the need for sensor lights in Grove Court (Older People Services) | Housing Repairs Manager | TBA |
| PMU/CONS/11/06 | Sale of Former Poundfield Road Garage Site to Local Residents – Proposed Variation of Terms of Sale | Mar-06 | Housing Portfolio Holder (Clir David Stallan) | Head of Housing Services | To ask the residents adjoining the former garage site (who were not seeking to purchase the land) if they had any objections to a proposed variation to the terms agreed by the Council's Cabinet requiring the purchasing residents to break up and remove the existing concrete shortly after purchase. | At the end of the two-week consultation period, seven letters (64%) were received from non-purchasing residents, all of whom supported the purchasing residents' request not to break up and remove the concrete. No letters of objection were received. | The results were included in the Head of Housing Services' report to the Housing Portfolio Holder. As a result of the consultation exercise the Housing Portfolio Holder agreed with the purchasing residents' request, and varied the Council's requirement. | Letter sent to 11 non-purchasing residents. |
| PMU/CONS/12/06 | The Council's Housing Revenue Account (HRA) Business Plan 2006 | Apr-06 | Head of Housing Services | Head of Housing Services | To seek comments and views on the draft HRA Business Plan prior to consideration and adoption by the Housing Portfolio Holder; to incorporate any agreed comments within the final version; and to incorporate the views of the Tenants & Leaseholders Federation within the final version. | Having considered the Business Plan, the Federation said: the Business Plan was comprehensive, well thought out, interesting and well written; it was clear and easy to read, especially the Plain English Summary; they agreed with the objectives, the key housing priorities and the action plan; they were pleased that the revised Financial Plan did not identify a deficit on the Housing Revenue Account for 21 years, although they were concerned that this had reduced from the 27 years forecast in the previous year's Business Plan; and they recognised and applauded the various quality initiatives undertaken by Housing Services, particularly the achievement of the Charter Mark Award and the ISO 9001:2000 ISO Quality Assurance Standard. | The comments of the Federation were included within the final version considered by the Housing Portfolio Holder, Section 1.8 of HRA Business Plan 2006 | Federation members were sent a copy of the draft HRA Business Plan Housing Strategy, including a Plain English Summary, in advance of a Federation meeting. The Head of Housing Services attended the meeting and gave a presentation on the main issues, and asked for the Federation's views. The cost was minimal |
| PMU/CONS/13/06 | Tree Maintenance | Apr-06 | Assistant Head of Housing Services (Operations) | Housing Services | To reduce the backlog of tree maintenance work | To reduce the backlog of tree maintenance work | Results were passed to Cabinet and it was agreed by the Cabinet to increase the budget in future years to clear the backlog of work | TBA |
| PMU/CONS/14/06 | Romelands Refuse Arrangements | Jun-06 | Housing Management (North) | (Housing Officer, North) | To see whether alternative refuse arrangements could be made for the estate | Residents Group | There was no consensus of opinion as to how changes should be made. No action was taken | By post to residents |
| PMU/CONS/15/06 | The Council's updated Housing Service Strategy on Empty Council Properties | Oct-06 | Head of Housing Services | Head of Housing Services | To seek comments and views on the draft Housing Service Strategy on Empty Council Properties prior to consideration and adoption by the Housing Portfolio Holder, including the proposed Action Plan; to incorporate any agreed amendments or additions within the final version. | The Federation supported the draft Housing Service Strategy and did not propose any changes. | The minutes of the Tenants and Leaseholders Federation Meeting – 17.10.06 (Available from Head of Housing Services) | The Federation members were sent a copy of the draft Housing Service Strategy in advance of a Federation meeting. The Head of Housing Services attended the meeting and gave a presentation on the main issues, and asked for the Federation's views. The cost was minimal |

EPING FOREST DISTRICT COUNCIL PUBLIC CONSULTATION REGISTER 2006/07

| Reference | Subject | Date | Commissioned by | Carried Out By | Purpose | Comments | Results Reported To | Method |
|----------------|---|-------------------------|---|--|---|---|---|---|
| PMU/CONS/16/06 | Housing Services Strategy on Equality and Diversity | Oct-06 | Assistant Head of Housing Services (Operations) | Assistant Head of Housing Services (Operations) | To meet the requirements of the Anti-Social Behaviour Act. | There was positive feedback | Housing Scrutiny Panel | Meetings with Citizens Advice Bureau, Tenants and Leaseholders Federation |
| PMU/CONS/17/06 | Review of Housing Allocation Scheme | Nov-06 | Housing Services | Assistant Head of Housing Services (Operations) | An annual review of the Housing Allocations Scheme was undertaken to ensure it reflects the current local housing situation and any changes in Law and to meet the Governments Target to reduce the number of people living in temporary accommodation. | One result received was very positive. It was also agreed that homeless applicants who are granted non-secure tenancy will in the future be granted secure tenancies to meet the Governments target of reducing the number of people living in temporary accommodation by 50% by 2010. The scheme was not amended as there were no adverse comments. | Cabinet report – December 2006 | All Registered Social Landlords in partnership with EFDC, Postal Survey to registered social landlords |
| PMU/CONS/18/06 | Sheltered Housing Tenant Participation Agreement (TPA) | Nov-06 | Head of Housing Services | Housing Services Tenant Participation Officer | To seek agreement to the draft TPA | Agreement to the draft TPA | Tenants and Leaseholders Federation, Sheltered Housing Forum, all tenants via Housing News | Discussion with Sheltered Housing Forum |
| PMU/CONS/19/06 | Housing Services Strategy on Harassment | Dec-06 | Assistant Head of Housing Services (Operations) | Assistant Head of Housing Services (Operations) | To meet the requirements of the Ant Social Behaviour Act. | Meetings with Anti-Social Behaviour Violent Crime Tasking Group, Citizens Advice Bureau, Tenants and Leaseholders Federation | Positive feedback. Housing Scrutiny Panel | Meetings |
| PMU/CONS/20/06 | Proposed Environmental Improvement Scheme at Loughton Way Flats/Shops | Dec-06 | Housing Services | Legal, Administration and Estates | To consult upon proposals to improve refuse storage and collection arrangements, access arrangements to flats, hard landscaping, lighting etc. | Residents in favour of proposals with some discussion and minor modifications. | David Barrett/Julie Cheney at Limes Farm Housing Office | Postal Survey followed by meeting with 2 households who raised particular points for discussion |
| PMU/CONS/21/06 | Sheering Residents Consultation Day | Dec-06 | Housing Services and Leisure Services | Housing Services Tenant Participation Officer and Leisure Services Development Officer | Part of an initiative identified in Equality Impact Assessments to engage residents living in rural areas, especially in relation to the provision of housing and leisure services. Potentially to form a residents association. Specific issues raised on the day have been dealt with as appropriate. | All residents of Sheering were invited, approx 100 attended, 65 took part in survey conducted as part of the open day. Residents gave opinions on a wide range of services and amenities, enabling the council to gauge interest in a proposed residents association for future consultations. This consultation did not seek to address specific issues. | Reports available from Housing Services Tenant Participation Officer | Public open day involving council, local school and other agencies. The cost was approximately £250 |
| PMU/CONS/22/06 | Choice Based Lettings | Ongoing throughout 2006 | Assistant Head of Housing Services | Cabinet | To consult and inform all relevant groups on the Council's plan to introduce a Choice Based Lettings scheme during 2007/08 | To provide information on the way in which the scheme is delivered | Housing Scrutiny Panel. Contained within the Housing Scrutiny Panel reports | Various meetings with external Agencies, RSL's, Tenants and Leaseholder's Federation, Sheltered Forum/Rural Tenants Forum, Citizens Advice Bureaus and also a consultation exercise with tenants through Housing News |
| PMU/CONS/01/07 | Housing Benefits Information Consultation | Feb-07 | Housing Services | Older Peoples Services Manager | To assess whether older people are receiving sufficient information on the benefits available to them | Housing Services consultation with Sheltered Housing Forum, follow up visits to tenants by Benefits Officer (Finance). Sheltered Housing Forum, Housing Management | Group agreed the more information should be made available on housing benefits and the implications of receiving benefits in relation to other incomes such as pension tax credit | Housing Services consultation with Sheltered Housing Forum, follow up visits to tenants by Benefits Officer (Finance) |
| PMU/CONS/02/07 | Transfer of Land at Turners Close to the Town Council | Mar-07 | Area Housing Manager | Area Housing Manager | To see if residents living adjacent to the site are happy with the proposals | Nine Residents living adjacent to site. Five residents responded. Four object to the proposals | Town Council | By post to nine residents |

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